The New Paradigm for Project Management: the Intercommunication of Projects in a Portal

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In our days for a good project result is very important to use all the facilities of our society. We can't know from the beginning the result for a project if it will be made like a client want or not. For a good result of a project is important to have a good manage of all similar projects. It is know that only few people learn from the past and a lot of mistake made in old projects repeats on new projects. In this paper we analyze how we can increase the benefit of project by a good manage of the old project and a good communication in a projects.
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Introduction

Many initiatives have focused on Information and Communication Technology (ICT) to enable knowledge exchange and stimulate knowledge generation, but active knowledge management (KM) strategies are required if ICTs are to be used effectively. Communications and intercommunications are important factors for a successful project in our society. A successful project is often determined by how an organization approaches the planning process and how it obtains its fundamental view of planning in general. In order to manage projects successfully it is essential to communicate with other similar project. Communication of project and intercommunication of projects are fundamental to future success in a knowledge-intensive workplace. Using ICT for communication and intercommunication we can group data by domains in a portal. It can bring significant benefits for organizations. It can increase productivity through better knowledge sharing, provide better client service by providing rapid access to information, and can help solve intractable problems by connecting together the relevant experts.

In our days organizations have a vast volume of project, knowledge and information. Most of the knowledge's are stoked in different type of document and only a few people (often only the authors) know were to locate them.

A successful project

Project management represents a new science, result of the synthesis of different fields, having as objective to systematically the knowledge that is available in an organization. It is widely recognized that knowledge management is a key tool for the viability of an organization, especially for those that are profit-earning. The implementation of knowledge management systems in companies requires tools and techniques from many disciplines, ranging from psychology to computer science. Companies want to learn from their own experience and to be able to further enhance that experience with best principles and lessons learned from other companies. In these companies, knowledge management focuses on the relationship between knowledge and learning within a company.

A project is a temporary organization to create a unique product, service, or result. "Projects can also be viewed as social systems which can be clearly differentiated from their environments and at the same time have relationships to these environments. As an independent system a project has a specific purpose and its own structure. Elements of the project structure are, for instance, project specific values and rules, project roles, project specific communications, planning and controlling methods." [Gareis, 2002]

It is very important to underline that any project is unique by his product but in the same time I remark that we can make a classification of projects by different characteristics. And after we analyze the projects for characteristics and classifications them, we can define a successful project as a project that: (1) produced

all the stated deliverables; (2) completed within the approved schedule; (3) completed under the approved budget; (4) deliverables met all functional, performance, and quality specifications.

New solution for projects manage

Many organizations have adopted project management practices in recent years. Some of those organizations have achieved success at project management, but others have not.

For a successful project is important (1) to see what the problems with similar project were and (2) to increase the communication of team of project.

So, in our age the communication in project and intercommunication of projects is in continues changes because of the new technologies. We have a many number of project and them can be classified and this will help us in our new project. I think that we can contribute to the success of the project by the analyze data of other similar project. "In the past, most people measured the success of projects by the three traditional criteria of cost, quality, and schedule." [Steve, 2005]

The objective of project and knowledge classification is to reduce the detail and diversity and the resulting information overload by grouping similar project together. The main classification objective is to simplify access to and processing of explicit knowledge. Classification supports analyzing the knowledge and, thus, can ease the

1. retrieval,
2. organization,
3. visualization,
4. development, and
5. exchange of knowledge.

In general, project categorization only means assigning projects to a fixed set of categories. But in the domain of artificial intelligent, text mining categorization also involves the preliminary process of automatically learning categorization projects.

Several authors have identified the many characteristics and attributes of projects that could conceivably be used as criteria to categorize projects. These are summarized by [Crawford et. al., 2004] with this list:

- Application area or product
- Stage of life-cycle
- Grouped or single
- Strategic importance
- Strategic driver
- Geography
- Scope
- Timing
- Uncertainty
- Risk
- Complexity
- Customer
- Ownership
- Contractual

Any of these, or any combination of them, could be used to categorize a group of projects, depending on the purpose at hand. Perhaps the reason that little progress has been made to date in developing an agreed overall categorization system is the existence of this wide variety of project attributes and their various combinations.

In [Russell, 2004] find four basic ways in which we can set up a classification system of projects:

- geographical location,
- industrial sector (Standard Industrial Classification System),
- stage of the project life cycle;
- product of the project (construction of a building or development of a new product).

The most important and the most useful classification is by type of product or deliverable that the project is producing, such as building a building, developing a new product, developing a new computer software program, or performing a maintenance turnaround or outage on a chemical plant or electric generating station. Each of these types of projects has more in common with other similar projects producing the same type of product than with other types of projects. Conversely there is much less commonality between different types of projects in the same industrial sector or company. For example, there is much more commonality between projects for developing a new software system in a construction company and a bank than there is between three projects in the same bank for constructing a new building, developing a new product, and developing a new computer software system.

