

REFERENCES

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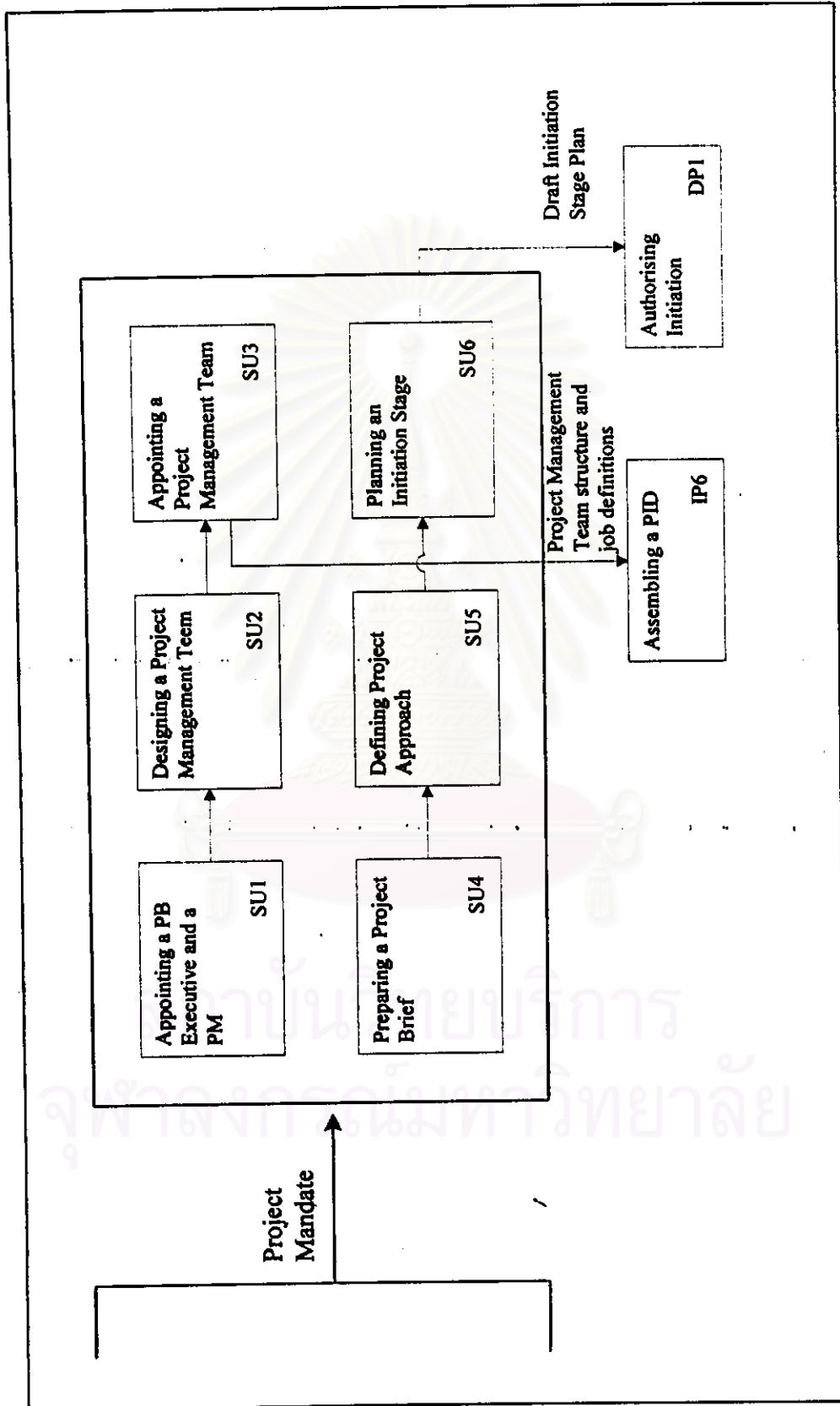
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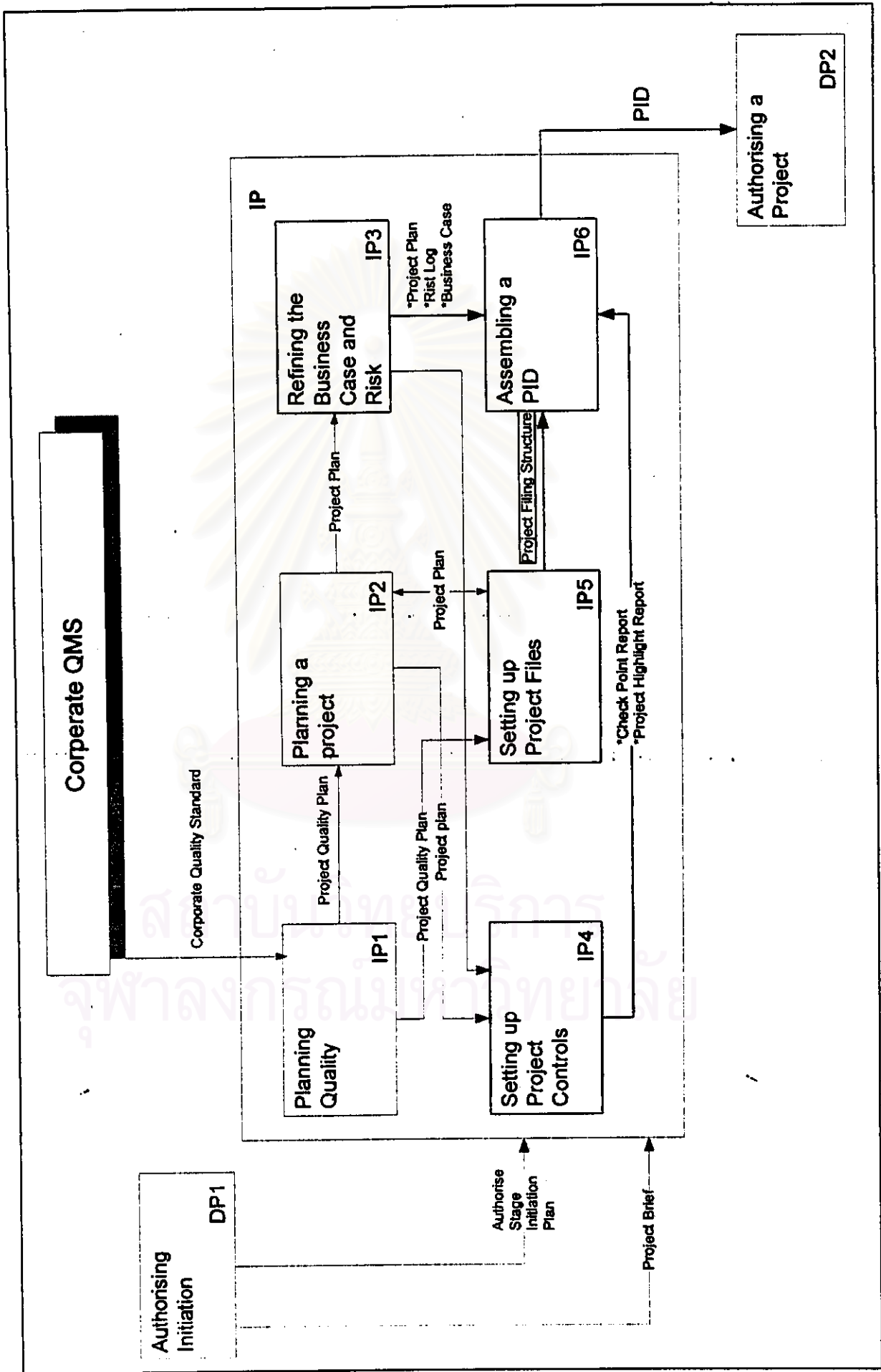
APPENDICES

