Projects: In the Beginning

Chapter 1
A “project” is a unique endeavor with clear-cut objectives, a starting point, an ending point, and usually a budget.

Operations is work done to sustain the business
What percentage of IT projects are successful?
Why Study IT Project Management?

0 A 1995 Standish Group study (CHAOS) found that only 16.2% of IT projects were successful in meeting scope, time, and cost goals; over 31% of IT projects were canceled before completion.

0 A PricewaterhouseCoopers study found that overall, half of all projects fail and only 2.5% of corporations consistently meet their targets for scope, time, and cost goals for all types of project.
What are some of the key factors which influence the success of a project?

1. Executive support
2. User involvement
3. Experienced project manager
4. Clear business objectives
5. Minimized scope
6. Standard software infrastructure
7. Firm basic requirements
8. Formal methodology
9. Reliable estimates
10. Other criteria, such as small milestones, proper planning, competent staff, and ownership
What is “project management”?

Project management is the art of balancing project objectives against the constraints of time, budget, and quality.

I will add “scope” to this list
9 PM Knowledge areas - key competencies for PM

4 core knowledge areas
lead to specific project objectives (scope, time, cost, and quality)

4 facilitating knowledge areas
the means through which the project objectives are achieved (human resources, communication, risk, and procurement management)

1 knowledge area (project integration management) affects and is affected by all of the other knowledge areas

All knowledge areas are important!
What are some of the most important skills and competencies of excellent project managers?

1. People skills
2. Leadership
3. Listening
4. Integrity, ethical behavior, consistent
5. Strong at building trust
6. Verbal communication
7. Strong at building teams
8. Conflict resolution, conflict management
9. Critical thinking, problem solving
10. Understands, balances priorities
What are some examples of “IT projects”?

If an IT organization is running 100 projects, how many of these should be “IT projects”?
What is the “triple constraint”?
In-Class Exercise

1. Find a partner
2. Draw the “Scope Triangle”
3. Can you increase the scope without changing time, cost, or quality?
4. What changes if you reduce scope?
5. Keeping quality/scope constant, cut cost in half. What happens?
6. Keeping quality/scope constant, cut time in half. What happens?

3 – Can’t increase scope without increasing at least one other component
4 – Can’t reduce scope without reducing at least one other component
5 – Must increase time (skew triangle)
6 – Must increase cost (skew triangle)
Who is the “PMI”, what is a “PMP”, and what is “PMBOK”
What is a “project portfolio” and what is “project portfolio management”?
What are “stakeholders”? Can you list a few?
How do you documents this list?

1. Project sponsor
2. Project customers
3. Functional managers
4. Team members

5. Use a stakeholder analysis table
What is a “project charter” and what are the typical elements?

1. Project name
2. Purpose
3. Project manager
4. Duties of project manager (really?)
5. Project managers authority
6. Sponsor’s official commitment to the project