Projects

- A temporary endeavour undertaken to create a unique product or service
  - definite start and end date
  - well-defined objective
  - something not done before
  - requires resources – people, time, money
  - customer or sponsor

Project Management

- The application of knowledge, skills, tools and techniques to project activities to meet project requirements
  - scope vs time vs cost vs risk vs quality
  - differing needs and expectations of stakeholders
  - identified requirements
  - iterative and incremental – progressive elaboration

Project Management – The Reality

- It's improving, but not as good as it could be!
- The Standish Group CHAOS Reports show the following results for IT projects:

<table>
<thead>
<tr>
<th>Year</th>
<th>Success</th>
<th>Failed</th>
<th>Challenged</th>
<th>Cost Overrun</th>
<th>Time Overrun</th>
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<tbody>
<tr>
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<td>222%</td>
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<td>1996</td>
<td>27%</td>
<td>40%</td>
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<td>2000</td>
<td>28%</td>
<td>23%</td>
<td>49%</td>
<td>45%</td>
<td>63%</td>
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Project Management Body of Knowledge

- **Sum of knowledge within the profession of Project management**
  - resides with practitioners and academics that apply and advance it
  - widely-applied, proven traditional practices
  - limited-use, innovative, advanced practices
  - published and unpublished material
  - PMBOK - framework of processes, knowledge areas and activities

- **Processes are organised into process groups**
  - Initiating – authorising project or phase
  - Planning – objectives, course of action
  - Executing – coordinating people, resources
  - Controlling – monitoring and measuring progress, variances → corrective action
  - Closing – formalising acceptance, ending

Project Management Body of Knowledge

- **Processes are performed in knowledge areas**
  - Project integration management
  - Project scope management
  - Project time management
  - Project cost management
  - Project quality management
  - Project human resource management
  - Project communications management
  - Project risk management
  - Project procurement management

What Does This Mean To You?

- **Forming teams that work!**
  - ...rather than just working in teams
  - aligning team and individual goals with project objectives

- **Project planning**
  - Project integration management
  - Project scope management
  - Project time management

Forming Teams That Work!

- **A project ‘dream team’**
  - Project director
  - Project leader
  - Coordinator
  - Benefits manager
  - Design authority
  - Technical authority
  - Risk manager

- **All projects must have a Project Manager**
  - negotiation
  - leadership
  - offers value
  - charisma
  - tenacity
  - business-literate
  - communication
Forming Teams That Work!

• Your project ‘dream team’ roles
  – Project manager
  – Technical specialists
    > systems analyst, database designer, interface
designer, programmer, tester, technical writer, scribe
  – Presenter
• Your academic is the user
• We can act as impartial facilitators where
  necessary, and can also provide some
  assistance with technical coordination

Project Planning

• Project integration management
  – processes required to ensure project
    elements are coordinated
  – project plan development
  – project plan execution
  – integrated change control
    > coordinating change across project

Project Planning

• Project scope management
  – processes required to ensure all work
    required, and only work required, to
    complete project is done
  – initiation
  – scope planning
  – scope definition
  – scope verification
  – scope change control

Project Planning

• Project time management
  – processes required to ensure project is
    completed on time
  – activity definition
  – activity sequencing
  – activity duration estimating
  – schedule development
  – schedule control

Things to Consider for Your Project

• Tight, immutable deadline
  – RAD, prototyping, task durations rather than
    completion dates
• Clearly defined functionality and well-understood
  objectives
• Still-growing expertise
  – technology, tools, techniques, teams
• Don’t worry – this is achievable!
• This can be very exciting and great fun!

References

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