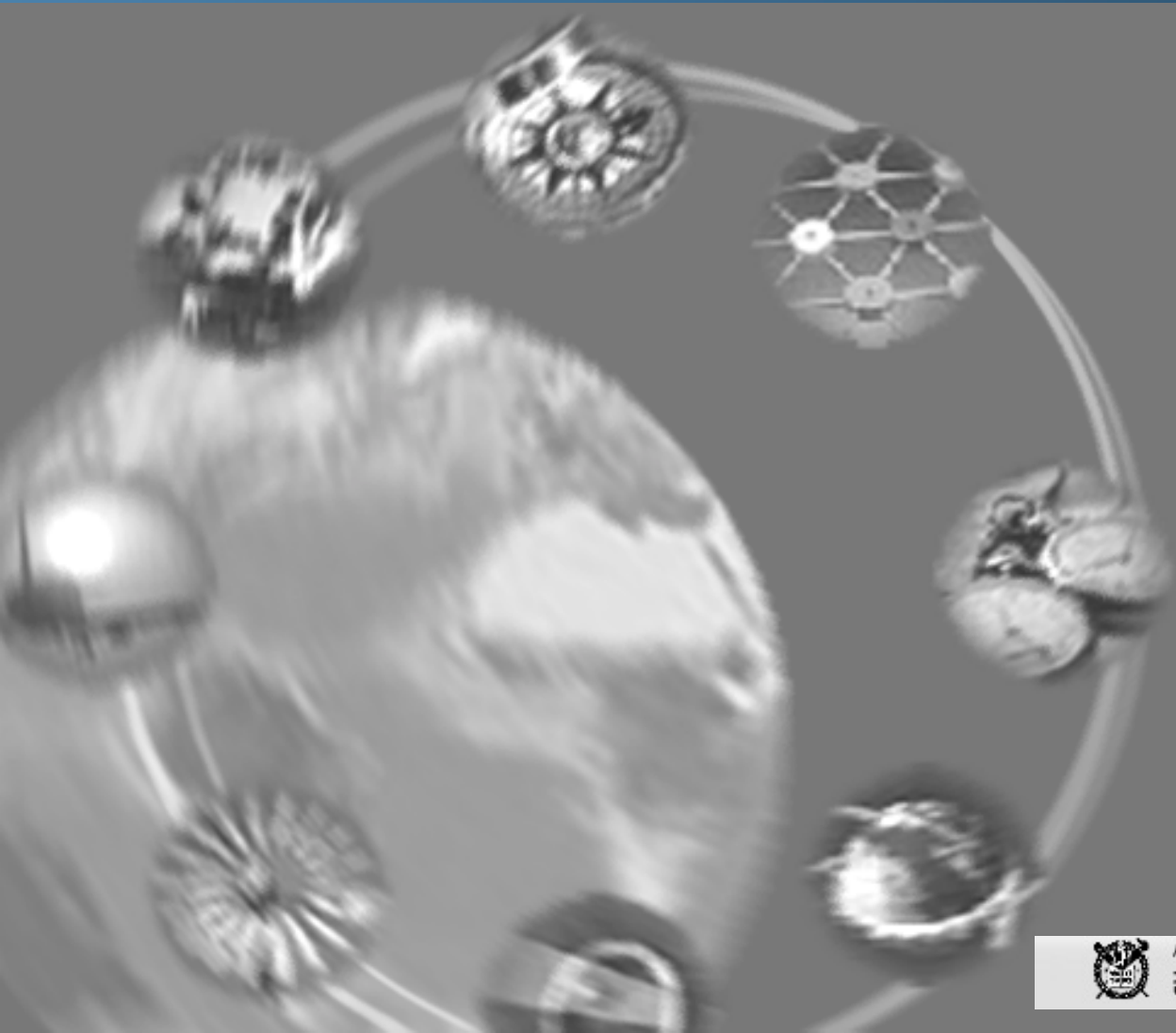


# Dynamic Project Management

## Rework Cycle♪

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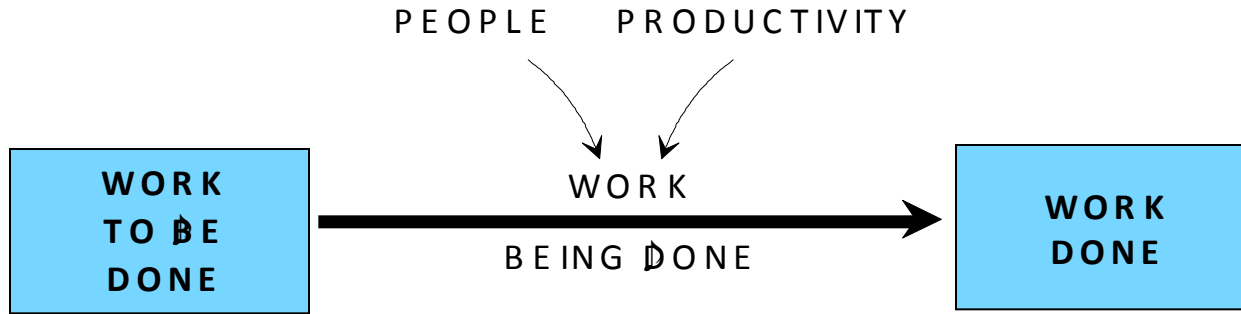


서울대학교  
건설기술연구실

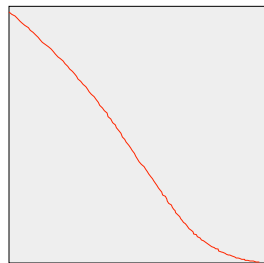


과학기술부  
국가지정연구실  
National Research Lab.

