



## Effective Project Management

Every time you start a temporary endeavor with a defined beginning and an end, and have a goal of achieving some beneficial result, you are likely engaging in project management. Project management is a specialized discipline for management and control over projects which seeks to find balance between the “triple constraint” of time, budget and project scope.

**1. Define goals.** Before launching a new project, you need to clearly define the goal that needs to be achieved and the results that need to be delivered, and you need to set realistic time lines for that to happen.

**2. Appoint a project manager (PM).** The project manager is a leadership position responsible for managing a project from start to finish. Appoint a PM with professional expertise, good communication, people management and excellent planning skills.

**3. Establish the terms of reference.** The terms of reference specify the objectives, scope, time frames, and initial scale of resources required. They should also clarify risks, constraints, and/or assumptions.

**4. Create a Work Breakdown Structure Document (WBSD).** Break the project down into identifiable phases, and controllable units of action and al-

locate timescales to each unit of work.

**5. Plan for quality.** Planning for quality requires both paying attention to detail and ensuring that the project output or outcome meets the standards. Quality measures should be built into the process from the beginning, and not only implemented later, for example, when something goes wrong.

**6. Plan costs.** This is a key area because it is a common challenge to estimate costs when budgeting projects. Typical cost elements include staff wages, overhead, materials and supplies, equipment and administration. One of the enabling functions of a good budget is to actively monitor costs during the course of the project.

**7. Plan timescales.** In order to calculate the shortest time required to complete a project, you need to know the earliest time a unit can start, its approximate duration and the time by which that stage must be completed in order for the next to start.

**8. Monitor and report progress.** Close monitoring of costs, timescales, and quality is a major consideration throughout the duration of the project. But because quality is the most difficult to measure, it can be easily neglected.

**9. Deliver the output.** Steps before de-

livery of the project outcome may include the compilation of instructional documentation or training packages but the final step is ensuring the output or outcome of the project is accepted by the client or sponsor who initiated it.

### IPS recommends...

- Allowing for an appropriate amount of time to be allocated to defining objectives, reference points and constructing the work breakdown structure (WBS).
- Taking the time and putting the necessary effort in choosing someone with the right skill set to play the role of a project manager.
- Facilitating easy access to resources needed to complete the project successfully.
- Building in regular quality checks into the process.
- Closely monitoring temporal targets and budgets.
- Making sure that every change that needs to be applied is first assessed for implications.

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## Intellectual Property (IP)

Intellectual Property represents any intangible asset in the form of creative work or invention owned by its creator. In business, it is strongly recommended to obtain legal protection for IP elements such as logos, icons, special formulas, manufacturing procedures or processes, works of art or literary works in order to protect your company from Intellectual Property theft. There are several different IP protection recourses in Canada:

**1. Trademarks.** A trademark is a word, symbol, design, or a combination of those, typically used to differentiate a company in the market. In order to register a trademark, you need to file an application with the Canadian Intellectual Property Office and pay a registration fee. The registration of the trademark is valid for 15 years, renewable for 15 year periods.

**2. Copyright.** A copyright is the exclusive right to copy a creative work or allow other people or companies to do so. In simple terms, it is the right to copy. This right also includes the right to publish, produce or reproduce a work of art or to make it available to the media. In Canada, you are guaranteed a copyright as soon as you create the work. However, it is still advisable to register for copyright with the Canadian Intellectual Property Office in case any legal issues arise. The registration process usually takes around three weeks and involves filling an application and paying a registration fee. The copy-

right is valid for the life of the author plus 50 years following his or her death.

**3. Patents.** A patent grants inventors exclusive rights to make, use and sell their inventions for a period of 20 years. Although it is not required, it is recommendable that you obtain an invention patent because without registration you can only protect your invention as a trade secret. If you decide to commercialize your invention, your secret will no longer be protected and other people can legally copy it.

**4. Industrial Designs.** An industrial design is defined by the features of shape, design, configuration, ornament or pattern applied to a finished article. In order for this type of property to be protected, registration is mandatory and it is recommended that the application for registration is made before marketing the finished articles. An industrial design patent registration grants company or individual rights for 20 years from the date of registration.

**5. Integrated Circuit Topographies (ICT).** Integrated Circuit Topography is defined as the physical configuration and interconnections found in the electronic circuits used in microchips and semiconductor chips. Registration of integrated circuit topography is required in order to protect this particular type of asset. Once registration is obtained, the creator of the ICT is protected for 10 years from the date of filing or from the date of first com-

mercial exploitation of the topography.

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