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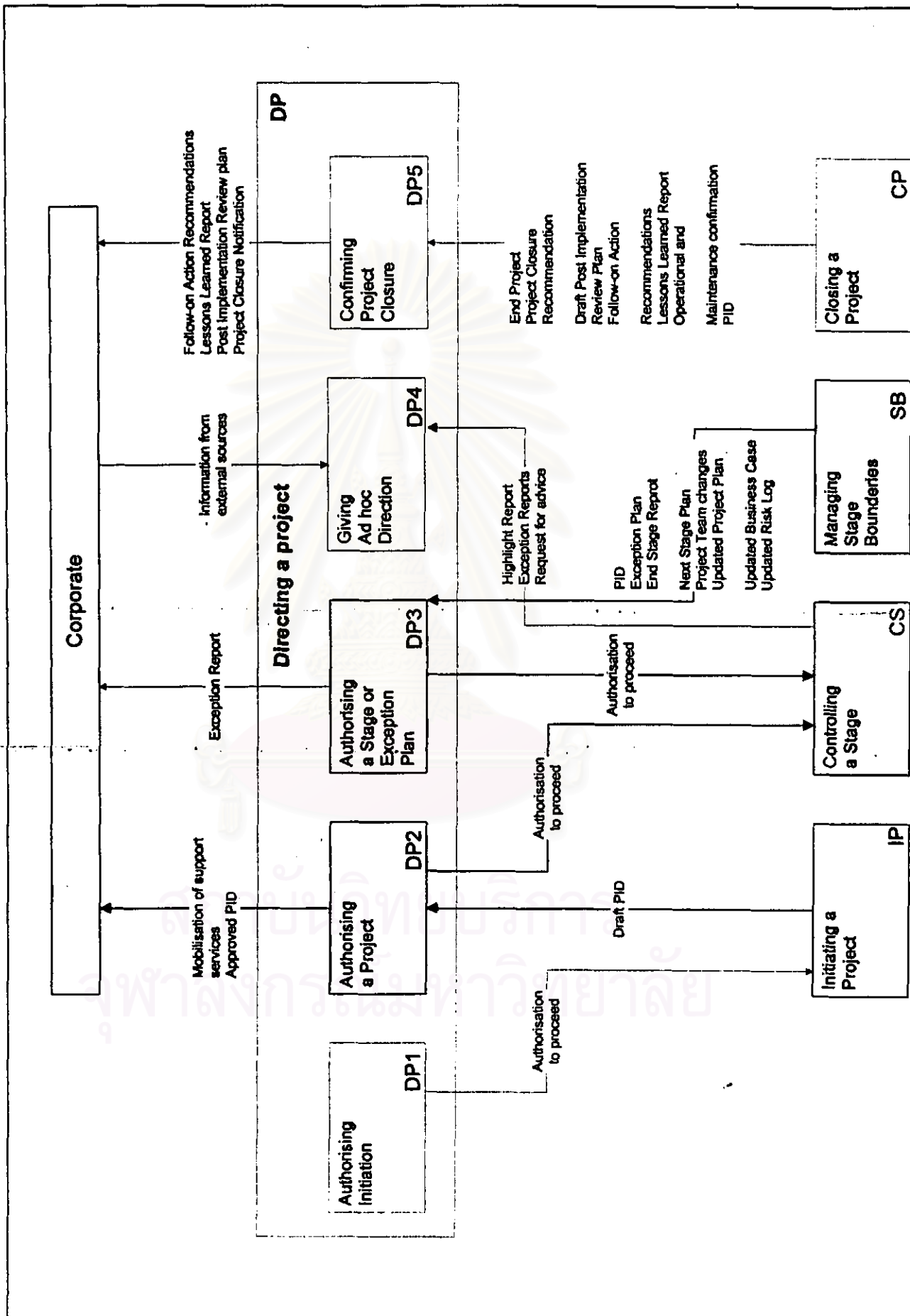
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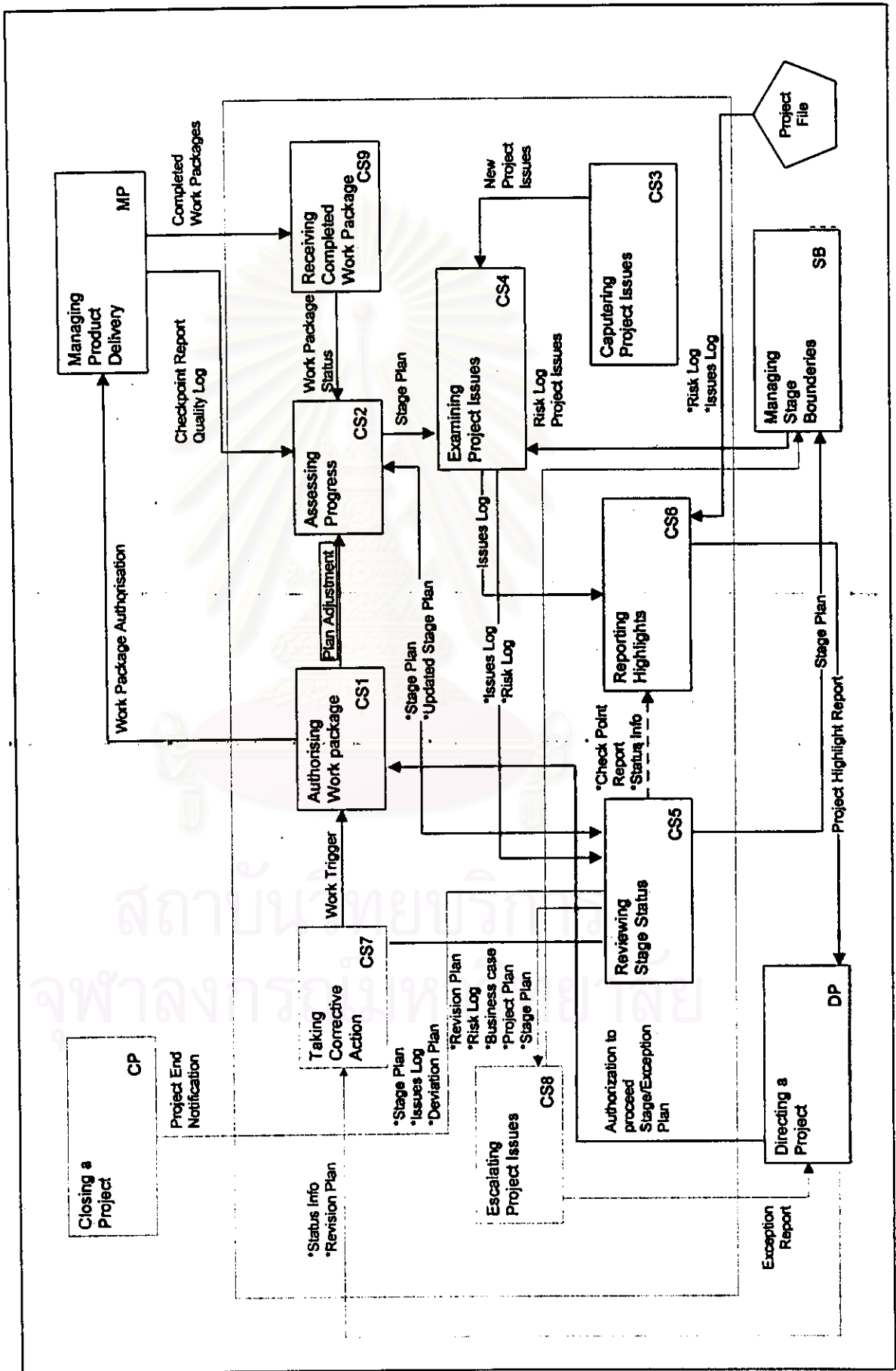