# The Traditional View of a Project



WORK TO DO



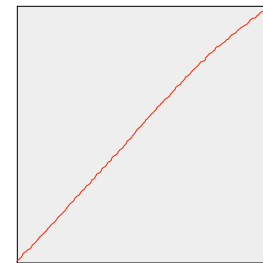
TIME →

STAFF



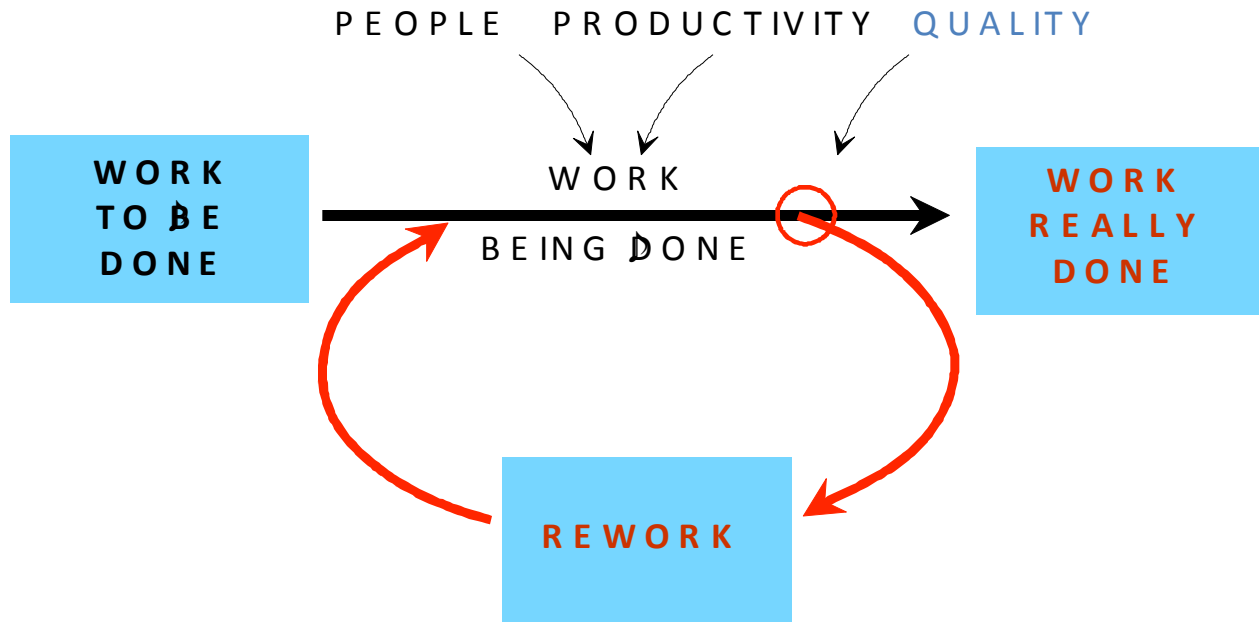
TIME →

% DONE

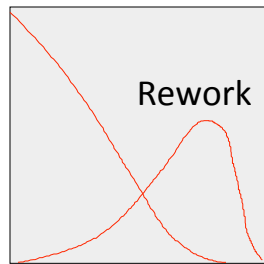


TIME →

# However, Fails to Consider Rework ...

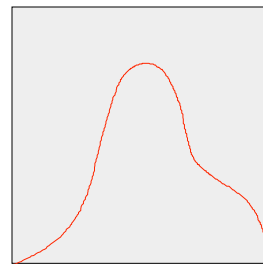


WORK TO DO



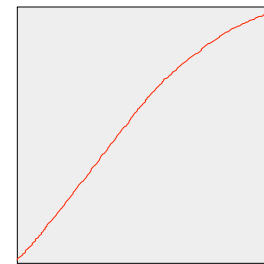
TIME →

STAFF



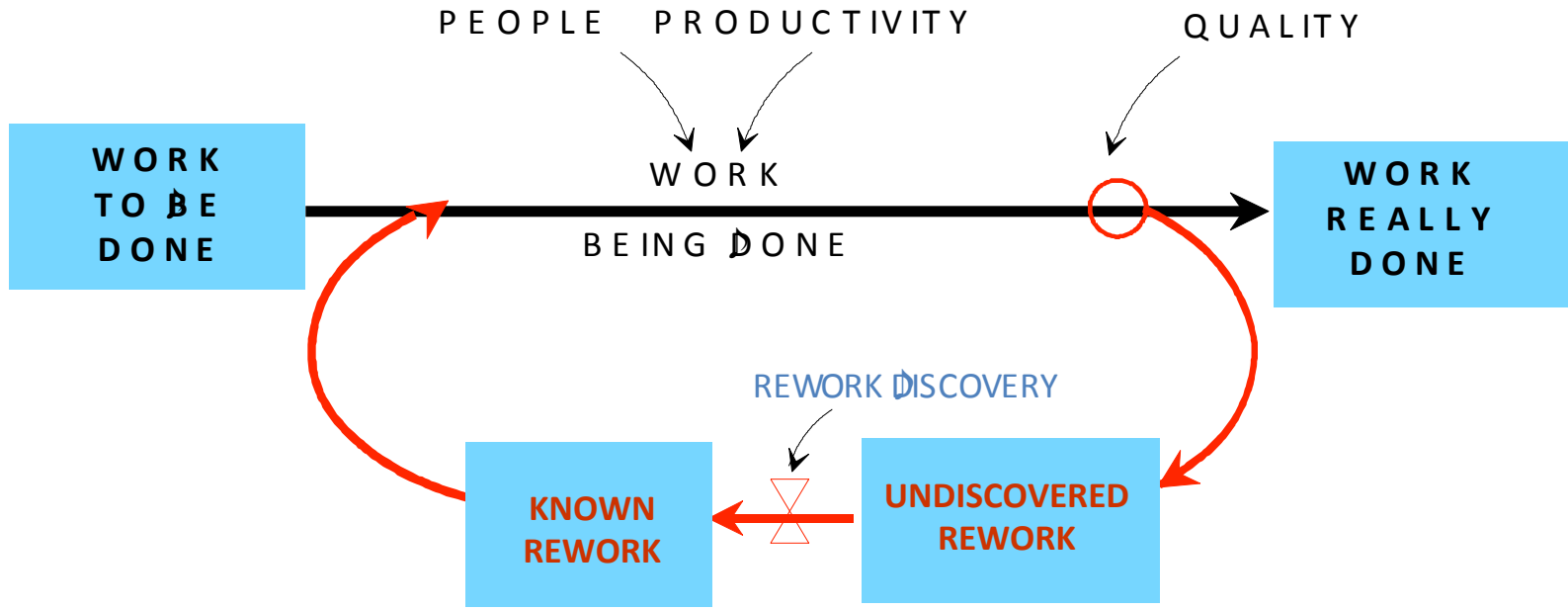
