Information Technology

FIT2002 Seminar 2

Organisational structures
Project and product lifecycles

http://organisationalphysics.com/2011/10/18/lifecycle-strategy/
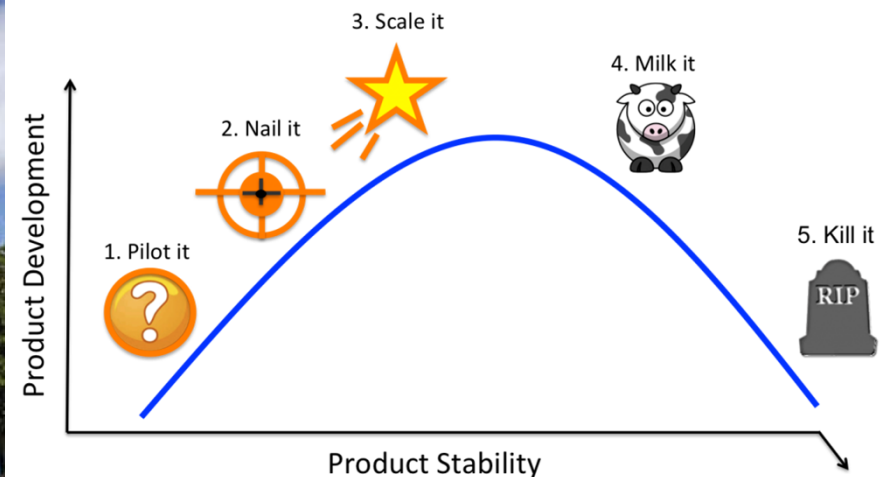
Recap from Video 1:

- Project managers need to take a systems approach in order to successfully manage projects - to consider projects within the greater organisational context.

- To ensure project success, IT project managers need to integrate business and organisational issues as well as technology into project planning.

- organisations have four different frames. Project managers need to understand all of these aspects of organisations to be successful.

  - The structural frame focuses on different groups' roles and responsibilities to meet the goals and policies set by top management.
  - The human resources frame focuses on producing harmony between the needs of the organisation and the needs of people.
  - The political frame addresses organisational and personal politics.
  - The symbolic frame focuses on symbols and meanings.

Recap from Video 1: (cont..)

- The structure of an organisation has strong implications for project managers, especially regarding the amount of authority they have.

- The three basic organisational structures: functional, matrix, and project.

- Project managers have the most authority in a pure project organisation, an intermediate amount of authority in a matrix organisation, and the least amount of authority in a pure functional organisation.

- Organisational culture also affects project management. Projects are more likely to succeed in a culture where employees have:

  - a strong identity with the organisation, where work activities emphasize groups, and where there is strong unit integration, high risk tolerance, performance- based rewards, high conflict tolerance, an open-systems focus, and
  - a balance among the dimensions of people focus, control, and means orientation.

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Schwalbe, K.. (2015). Information Technology Project Management. (8e) Cengage Learning

Recap from Video 2:

- Project stakeholders are individuals and organisations who are actively involved in the project or whose interests may be positively or negatively affected by the project.

- Project managers must identify and understand the different needs of all stakeholders involved with their projects.

- Top management commitment is crucial for project success.

- Organisational commitment to IT is also important to the success of IT projects.

- Proper IT governance and development standards and guidelines assist most organisations in managing projects.

Recap from Video 3:

- A project life cycle is a collection of phases. Traditional project phases include concept, development, implementation, and close-out.

- Systems development projects can use predictive or adaptive software development models (ASD).

- Examples of Predictive life cycle : the waterfall, spiral, incremental build, prototyping and RAD

- Some examples of ASD include extreme programming, feature driven development, dynamic systems development model, and scrum.

- A project should successfully pass through each project phase in order to continue to the next phase.

- A management review should occur at the end of each project phase, and more frequent management inputs are often needed. This is important to keep projects on track and to determine if projects should be continued, redirected, or terminated.

Recap from Video 4:

- Project managers need to consider several factors affected by the unique context of IT projects.

- The diverse nature of these projects and the wide range of business areas and technologies involved make IT projects especially challenging to manage.

- Several recent trends have affected IT project management. Things such as:

  - Increased globalization, outsourcing, virtual teams, and agile project management have changed the way many IT projects are staffed and managed.
  - Project managers must stay abreast of these and other trends and discover ways to use them effectively.

Recap from Video 5:

- Discuss what is the manifesto for Agile Software Development

- Understanding Agile project management

- Characteristics of Agile Projects:

    - Sprints are normally 4 – 12 weeks long
    - Communication is critical – Face-to-face is encouraged
    - Teams should be co-located
    - 100% Sponsor commitment
    - Changes to requirements are anticipated and accommodated

- The Agile Lifecycle:

    - Envision → Speculate → Explore → Adapt → Close

- What is Scrum?

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Scrum Framework