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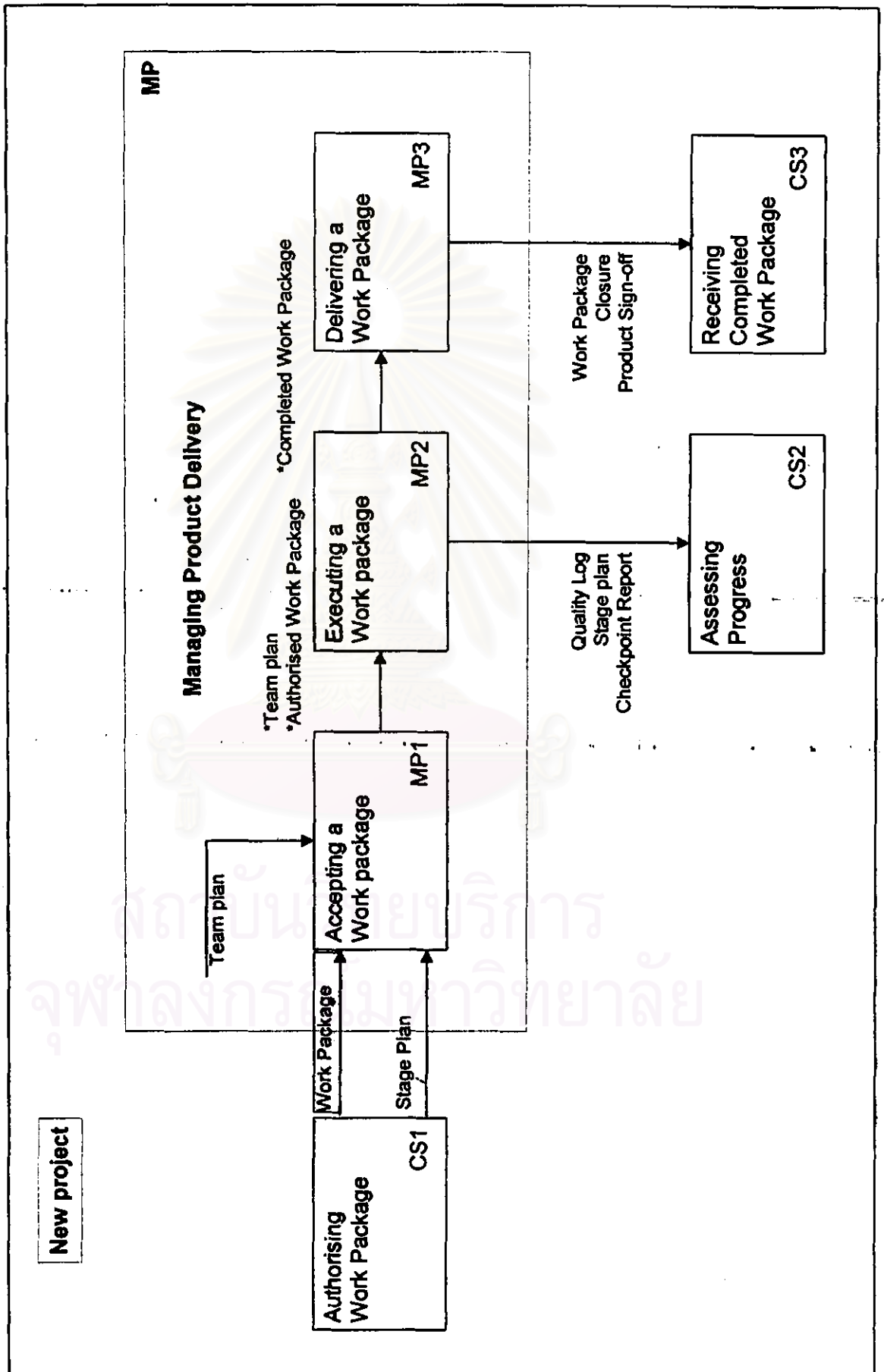
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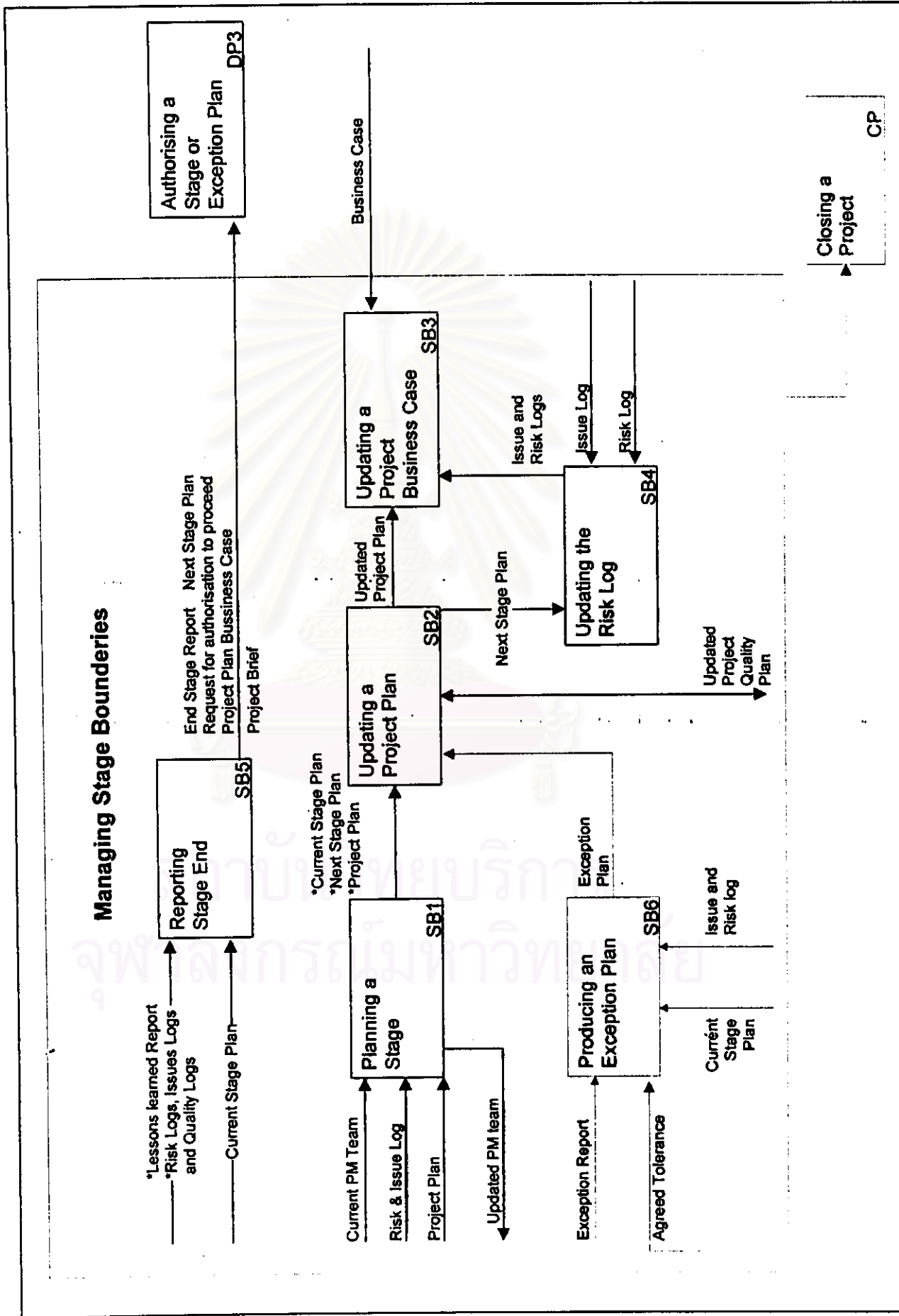
APPENDIX D: PROCESS MAP OF CONTROLLING A STAGE (CS) PROCESS



