

IAP2M Spring Conference (5/14/2011)

Mission Achievement Project and Program Management
~Challenges, Crisis Management and Related Research in Japan~

International Association of Project and Program Management ~IAP2M~

The Eleventh Congress of IAP2M (President Kunio Yoshida, Professor Emeritus, University of Tokyo) was held at Campus Innovation Center in Tamachi, Tokyo on May 14, 2011. Academicians and practitioners enjoyed various presentations of inquiries, best practices and findings on project and program management (the congress is held twice a year, in spring and autumn). At the congress this spring, *the mission achievement type project and program* was adopted as the main theme.



President Kunio Yoshida's opening address

● ***Hayabusa Mission Achievement***

The highlight was the key note speech on the *Hayabusa* space aircraft and sample return story. Dr. Junichiro Kawaguchi was the project manager for the mission achievement and is now a program director at JAXA (Japan Aerospace Exploration Agency). We were honored to hear a splendid challenge story directly from the leader. The mission was launched on May 9, 2003, and the sample loaded capsule from the asteroid, *Itokawa*, was retrieved in a South Australian desert on June 13, 2010.

The flight distance was over seven billion kilometers in its 7 year journey to and from the asteroid. The autonomous cruising system and sensors were significant for piloting the spaceship. It is driven by ion engines with solar panels. The return to the earth

was delayed by three years due to damaged thrusters, panels and batteries, navigational failures, etc. Many precious lessons were learned, and the following points were emphasized for mission achievement. Should a good scenario be written, a fifty percent of the job could be finished. Technology is of course important, but team spirit is even more important to overcome problems for pursuing solutions. Inspiration for innovation is critical, because it would lead to a higher position opening a new horizon.



The keynote speaker Professor Junichiro Kawaguchi of JAXA

- *Discussions on the Tohoku Earthquake and Nuclear Power Plant Problems.*

In order to express our deepest sympathy to those who suffered from the Tohoku Earthquake and, in particular, Fukushima Nuclear Power Plant problems, we urgently organized a workshop on this issue at the congress. With hope for early resolution of the serious problems, council members agreed to take up the analysis of essential causes and results in social, technical, economical and human aspects. The reports are being edited by the moderator the former Professor of Waseda University Toshihiko Kinoshita, and the two panelists, Professor Hideo Kameyama, Tokyo University of Agriculture and Technology, and Professor Hiroshi Deguchi, Tokyo Institute of Technology. The time line of incidents was presented by the moderator, and panelists gave some comments. Heated discussions were conducted on leadership, human factors, disclosures, organizational decision making, radiological protection, nuclear literacy, onsite judgment/actions overall impacts on safety and inter organizational communication, etc. in urgent, critical situations.



- *Research Presentations by IAP2M Members*

A total of 23 individual and group presentations were given on various issues in project and program management on the following 4 tracks: organizational behavior, policy and strategy, systems approach, and environmental issues.

Organizational behavior track: Organizational challenges for governments, universities and enterprises were discussed, where stakeholder management was considered significant for better results. At some universities, vision oriented collaboration and open course education on sustainability and risk solutions were being developed, and at the corporate level, a sustainable innovation program policy method, a creative core team for R&D, and the trend of strategic asset management were taken note of.

Policy and strategy track: Public and enterprise level strategies were presented and discussed. On public projects, program management to include social costs for sustainability was emphasized. At the enterprise level, some creative and unifying strategies were proposed such as strategic planning for human resource allocations by applying energy technology, unified management of intellectual properties and business/R&D strategies, and a creative networking process for innovation.

Systems approach track: Some new approaches and methods were proposed such as a service value based project evaluation method tested at some supermarkets, dynamic scheduling of continuous task assignments of parallel projects applied to medical treatments and interior furnishing, ecological community system design and development for local community transportation, and consortium partnerships for collaboration among agriculture, commerce and industry. Effective programs and management for leadership training were also discussed.

Environmental issues track: Various approaches were presented regarding regulation, simulation, collaboration, lifecycle and technology, etc. For example, the European REACH regulations to control chemicals, simulation based management for recipe design, and energy saving partitioning for air conditioning in office buildings were examined, and the importance of product and process lifecycle management and solar energy development, especially in the Asia Pacific region, were emphasized.

(To encourage international communication, any comments on this report, especially from overseas, are welcome; Chair of the Congress, Shigenobu Ohara)

References:

IAP2M (in English):

http://www.iap2m.jp/english_index.html

IAP2M Fall Conference 2010:

<http://glocom.blog.so-net.ne.jp/2010-09-04>

IAP2M Spring Conference 2010:

<http://glocom.blog.so-net.ne.jp/2010-04-17>

IAP2M Fall Conference 2009:

<http://glocom.blog.so-net.ne.jp/2009-09-12>

IAP2M Spring Conference 2009 :

<http://glocom.blog.so-net.ne.jp/2009-04-19>

IAP2M Fall Conference 2008 :

<http://glocom.blog.so-net.ne.jp/2008-09-20>

IAP2M Spring Conference 2008 :

<http://glocom.blog.so-net.ne.jp/2008-04-27>