

The 2007 Fall Conference of IAP2M(International Association of Project & Program Management) was held at Nippon Institute of Technology, Jinbocho Campus, on September 28. More than 20 lecturers made their reports in an individual session, and we show hereunder the summary of their reports taken from their preliminary papers.

Kosei Watanabe

One of impending serious issues for Japanese agricultural industry is that of aging farmers who do not have their successors. If this current trend continues there will be no farmers in Japan in less than 10 years. However due to recent deregulation introduced by the Ministry of Agriculture, Forestry and Fisheries, a private firm can now enter agriculture business. Our PMAJ P2M Study Taskforce Team has decided to tackle this issue as a case study of practical application of profiling management in program integration management. Time has come when agriculture industry can be regarded as a promising business. Our Taskforce team proposed a plan of establishing a small-sized venture company in this paper. In concept planning, OW Model (Ohara-Watanabe Model) was very much useful for value creation model by our envisaged new venture.

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Hiroshi HASEGAWA, Masatoshi NISHIO

Role of Data Model in Global Distribution of Information and Program Management

Today, merger & acquisition of enterprises (M&A), transfer of business division, joint account, etc. have become daily occurrences accompanying globalization of businesses. As a consequence, information are distributed widely across a company limit, thus it has become an urgent task to be responsive to widespread distribution of information as it became necessary to grasp an adequate inventory or production situation of a firm which had extended from a domestic scale within Japan to a world-wide scale.

However transparency of information system has not yet been guaranteed nor managed with interference. As a result, we are not certain how to determine as to what information should be distributed at what unit, and so on. In this paper, after reviewing changing roles of data model, we place an emphasis on semantic data model as a device to guarantee

distribution of information under the security of information system transparency and then we examine the importance of program management to execute it. Finally we introduce herein cases of leading companies practicing wide distribution of information and present an outline how program management has been applied.

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Shigeru SUGAYA, Takahiko HIGUCHI, Masatoshi NISHIO
Program Design of Human Cultivation in the University based on P2M

There has been an increasing request to change university education in Japan to be able to meet the changing needs of the society. Degradation of academic standard of incoming students in general have been increasingly reputed (or called out) with the coming of era when all high school graduate students can enter some university if he wishes. This was largely caused by a decreasing 18 year-old population. The university feels strongly to upgrade educational standard of students by one way or other. However, there still exists a big gap between the level of university education and social requirements. This research study intends to execute PBL (Program Based Learning) based on P2M for the purpose of developing and cultivating ability which is badly needed by the society to respond to the social requirements. This paper analyzes know-hows obtained in the course of educational programs that had been practiced in the past according to the P2M method, and we propose here a new educational program.

Koji OTA

Appraisal of New Program and Project Management for Regional redevelopment

- Some Tentative Proposals Based on Local Hot-Spring Town-

The current method of project management introduced for building construction and urban development may not be sufficient for local renovation project, since it requires sophisticated management and diverse business approaches. This paper explores possibility of town regeneration by means of three perspectives, improvement, development and innovation. We propose here a harmonious solution of multifarious problems while presenting some ideas of the value-creation by project management of the next generation (the forth generation).

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Emi Yunokawa *President, Human System Co., Ltd. Tokyo, Japan*

An improvement case of profitability by utilizing the knowledge information of IT projects

The oligopoly has advanced in the IT industry market, i.e. three major companies in the industry account for a little over 70% of the total ordering amount. To secure stable orders, improve the profits and to keep the business running in such an environment, management technique for viable and sustainable growth would be necessary.

While the ratio of the offshore development rose, many of projects, be it small sized or medium sized SIs can accept, are small projects of remodeling or improvement of the systems involving complicated specifications and short delivery dates. The type of structure of the project that would be required is such that its profitability be raised even with its low success rate and that QCD of the project be correctly managed by storing various knowledge provided by the project management. In this paper, I present one example of knowledge information – CTKS (Common Template for Knowledge Stock).

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Kazuomi Moriyama, Kazutaka Murakami, Ichiro Koshijima, Akio Shindo

A study on the acquirement of knowledge support system

A volume of technical knowledge have been stored as text data (such as written documents and technical books, etc.). It is, however, difficult to understand hidden linkages among the knowledge stored in the text data. There are two major causes obstructing easy comprehension of contextual linkages. The first cause is cognitive issue of document structure and the second is cognitive issue of technical importance of keywords. The project is the place where various technical knowledge is mutually related. It is, therefore, necessary to solve the above mentioned two causes to avoid human cognitive and communication errors made in the project. In this paper, the authors propose a knowledge representation method that can create knowledge network inside the document. An illustrative example is also presented here to clearly understand this method.

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Toshiyuki Asai, Ichiro Koshijima
A Study on Service Management in Food Service Industry

Today, domestic food service industry in Japan has almost twenty-four trillion yen market. Few academia has paid attention to this industry because its relatively low entry barriers tended to hide real problems in the industry. Chain restaurant business, however, has been in a difficult situation and this business may face a critical turning point sooner or later. In this paper, the authors propose a fundamental framework to study on service management in the food service industry based on a value chain concept.