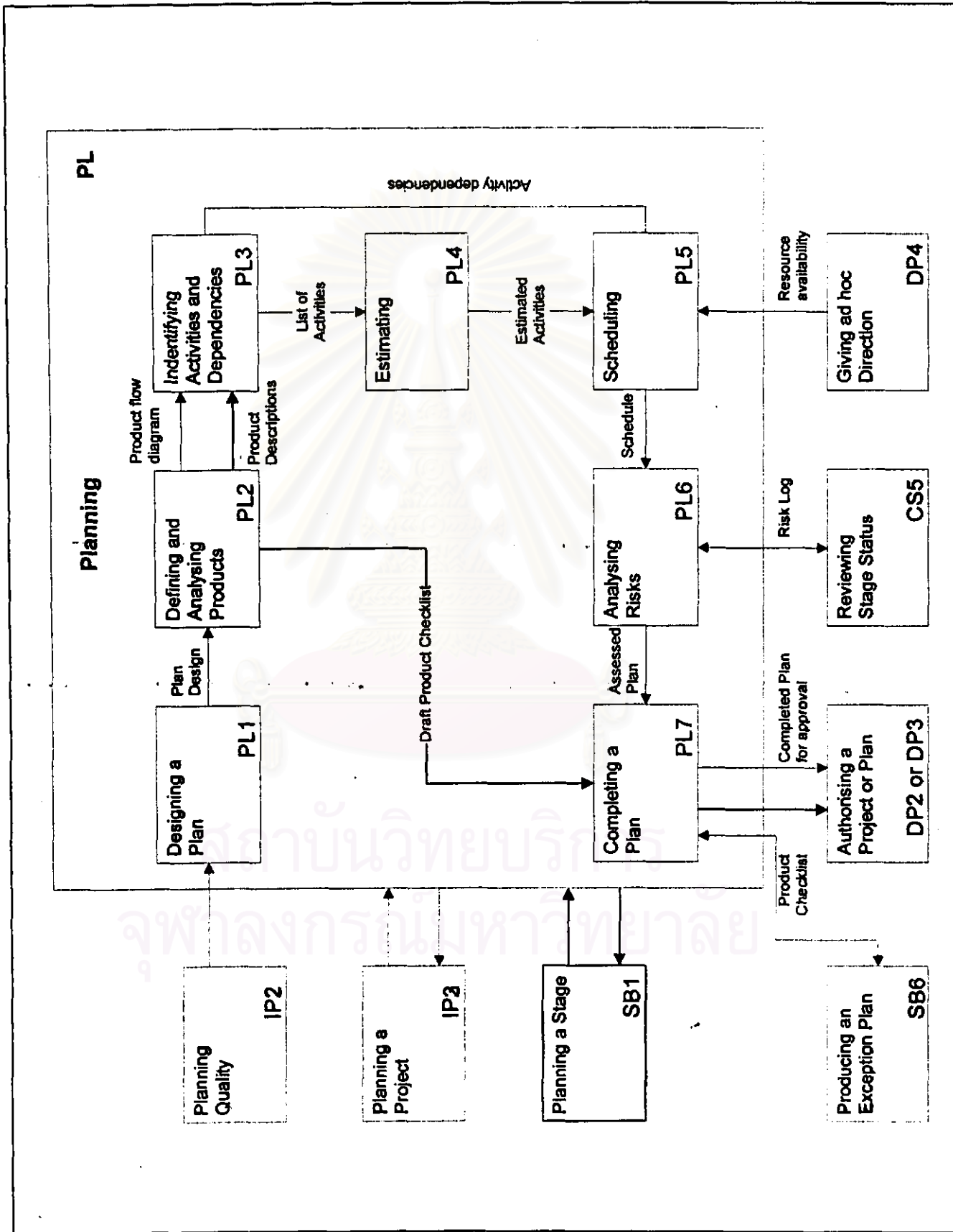
APPENDIX E: PROCESS MAP OF MANAGING PRODUCT DELIVERY (MP) PROCESS



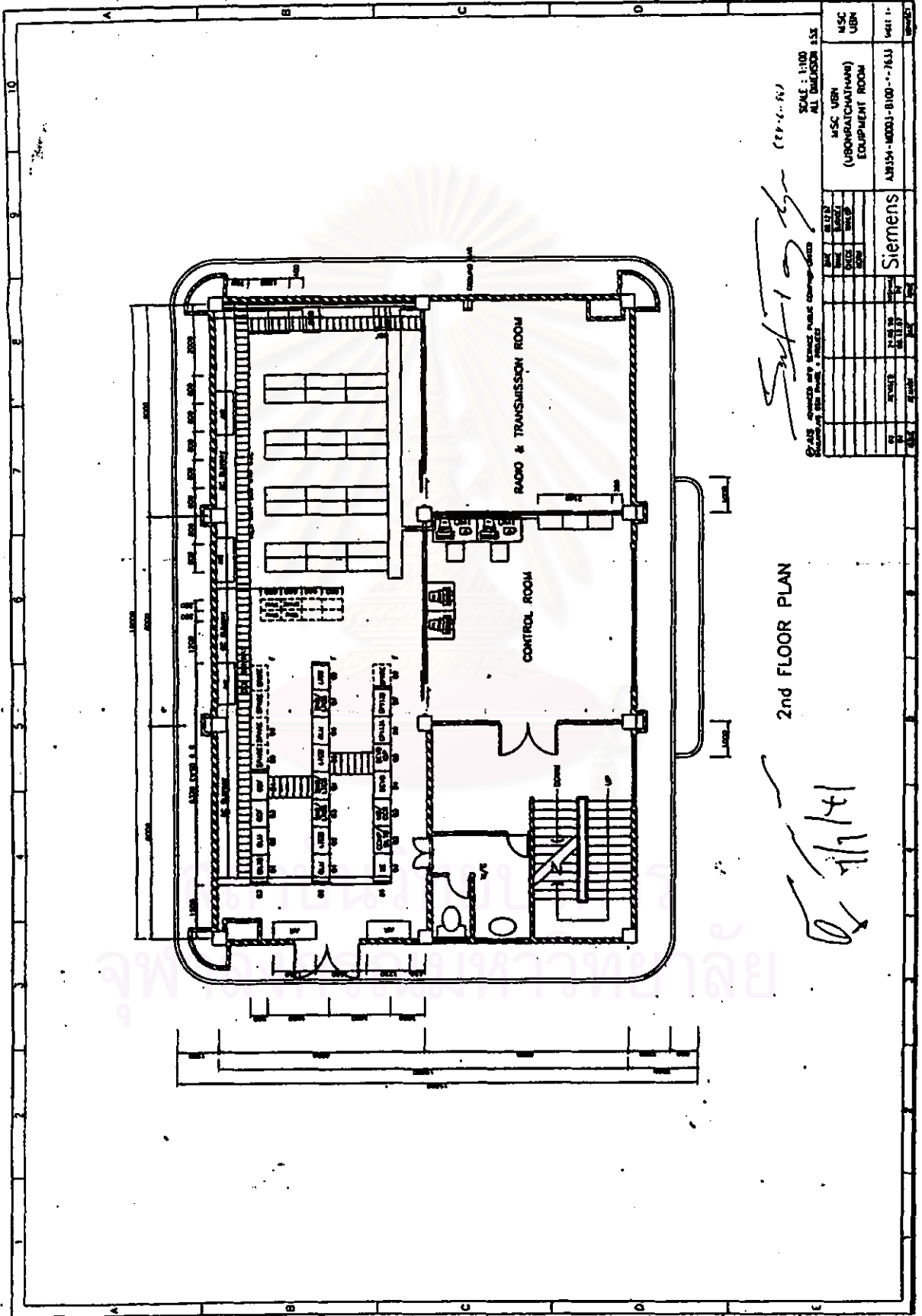
APPENDIX F: PROCESS MAP OF MANAGING STAGE BOUNDARY (SB) PROCESS



APPENDIX G: PROCESS MAP OF PLANNING A PROJECT (PL) PROCESS



APPENDIX H: FLOOR LAY OUT PLAN



Engineering drawing for the 2nd floor plan. All dimensions in SE. Scale: 1:100. All dimensions in SE. Scale: 1:100. All dimensions in SE. Scale: 1:100.

APPENDIX I: RISK ASSESSMENT CHECKLIST

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
Project Mgr	1	Full time and experienced Project Manager	1.2	Part time and inexperienced Project Mgr	4	4.8
	2	Customers are experienced and likely to be active participators in the project	1.0	Inexperienced customer management with little participation expected	4	4
Project Staff	3	Customer involvement/support anticipated in the Development	1.5	Little Customer involvement expected plus limited knowledge available	5	7.5
	4	High standard of supervision and a narrow span of control within the Project Team	1.2	Span of supervision wide and the level of control expected to be poor	5	6
	5	The project team is of good quality, experienced, and with the right blend of appropriate skills	2	An inexperienced project team, lacking experience and the appropriate key skills	4	8
	6	Staff are assigned full-time to the project	1.4	Staff have other responsibilities	3	4.2
	7	Low turnover of project staff	1.5	High turnover of project staff	3	4.5
	8	Staff are experienced in contributing to Quality Reviews, and are committed to the achievement of quality Products	2.2	Quality Reviews have not been carried out in the past and project staff have no experience of quality assessment	3	6.6
	9	An organizational commitment to quality exists	1.8	Staff take little interest in achieving a Quality Culture	4	7.2
Nature of the Project	10	Typical project with a straightforward lifecycle	2.1	A project lifecycle that has a number of inter technical relationships	4	8.4