TIME →

% DONE



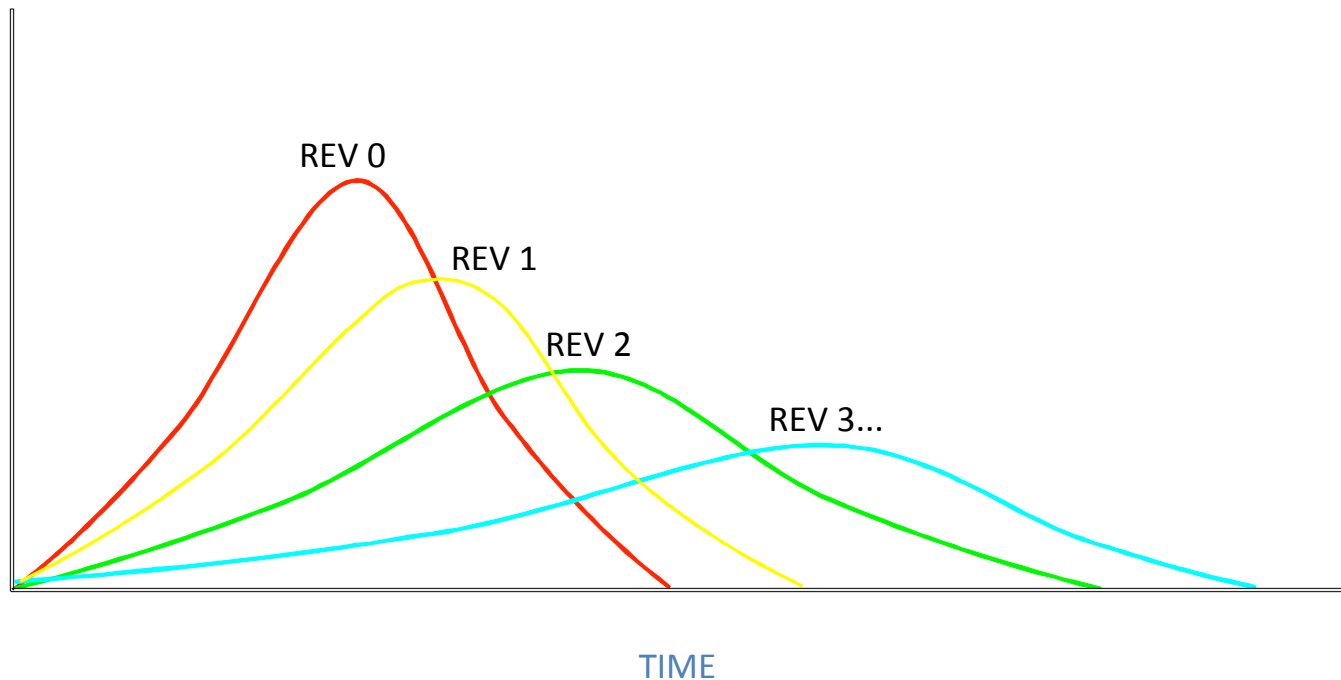
TIME →

# Or Undiscovered Rework

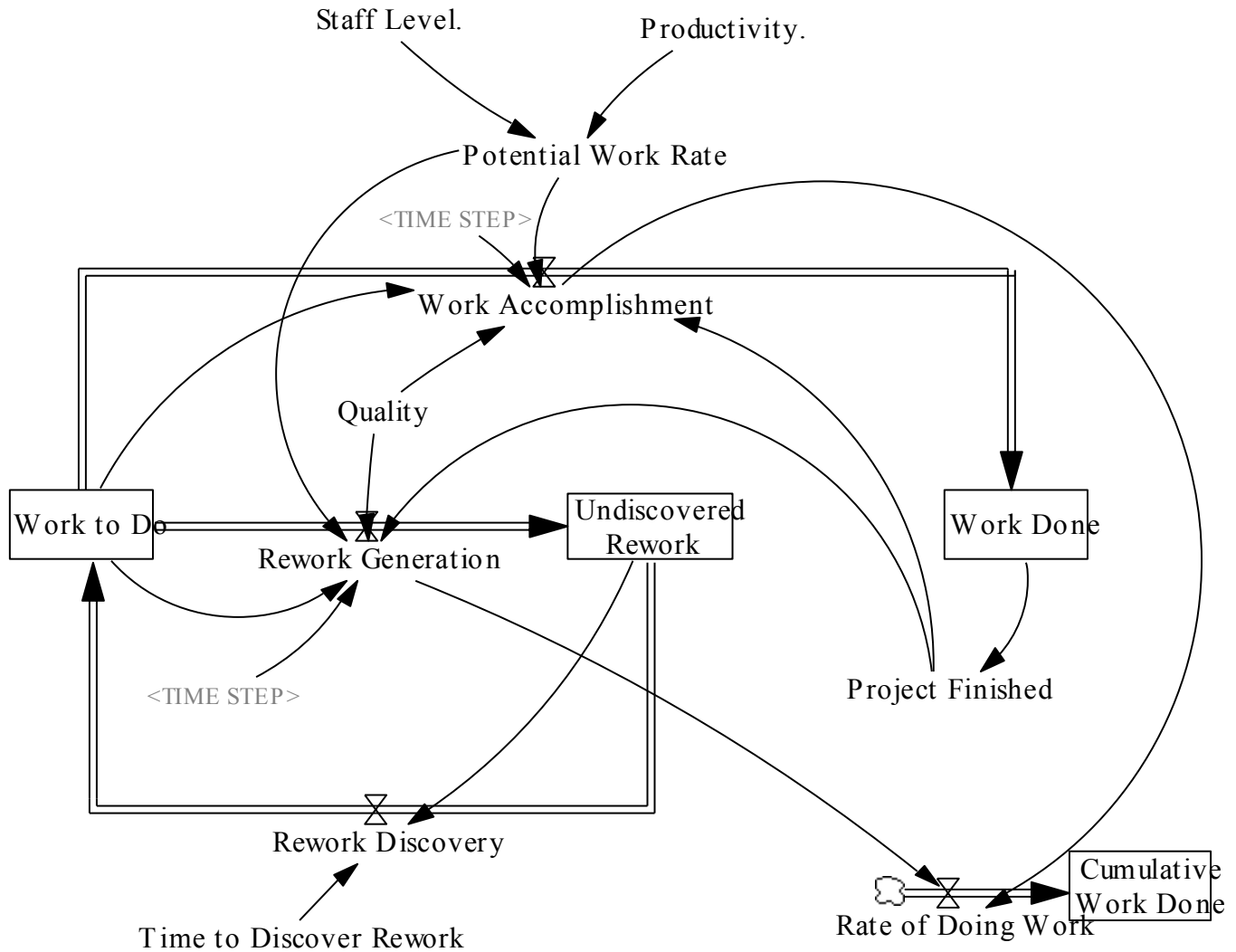


# Rework Shows up as Revisions

All complex projects have [revisions cycles](#). e.g., design revisions (changes) to construction projects.



# Simple Rework Model



# Key Learning Points

- Rework can linger for long periods of time as “undiscovered rework”.
- Reducing rework, and detecting it earlier, is one of the best ways to cut cycle times, finish earlier, and increase delivered quality.

# Key Learning Points

- To do so, it is important to know the relationship between quality and undiscovered rework in a project, but **this can usually be inferred only after the fact.**
- Benchmarking of prior projects, together with **understanding on the impact of feedbacks on the project performance** might help.



# Learning Purposes

- Introduction to dynamic project management based on system dynamics
- Helping to appreciate the dynamics of project performance including:
  - Rework and change cycle
  - Feedback drivers of productivity and quality
- Understanding the concepts of strategic project management

# Project Management Context

