

# BRYCE'S LAWS ON PROJECT MANAGEMENT

Project management is a philosophy of management, not a tool or technique.

Never embark on a journey without knowing your destination.

Remember, it's Ready, Aim, Fire; any other sequence is counterproductive.

Without a road map, you might be driving in circles.

Project management is only possible with an effective methodology.

Having a Project Management system without a methodology is like attaching a speedometer to an orange crate; it measures nothing.

A project requires a methodology, but a methodology does not require a project.

When you are constructing a building, it's a bad idea to start with the roof.

A project which has a beginning for planning, a middle for execution, and an end for review.

Most estimating errors are errors of omission, not commission.  
It is what we forget to estimate that gets us into trouble.

An estimate improves in accuracy in relation to the level of detail considered.

A project always has a critical path until it is completed or closed.  
The path can vary depending on accomplishments.

It is just as bad to underrun a project as it is to overrun a project.

The last 1% of a project can take as long as the first 99%.

The fallacy of the "Man Hour" concept is that it assumes a person is working productively 100% of the time.

Available Time - time when worker is available to work; includes both Direct Time and Indirect Time

Unavailable Time - time when worker is available to work, e.g., Holidays, Vacations, etc.

Direct Time - time spent by worker on job assignments.

Indirect Time - time spent by worker on interferences from job assignments.

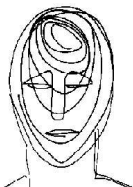
Availability Rate =  $\text{Direct Time} \div (\text{Direct Time} + \text{Indirect Time})$

We accomplish projects through people.

A project will only be accomplished if the individuals performing the work want to do it.

Manage from the bottom up; not just from the top down; this creates personal commitment and accountability.

Time lost, is time lost forever. You cannot buy it back.



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