Paper ID: 18826
student

SPACE SYSTEMS SYMPOSIUM (D1)
System Engineering Tools, Processes and Training (2) (6)

Author: Dr. Xubo WANG
1)School of Management,Northwestern Polytechnical University,NPU,China;2)Chinese Society of Astronautics,CSA, China, cast_wangxb@126.com

Prof. Sijun BAI
NPU, China, baisj@nwpu.edu.cn
Dr. Suike LI
School of Management, Northwestern Polytechnical University, China, lisk@mail.nwpu.edu.cn

RESEARCH OF PROJECT PORTFOLIO MANAGEMENT AND FLOW OPTIMIZING BASED ON SPACE ENTERPRISE STRATEGY GUIDING

Abstract

Project portfolio management is one type of multi-project management method, which is an effective way to resolve the problem in space industry as the resource conflicts between the multiple models simultaneously, design efficiency lowering, target deviation increasing and so on, when multi-project are done at the same time in space enterprise. At first, on the base of the analysis of multi-project space enterprise strategy characteristics, the feature and content of the space enterprise portfolio management mode were summarized in this article, and the selection methods and principle of the project portfolio management were provided for enterprise future development. The second, in order to adapt to the changes in the multi-project and correspond the enterprise strategy development, multi-rank organization management architecture was simultaneously built such as decision-making layer, auxiliary decision-making layer(function management layer), project executing layer and so on, to perfect matching mechanism and to fitting the change of project portfolio management modes. In addition, the flow of project portfolio management was designed and optimized by analyzing the realizing procedure of strategy target and the lifecycle of project portfolio. Through changing management method, adjusting organization structure and optimizing management flow, space enterprise management efficiency and project management capacity were developed effectively, and the targets of innovation development and economic benefit increasing were realized.