	11	The project has no, or few novel features	1.3	Pioneering new approaches are being tried out in the project	3	3.9
	12	Equipment being installed by the project	1.2	Equipment is untried and its use in	3	3.6

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
	13	The Requirements are, or will be, well established and well documented by the Customer	1.7	Requirements are (expected to be) poorly understood, documented and presented by the Customer	3	5.1
	14	Little or no modification needed to existing technical standards	2.0	Extensive modification needed to existing technical standards will be needed	3	6
	15	There is little dependence on development facilities not under the control of the project team	2.1	There is a dependence on development facilities which are outside the control of the project team	4	8.4
	16	There is little or no constraint on the completion date	1.5	There is a mandatory completion date stated by the Customer	3	4.5
	17	Plans and estimates are (will be) based on reliable data from similar projects	2	Plans and estimates are (will be) based on unreliable data essentially "green field"	3	6
	18	Few Customer Departments will be affected by the final outcome	1.8	Many Customer Departments will be affected by the final outcome	4	7.2
	19	Sites which the project team will visit are easily accessible	2.5	Sites are remote and inaccessible	3	7.5
	20	Well developed and understood Project Management Standards will be available to the project team	1.8	Few Project Management Standards will be available to the project team	4	7.2
Maturity of the Organisation	21	There is a well developed and understood Quality Environment - ie an audited Quality Management System	1.7	Quality Management is ill defined and/ or not visible	4	6.8
	22	Clear delegation of authority is practised by management	1.4	There is strict central management control with little empowerment or delegation	3	4.2
	23	Project Staff will wish to make use of the published Project Management Standards	1.9	Project Staff are not expected to utilise any Project Management Standards that exist	4	7.6

