

### PM Reasons for failure

- Undefined PM practices
- Poor IT mgmt & poor IT procedures
- Inadequate exec project support
- Inexperienced PMs
- Unclear busi needs and project objectives
- Inadequate user involvement

Standish Group CHAOS Report only 32% project completely successful

### Agile PM

Need to balance the order and chaos required for agile projects  
 Order: control project budget & duration  
 Chaos: adjust to changing customer needs  
**Agile projects implement PMBOK differently**  
 Scope: re-prioritizing features each iteration  
 Time: plan each iteration at its start  
 Cost: cost control rather than estimating  
 Risk: build high-risk areas first  
 Quality: testing & QC spread through project  
 Self-evaluation: what can be done better?

### Core Process 2 - Plan and Monitor Activities

#### Plan and Monitor Activities

Establish the project environment.  
 Schedule the work.  
 Staff and allocate resources.  
 Evaluate work processes.  
 Monitor progress and make corrections.

### Quantify Project Approval Factors

1. Estimated Time for Completion (difficult, get team input)
2. Estimated COST for dev.
3. Est cost support ongoing system operation

Expense and amount

### Intangible benefits

**Strategic/Tactical** new markets, market share, cross-sales existing customers  
**Efficiency** Collecting \$\$, reduce staff  
**Quality:** Lower expenses, error rates, bad debt, inventory loses tighter controls  
**Compete** match competitors

### Staff and Allocate Resources

1. Dev resource plan
2. ID and req specific technical staff
3. ID and req specific user staff
4. Org the project team into work groups
5. Training and team-building exercises

### Role of PM

#### Project Management

- Organizing and directing other ppl to achieve a planned result within a predetermined schedule and budget
- Processes used to plan project, monitor and control it

#### Project Manager -----

- Great need for effective project managers
- Internally managing people and resources
- Externally conducting public relations

#### Internal Responsibilities -----

Developing the project schedule  
 Recruiting and training team members  
 Assigning work to teams and team members  
 Assessing project risks  
 Monitoring and controlling project deliverables and milestones

#### External Responsibilities -----

Reporting the project's status and progress

### Role of PM (cont)

Working directly with the client (the project's sponsor) and other stakeholders  
 Identifying resource needs and obtaining resources

### Core Processes

| Core Processes                                | Iterations |   |   |   |   |   |
|-----------------------------------------------|------------|---|---|---|---|---|
|                                               | 1          | 2 | 3 | 4 | 5 | 6 |
| Identify problem and obtain approval.         | ■          |   |   |   |   |   |
| Plan and monitor the project.                 | ■          | ■ | ■ | ■ | ■ | ■ |
| Discover and understand details.              |            | ■ | ■ | ■ | ■ | ■ |
| Design system components.                     |            |   | ■ | ■ | ■ | ■ |
| Build, test, and integrate system components. |            |   |   | ■ | ■ | ■ |
| Complete system tests and deploy solution.    |            |   |   |   | ■ | ■ |

### Core Process 1 - ID problem & obtain approval

#### Identify Problem Activities

Identify the problem.  
 Quantify project approval factors.  
 Perform risk and feasibility analysis.  
 Review with the client and obtain approval.

### Establish the Project Environment

1. Recording and communicating—internal and external: Who, what, when, and how
2. Work env - Workstations, software dev tools (IDE), servers and repositories, office, meeting space, support staff
3. Process and procedures followed - Reporting and doc, prog approach, testing, deliverables, code, v control

### Stakeholders

Client - person / group funds project

Oversight Committee - clients & key mgrs who review progress and direct project

Users - people who use the new system



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### PMBOK: 9 knowledge areas

**P SCOPE M**—Defining / controlling functions to be included and scope of work to be done

**P TIME M**— Schedule project tasks, monitoring progress against milestones

**COST**—Calc initial cost/benefit analysis, update it. Monitor expenditures

**QUALITY**— plan for ensuring quality, inc quality control activities for every phase

**HR**—Recruiting p team members; train, motivate, team build; ensure a happy, productive team

**COMMUNICATIONS**—ID all stakeholders and comms to each; how and when

**RISK**—ID and review risks for failure and plan to reduce risks

**PROCUREMENT**— proposal requests, evaluate bids, write contracts, and monitor vendor performance

**INTEGRATION**—Integrate knowledge areas into seamless whole

### ID the problem

Projects respond to an opportunity, problem, directive

#### **System Vision Document** -----

1. Problem Description: What is the problem and idea for the solution?

2. System Capabilities: What are the capabilities the new system will have?  
Helps define the scope

3. Business Benefits: The benefits that accrue to the organization. Tangible (in dollars) and intangible benefits

### Schedule the Work

PM establish and keep adjusting:

#### **Project Iteration Schedule**

Iteration list & use cases / stories for each

#### **Detailed Work Schedule (DWS)**

In iteration, schedule that lists, organizes, and describes task dependencies  
When iteration finished, DWS prepared for next iteration based on feedback/progress

#### **Steps for Detailed Work Schedule**

1. Work Breakdown Structure (WBS)
2. Estimate effort and identify dependencies: Task times, precedence and critical path
3. Create a schedule using a Gantt chart.



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