Satoshi Ganno
The Value management for CRM

The CRM (Customer Relationship Management, or Continuous Relationship Marketing) is one of the marketing methods focusing on the relationship between a company and its customers. The purpose of CRM is to maximize the revenue or profit per customer through the customers' satisfaction. CRM sometimes doesn't work as expected, because strategy often discords from real operation, or the CRM section is fundamentally a cost center rather than a profit center. This essay tries to apply the P2M framework to CRM, especially in the Value Management.

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Junji Uchida
Study about the roots for competence of Enterprise Organization
Part2 Case Study on SHARP

This paper challenges to apply OW model to reveal the essence of New Japanese Management Style that can contribute to lasting prosperity of Japan in this century. What kind of options are left for Japanese enterprises to take for sustainable growth in this century? The history of SHARP corporation seems to present a good lesson on this question.

Key word: value of enterprise, OW model, Competency of Enterprise Organization, Succession of the idea for the value of the enterprise, Spiral Effect on the R&D both of Device and Goods, Liquid Crystal Television , A war on Electronic Calculator for its market share, the ultimate manufacturing style in Japan.

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Shigenobu Ohara *Nippon Institute of Technology*

The New Capability Based Assessment Framework in Project Management -A unique accreditation modeling implemented in Japan

Most of professional qualification examinations are knowledge test conducted to those practitioners with some experiences who want accreditations in vocational capability. Knowledge is evidently a principal component to form capability. IPMA- the European project management association holds the view that competence of the project manager consists of knowledge, experience and attitude. Many admit that capability test is complex, and yet difficult to assess in short time, different from a simple knowledge test.

To overcome this difficulty, the challenge is still underway by international team led by Lynn Crawford under the title of global alliance for project management standards. (GAPPS). Within a several years to come, the action will be initiated to broaden the capability test. With this trend maintained, the author had recommended the original system of capability assessment in action. This system is more advanced framework than any other. This paper addresses the introduction and backed-up theories behind the system.

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Akira Kamoshida

Interdisciplinary Research Organization and its Management Approach

This paper aims to investigate into the interdisciplinary research organization and management approach based on the concept of "Open innovation" and Management of "Virtual Corporation".

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Norio Ueno

Complete descriptions of systems development purpose for success

Nowadays, it has become extremely difficult to make a success to develop an information system. expound the causes of the difficulty and present solutions for them. A key point of the solution will be complete defining of system development purpose. We are developing the solutions for an information service company. I also set forth here an outline and good results of training and development.

Shoei Komatsu

Economic Evaluation of Medicine Development Project

In the field of project management or technology management, we can hardly find any description of economic evaluation of a project. In a rare case, even if real options are explained in addition to traditional economic evaluation index such as net present value, it cannot be always a detailed explanation applicable easily and immediately.

A medicine development project needs an appropriate economic evaluation index, since this project itself needs to have a long period of time for development with its low rate of success under restrictive legal controls. There is no detailed presentation on the application of real options, although they are generally said to be appropriate for the need. Then, binominal real options are applied to evaluate a typical medicine development project.

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Atsushi Tsukamoto

Effective Utilization of Target Product Profile in Drug Development and the Application for High Risk Project Management

In research and development of a new medicine, unexpected new data and issues are often obtained for which a project team needs to be flexible enough to deal with those, however, still the spirit of "front-end planning" is important and identifying prospective target product profile (TPP) from a candidate compound is extremely valuable. Minimum project profile (MPP) essential to give a project value, makes a project team easily evaluate a go/no go of a project based on acquired new data and information.

In this session, we will discuss three sets of target product profiles and their implications for effective management of pharmaceutical development and project risk assessment, as well as decision making mechanism including project go/no-go.

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Kazumi Iwaki

Resource Procurement Management in Clinical Development

The environment surrounding the pharmaceutical industry has grown in severity, and hurdles of new pharmaceutical development have been raised in recent years. As a result, pharmaceutical companies have now recognized the importance of workforce optimization and resource procurement for effective use of development cost. Thus the outsourcing business procuring the resource from outside source has developed widely.

In this paper, the concept and business process of human resources procurement management (especially, external consignment of business activities) that needs to be maintained by the aspect of the optimization of the whole projects is shown. Moreover, desired aspect of a personnel training and external procurement in the streamline of the clinical development processes is discussed.

Masaaki Horiguchi

Knowledge of Project Management from Financial Viewpoint

The knowledge of Project Management (PM) has changed in accordance with its varying type of finance. This change seems to be evident in financing overseas projects. Currently in Japan, the knowledge of PM required for financial analysis has expanded from the base of QCD (Quality, Cost and Delivery) to the base of FS (Feasibility Studies) and to the base of Project Finance. Accordingly the target of PM has reached analyzing the future value of a project and seeking their financial independence with risk management. This means that PM can contribute to sharing common values and to developing business innovation with customers. However, it is still difficult for Project Managers to master this level of knowledge of PM. An extensive and thorough educational program for PM, as shown here as an example, is required.

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