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
The Customer and the Contract	24	The Customer demonstrates a full understanding of the Requirement and its impact	1.7	The Customer demonstrates a poor understanding of the Requirement	4	6.8
	25	There will be little or no modification needed to the Customer's existing facilities	1.5	Extensive modifications to Customer's existing facilities will be necessary	4	6
	26	An agreed Contract is in existence - Terms and Conditions are well documented and understood by all parties concerned	1.8	No formal contract documentation exists Terms and Conditions have been not discussed, agreed and published	4	7.2

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APPENDIX J: RESULT OF THE FIRST RISK ASSESSMENT

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
Project Mgt	1	Full time and experienced Project Manager	2.4	Part time and inexperienced Project Mgr	4	9.6
	2	Customers are experienced and likely to be active participators in the project	2.3	Inexperienced customer management with little participation expected	4	9.2
Project Staff	3	Customer involvement/support anticipated in the Development	1.5	Little Customer involvement expected plus limited knowledge available	5	7.5
	4	High standard of supervision and a narrow span of control within the Project Team	1.5	Span of supervision wide and the level of control expected to be poor	5	6
	5	The project team is of good quality, experienced, and with the right blend of appropriate skills	2.5	An inexperienced project team, lacking experience and the appropriate key skills	4	10.0
	6	Staff are assigned full-time to the project	1.6	Staff have other responsibilities	3	4.8
	7	Low turnover of project staff	1.5	High turnover of project staff	3	4.5
	8	Staff are experienced in contributing to Quality Reviews, and are committed to the achievement of quality Products	2.3	Quality Reviews have not been carried out in the past and project staff have no experience of quality assessment	3	6.9
Nature of the Project	9	An organizational commitment to quality exists	1.8	Staff take little interest in achieving a Quality Culture	4	7.2
	10	Typical project with a straightforward lifecycle	2.1	A project lifecycle that has a number of inter technical relationships	4	8.4
	11	The project has no, or few novel features	1.3	Pioneering new approaches are being tried out in the project	3	3.9
	12	Equipment being installed by the project	1.2	Equipment is untried and its use in	3	3.6

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
	13	The Requirements are, or will be, well established and well documented by the Customer	2.0	Requirements are (expected to be) poorly understood, documented and presented by the Customer	3	6.0
	14	Little or no modification needed to existing technical standards	2.3	Extensive modification needed to existing technical standards will be needed	3	6.9
	15	There is little dependence on development facilities not under the control of the project team	3.5	There is a dependence on development facilities which are outside the control of the project team	5	17.5
	16	There is little or no constraint on the completion date	1.5	There is a mandatory completion date stated by the Customer	3	4.5
	17	Plans and estimates are (will be) based on reliable data from similar projects	2.0	Plans and estimates are (will be) based on unreliable data essentially "green field"	3	6.0
	18	Few Customer Departments will be affected by the final outcome	2.5	Many Customer Departments will be affected by the final outcome	4	10.0
	19	Sites which the project team will visit are easily accessible	3.0	Sites are remote and inaccessible	3	9.0
	20	Well developed and understood Project Management Standards will be available to the project team	2.0	Few Project Management Standards will be available to the project team	4	8.0
Maturity of the Organisation	21	There is a well developed and understood Quality Environment - ie an audited Quality Management System	1.7	Quality Management is ill defined and/or not visible	4	6.8
	22	Clear delegation of authority is practised by management	1.4	There is strict central management control with little empowerment or delegation	3	4.2
	23	Project Staff will wish to make use of the published Project Management Standards	1.9	Project Staff are not expected to utilise any Project Management Standards that exist	4	7.6

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
The Customer and the Contract	24	The Customer demonstrates a full understanding of the Requirement and its impact	2.0	The Customer demonstrates a poor understanding of the Requirement	4	8.0
	25	There will be little or no modification needed to the Customer's existing facilities	2.0	Extensive modifications to Customer's existing facilities will be necessary	4	8.0
	26	An agreed Contract is in existence - Terms and Conditions are well documented and understood by all parties concerned	1.8	No formal contract documentation exists Terms and Conditions have been not discussed, agreed and published	4	7.2
Total			51.6		96	192.8

Project Risk Factor is 2.008333

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APPENDIX K: RESULT OF THE SECOND RISK ASSESSMENT

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
Project Mgr	1	Full time and experienced Project Manager	1.9	Part time and inexperienced Project Mgr	4	7.6
	2	Customers are experienced and likely to be active participators in the project	1.6	Inexperienced customer management with little participation expected	4	6.4
Project Staff	3	Customer involvement/support anticipated in the Development	1.5	Little Customer involvement expected plus limited knowledge available	5	7.5
	4	High standard of supervision and a narrow span of control within the Project Team	1.0	Span of supervision wide and the level of control expected to be poor	5	5.0
	5	The project team is of good quality, experienced, and with the right blend of appropriate skills	2.3	An inexperienced project team, lacking experience and the appropriate key skills	4	9.2
	6	Staff are assigned full-time to the project	3.5	Staff have other responsibilities	3	10.5
	7	Low turnover of project staff	1.5	High turnover of project staff	3	4.5
	8	Staff are experienced in contributing to Quality Reviews, and are committed to the achievement of quality Products	2.0	Quality Reviews have not been carried out in the past and project staff have no experience of quality assessment	3	6.0
	9	An organizational commitment to quality exists	1.8	Staff take little interest in achieving a Quality Culture	4	7.2
	10	Typical project with a straightforward lifecycle	2.1	A project lifecycle that has a number of inter technical relationships	4	8.4
Nature of the Project	11	The project has no, or few novel features	1.3	Pioneering new approaches are being tried out in the project	3	3.9
	12	Equipment being installed by the project	3.0	Equipment is untried and its use in	3	9.0

