Last week we looked at:
- Nature of projects and project management
- Project Management Body of Knowledge (PMBOK)
  > processes/process groups, knowledge areas
- Team structures
- Project Planning
- Integrating theory with studio project

This week we will look at:
- Project cost management
- Project quality management
- Project human resource management
- Project communications management
- Project risk management
- Project procurement management

Project Cost Management
- Processes required to ensure project is completed within approved budget
  - resource planning
  - cost estimation
  - cost budgeting
  - cost control

Project Quality Management
- Processes required to ensure the project will satisfy the needs for which it was built
  - quality planning
  - quality assurance
  - quality control
Project Human Resource (HR) Management

- Processes required to ensure the most effective use is made of the people involved in the project
  - organisational planning
  - staff acquisition
  - team development

Project Communications Management

- Processes required to manage the information related to project
  - ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information
  - communications planning
  - information distribution
  - performance reporting
  - administrative closure

Project Risk Management

- Processes required to identify, analyse and respond to project risk
  - risk management planning
  - risk identification
  - qualitative risk analysis
  - quantitative risk analysis
  - risk response planning
  - risk monitoring and control

Project Procurement Management

- Processes required to acquire goods and services from outside the performing organisation
  - procurement planning
  - solicitation planning
  - solicitation
  - source selection
  - contract administration
  - contract closeout

PMBOK Process Groups

- Processes are organised into process groups that follow the project’s progress
  - 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

PMBOK Process Groups

- Process groups
  - linked by their deliverables
  - iterative
  - overlapping activities that occur throughout the project phases with different emphasis
  - interactions cross process groups (phases)
  - inputs and outputs dependent on process group (phase)
PMBOK Processes

- Processes within process groups are considered as either
  - core processes
  - facilitating processes
  - initiating and closing groups contain only core processes

- Core processes
  - clear dependencies
  - performed in essentially the same order in most projects

Facilitating processes

- not always clear dependencies
- interactions more dependent on nature of project
- performed intermittently and as needed
- not optional
- interact with core processes

Not all processes will be needed on all projects
- Not all process interactions will apply to all projects
- Project management team should identify and manage all the necessary processes to ensure successful completion
- Process outputs may be predefined as constraints
- Amount of detail dependent on project scope, size and complexity

What Does All This Mean For Your Project?

- There’s lots of stuff going on!
- Ultimately it’s about delivering a product
- You know about system development and development lifecycles
- Project management provides the oversight to ensure the development stays on track
- Good project management is about balancing the level of oversight with the nature of the project

References

Schwalbe, K., (2004), Information Technology Project Management, Thomson Course Technology, Boston, MA, USA.