Youker [***10] presents a list of nine categories based on project results, and concludes that: The most useful classification of types of projects is by the product of the project, as shown in table 1.

Table 1 Type of projects

Type of project	Product of project
Administrative	installing a new accounting system
Construction	a building or road
Computer Software Development	a new computer program
Design of Plans	architectural or engineering plans
Equipment or System Installation	a telephone system or IT system
Event or Relocation	Olympiads or a move into a new building
Maintenance of Process Industries	petrol-chemical plant or electric generating station
New Product Development	new drug or aerospace/defense product
Research	a feasibility study or investigating a chemical

The attributes or characteristics that are common to each of the nine basic types of project [***10] are:

Administrative: Administrative projects involve intellectual workers. The scope may change as the project proceeds.

Construction: Construction is a contract business where the scope is laid out in detail before the project starts and the level of risk is relatively small for the size of investment. The workers are almost entirely craft or blue collar. In most cases time pressures are moderate and cost is a very important variable. The processes of construction are typically well known and the foremen very experienced.

Computer Software Development: Software projects are notorious for having the scope change radically during the project. Often they are pushing the state of the art which introduces high risk. Programmers are famous for individualistic behavior.

Design of Plans: The design of any kind of plan is an intellectual endeavor. By the nature of the exploratory nature of design the scope may not be well defined at the beginning because the client may not have yet decided just what they want. Quality is of a higher priority than either time or cost.

Equipment or System Installation: Scope is well defined and speed is essential. Risk should be low if the project was well planned.

Event: This is a one of a kind project where scope may change during the project and uncertainty is high. Time is critical to meet a specific date. It is probably a complex project.

Maintenance of Process Industries: Turnarounds and outages are short perhaps nine week projects in which down time can cost as much as a million dollars per day and speed is critical. Uncertainty is high because the scope is not fully known until the plant is disassembled. A large number of different craft workers are involved. They often work three shifts per day and plans are detailed in hours.

New Product Development: Developing a new product is a risky business. By definition you are pushing the state of the art. Time to market is much more important than cost of the project. Quality is also critical and the scope may change up or down during the project.

Research: Research projects are usually long term where quality takes precedence over time. It is an intellectual process where scope may not be defined at all in the beginning.

It is very important to have an informational portal in witch to have information about any type of project, in this case we can learn from other in the same time when we learning from us. Of the two learning levels, learning from oneself is more difficult because it requires introspection. While learning from others can also be difficult, it is less so because there may be documentation or people may be available to provide an oral history.

An informational portal give us possibility to took with team members of other project, identifying similarities and dissimilarities, and determining what worked and what did not work. This requires considerable introspection and objectivity. From the experiences of others, team members can also identify similar projects from the past, and then interview the participants, or read audit reports and "lessons learned," if they exist. Of course, the challenge is to obtain knowledge about the projects and gain access to their information.

In today's business environment, improvement an informational portal is a important problem

for all the organizations. A common trend in project management world is to manage of large quantities of data and communications through a single interface.

Simply stated, a portal is a single interface that provides convenient access to everything a user needs to get the task done, regardless of where it exists. Whether to search for and buy a book, access an account balance and make a transfer, or update your personal information, the portal brings everything together in one virtual place. [Morris, 2001]

A lot of problems will be solved be using ICT and we can group data by domains in a portal. In PM baseline [Gareis, 2004] is specified that "The classification of projects into different project types makes it possible to analyze the type-specific challenges and potentials for project management. Projects can be differentiated by industry, location or objective, level of concreteness and/or level of repetition, ownership, duration and relation to the organization's processes." Organization portals will help companies better organize all this information, partly by letting stakeholders create custom views of it. This will help in our work and make the communication friendlier. People have to learn new communication skills, establish rules for when to use what media and adjust the norms of conduct to the specific media.

Managing projects and knowledge is an important point for a good project result. Informational portals are one way of capturing and sharing best practices, lessons learned, and contact information for other person.

The intercommunication of projects in a portal represents a paradigm for project management because management's priorities and obligations are connected with everything that reflects on institution's activity. Projects' intercommunication in a portal is a new paradigm for project management that leads to a better solution for almost any problem from the project.

Conclusions

The Information and Communications Technologies (ICTs) affects every activities and project processes. ICTs are technologies that facilitate communication, processing, and transmission of information by electronic means.

Information portals will help companies better organize all information and this will help in work, make the communication friendlier and the result will be success projects.

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