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
	13	The Requirements are, or will be, well established and well documented by the Customer	1.9	Requirements are (expected to be) poorly understood, documented and presented by the Customer	3	5.7
	14	Little or no modification needed to existing technical standards	3.1	Extensive modification needed to existing technical standards will be needed	3	9.3
	15	There is little dependence on development facilities not under the control of the project team	2.8	There is a dependence on development facilities which are outside the control of the project team	5	14.0
	16	There is little or no constraint on the completion date	1.5	There is a mandatory completion date stated by the Customer	3	4.5
	17	Plans and estimates are (will be) based on reliable data from similar projects	1.8	Plans and estimates are (will be) based on unreliable data essentially "green field"	3	5.4
	18	Few Customer Departments will be affected by the final outcome	1.7	Many Customer Departments will be affected by the final outcome	4	6.8
	19	Sites which the project team will visit are easily accessible	2.8	Sites are remote and inaccessible	3	8.4
	20	Well developed and understood Project Management Standards will be available to the project team	1.8	Few Project Management Standards will be available to the project team	4	7.2
Maturity of the Organisation	21	There is a well developed and understood Quality Environment - ie an audited Quality Management System	1.7	Quality Management is ill defined and/or not visible	4	6.8
	22	Clear delegation of authority is practised by management	1.2	There is strict central management control with little empowerment or delegation	3	3.6
	23	Project Staff will wish to make use of the published Project Management Standards	1.5	Project Staff are not expected to utilise any Project Management Standards that exist	4	6.0

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
The Customer and the Contract	24	The Customer demonstrates a full understanding of the Requirement and its impact	1.7	The Customer demonstrates a poor understanding of the Requirement	4	6.8
	25	There will be little or no modification needed to the Customer's existing facilities	1.8	Extensive modifications to Customer's existing facilities will be necessary	4	7.2
	26	An agreed Contract is in existence - Terms and Conditions are well documented and understood by all parties concerned	1.7	No formal contract documentation exists Terms and Conditions have been not discussed, agreed and published	4	6.8
Total			50.5		96	183.7

Project Risk Factor is 1.913542

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APPENDIX L: RESULT OF THE THIRD RISK ASSESSMENT

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
Project Mgr	1	Full time and experienced Project Manager	1.0	Part time and inexperienced Project Mgr	4	4.0
	2	Customers are experienced and likely to be active participators in the project	1.1	Inexperienced customer management with little participation expected	4	4.4
Project Staff	3	Customer involvement/support anticipated in the Development	1.1	Little Customer involvement expected plus limited knowledge available	5	5.5
	4	High standard of supervision and a narrow span of control within the Project Team	0.7	Span of supervision wide and the level of control expected to be poor	5	3.5
	5	The project team is of good quality, experienced, and with the right blend of appropriate skills	1.6	An inexperienced project team, lacking experience and the appropriate key skills	4	6.4
	6	Staff are assigned full-time to the project	1.1	Staff have other responsibilities	3	3.3
	7	Low turnover of project staff	0.8	High turnover of project staff	3	2.4
	8	Staff are experienced in contributing to Quality Reviews, and are committed to the achievement of quality Products	0.7	Quality Reviews have not been carried out in the past and project staff have no experience of quality assessment	3	2.1
	9	An organizational commitment to quality exists	0.7	Staff take little interest in achieving a Quality Culture	4	2.8
Nature of the Project	10	Typical project with a straightforward lifecycle	1.5	A project lifecycle that has a number of inter technical relationships	4	6.0
	11	The project has no, or few novel features	1.1	Pioneering new approaches are being tried out in the project	3	3.3
	12	Equipment being installed by the project	0.3	Equipment is untried and its use in	3	0.9

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score	
	13	The Requirements are, or will be, well established and well documented by the Customer	1.5	Requirements are (expected to be) poorly understood, documented and presented by the Customer	3	4.5	
	14	Little or no modification needed to existing technical standards	1.1	Extensive modification needed to existing technical standards will be needed	3	3.3	
	15	There is little dependence on development facilities not under the control of the project team	1.1	There is a dependence on development facilities which are outside the control of the project team	5	5.5	
	16	There is little or no constraint on the completion date	1.3	There is a mandatory completion date stated by the Customer	3	3.9	
	17	Plans and estimates are (will be) based on reliable data from similar projects	1.7	Plans and estimates are (will be) based on unreliable data essentially "green field"	3	5.1	
	18	Few Customer Departments will be affected by the final outcome	1.2	Many Customer Departments will be affected by the final outcome	4	4.8	
	19	Sites which the project team will visit are easily accessible	1.6	Sites are remote and inaccessible	3	4.8	
	20	Well developed and understood Project Management Standards will be available to the project team	1.1	Few Project Management Standards will be available to the project team	4	4.4	
	Maturity of the Organisati on	21	There is a well developed and understood Quality Environment - ie an audited Quality Management System	1.1	Quality Management is ill defined and/ or not visible	4	4.4
		22	Clear delegation of authority is practised by management	0.7	There is strict central management control with little empowerment or delegation	3	2.1
23		Project Staff will wish to make use of the published Project Management Standards	1.1	Project Staff are not expected to utilise any Project Management Standards that exist	4	4.4	

Element	Ref:	(a) Low Risk	(b) Scale 0.1 to 4.0	(c) High Risk	(e) Weight Used	(f) Total Score
The Customer and the Contract	24	The Customer demonstrates a full understanding of the Requirement and its impact	1.2	The Customer demonstrates a poor understanding of the Requirement	4	4.8
	25	There will be little or no modification needed to the Customer's existing facilities	0.5	Extensive modifications to Customer's existing facilities will be necessary	4	2.0
	26	An agreed Contract is in existence - Terms and Conditions are well documented and understood by all parties concerned	0.9	No formal contract documentation exists Terms and Conditions have been not discussed, agreed and published	4	3.6
Total			27.8		96	102.2

Project Risk Factor is 1.06458

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APPENDIX N: ROLES AND RESPONSIBILITIES

Role and Responsibilities:

<i>Senior Project Manager</i>
Start-Up Phase
<ol style="list-style-type: none">1. Control of the Initiation of the project ensuring it has the best possible start2. Nominate project manager and approve for the project management team3. Approving a plan to develop Project Initiation Document
Planning Phase
<ol style="list-style-type: none">1. Approval of an accuracy and satisfactory Project Initiation Document2. Considering project plan and identify 'tolerance' for the project3. Commitment of Project resources and budget required by the project plan4. Authorization of the project
Implementation Phase
<ol style="list-style-type: none">1. Provision of overall guidance and direction to the project ensuring it remains within any specified constraints2. Review of each completed stage and approval of progress to the next3. Review and Approval of Stage plan and any Exception plan

Project Manager

Start-Up Phase

1. Design and appoint Project Management Team
2. Define Role and Responsibility for Project Management Team
3. Create Plan for Planning Phase

Planning Phase

1. Overall Planning Project Plan and acquire resource required to perform work
2. Ensure that Project Management, project member and customer agree with the project plan
3. Set up Project Control System for Implementation Phase
4. Establish Project File
5. Assemble Project Initiation Document (PID)

Implementation Phase

1. Manage the production of the required products
2. Regularly Assess, Review and forecast stage plan
3. Direct and motivate the project team
4. Provide sufficient information for project member to do their work
5. Manage risks including develop preventive plan
6. Be responsible for change control
7. Report to the Senior Project manager through Project Highlight Report
8. Summarize stage status at the end of each stage
9. Create next stage plan and request authorization from Senior Project Manager to proceed
10. Update project plan, project cost at the end of each stage

11. Regularly meeting with customer
12. Review the results of QA reviews
13. Request Provisional Acceptance Certificate (PAC) from customer

Installation Supervisor

Planning Phase

1. Prepare team plan for installation work package and agree them with project manager
2. Assist project manager in estimating and scheduling project plan

Implementing Phase

1. Receive authorization from the project manager to perform installation
2. Perform Site Survey
3. Manage, direct, motivate, plan and monitoring team work
4. Take responsibility for the progress of the team's work and use of team resource, and initiate corrective action if require
5. Advise the project manager of any deviation from plan recommended corrective action
6. Pass products which have been completed and approved in line with the agreed work package requirement back to the project manager
7. Ensure all project issues are properly reported to the person maintaining the project issue log
8. Arrange and lead team checkpoint
9. Ensure that quality control of team's work are planned and performed correctly

Commissioning Supervisor

Planning Phase

1. Create plan for commissioning work package
2. Assist project manager in estimating and scheduling project plan
- 3.

Implementing Phase

1. Define responsibilities for the team members and provide plan, guidance, motivation and inspiration
2. Ensure that all members of team understand the project plan and stage plan
3. Receive authorization from Project manager to commissioning
4. Suggest changes relating to the products, which are the responsibility of the commissioning supervisor
5. Manage, direct, motivate the team work
6. Monitor the progress of commissioning work package and submit checkpoint Report to project manager
7. Advise project manager of any deviation from plan recommended corrective action.
8. Coordinate with QA, review QA results, and correct any deviation
9. Identify ways to improve project processes
10. Identify risk as they found
11. Ensure database and software are prepared correctly according to the specification identified in the contract
12. Perform Acceptance test (PAT) with customer

Technical Support Team

Planning Phase

1. Generate and editing Acceptance Test manual (ATMN) according to features and configuration sold to the customer

Implementing Phase

1. Prepare Application Software (APS) for the project according to features and configuration sold to the customer
2. Update the Patch set
3. Provide technical support for commissioning engineer
4. Ensure that solution is gave to the inquirer within the time frame per priority

Quality Assurance

Planning Phase

1. Prepare a project QA Plan that identifies quality activities and resource requirement

Implementing Phase

1. Observe testing and test report
2. Verify deliverables for conformance to standard

Team Assistant

1. Set up and maintain project files
2. Compile copies and distribute management products
3. Assist project manager in administrative work

Documentation Team

1. Draw and submit layout to customer for approval
2. Compile the Site Specific Documents
3. Distribute all Site Specific Documents to the concerned

Commercial Team

1. Distribute order no. for the project
2. Clarify format commercial document with customer
3. Create milestone and invoice plan
4. Releasing Invoice and initiate payment

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APPENDIX O: CHECKPOINT REPORT FORM

SIEMENS

Siemens Ltd.

Checkpoint Report	Ref:
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Project:

Author:	Date:
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Checkpoint Report Period:	From:	To
----------------------------------	--------------	-----------

: On Plan	Ahead of Plan	Behind Plan	Complete
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Significant Accomplishments:

Planned Activity for next period:

Current Problem	Potential Impact	Corrective Action

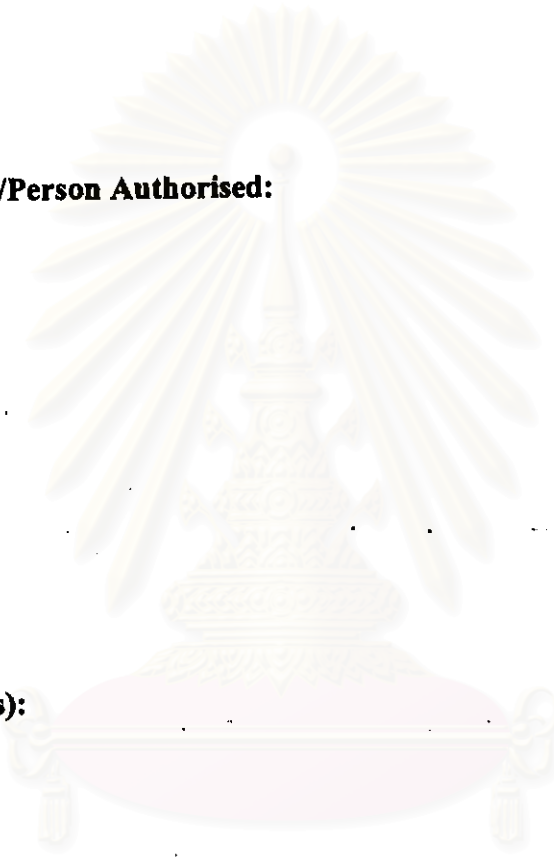
Note:

APPENDIX P: PROJECT HIGHLIGHT REPORT FORM

PROJECT HIGHLIGHT REPORT								Ref:	
Project:								Date:	
Reporting Period:					From:		To:		
Section 1 - Variance Analysis									
BCWS	BCWP	ACWP	SV	CV	SV(%)	CV(%)	CPI	BAC	EAC
Section 2 - Comment on Variation									
Section 3 - Risk Status									
Ref. No.	Initiate Date	Description				Initial Risk Factor	Latest Risk Factor	Status	
Section 4 - Potential Issue									
PI No.	Initiate Date	Description				Impact Analysis	Decision	Status	

APPENDIX Q: WORK PACKAGE AUTHORIZATION FORM

WORK PACKAGE	WPA -
Project:	
Author:	Date:
Purpose:	
Team Manager/Team/Person Authorised:	
Objectives:	
Product Description(s):	
Stage Plan Extract	
Reporting Requirements & Arrangements:	



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APPENDIX R: ISSUE LOG

ISSUE LOG	
Project:	Author:

Initiator	Issue Number	Description of Issue	Impact Analysis

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APPENDIX S: RISK LOG

RISK LOG	
Project:	Author:

Ref. No.	Date Last Update	Description	Initial Risk Factor	Latest Risk Factor	Counter Measure	Owner	Status

สถาบันเทคโนโลยีพระจอมเกล้าเจ้าคุณทหารลาดกระบัง
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APPENDIX T: PRODUCT DESCRIPTION

PRODUCT DESCRIPTION

REFERENCE:

PURPOSE/DESCRIPTION:

COMPOSITON:



DERIVATION:

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QUALITY CRITERIA:

VITA

Mr Nampol Wimolpityarat did his undergraduate work at King Mongkut's Institute of Technology, Ladkrabang, in Bangkok and completing his degree in Telecommunication Engineering in 1994. Following this he has attended Chulalongkorn University for his graduate study in Master Degree of Engineering Management since 1996.

He had worked in telecommunication business at Advanced Info Service Public Co.,Ltd. (AIS) as a BTS (Base Transceiver Station) engineer during 1994-1995. At present, he has worked in Operation Department of Siemens Ltd (Thailand) as a senior engineer since 1995.



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