**PROJECT MANAGEMENT PROCESS**

**video 1**

project management can be viewed as a number of interlinked processes

process: a series of actions directed toward a particular result

* Initiating processes
* Planning processes
* Executing processes
* Monitoring & controlling processes
* Closing processes

Diagram

Description automatically generated

Methodology:

how things should be done

Standard:

what should be done

**video 2**

**project pre-initiation:**

* Determine the scope, time & cost constraints for the project
* Identify the project sponsor
* Select project manager
* Develop business case for a project
* Meet with project manager to review the process and expectations for managing project
* Determine if project should be divided into 2 or more smaller projects

**Project initiation:**

Define & authorise a project/project phase

Recognise & start a new project/project phase

Formally select & start off projects

* Develop project charter
* Identify stakeholders

**Kick-off meeting:**

Stakeholders can meet each other, review goals of project and discuss future plans

**Project planning:**

Devise and maintain a workable scheme to ensure project addresses the organisation’s needs

Key outputs:

* team contract
* project scope statement
* WBS
* Project schedule (Gantt chart with all dependencies & resources entered)
* List of prioritised risks (part of risk register)

**Project executing:**

* Usually take the most time & resources
* Many project sponsors and customers focus on deliverables related to providing the products, services or results desired from the project
* A milestone report can help focus on completing major milestones

**Project monitoring & controlling:**

* Measure progress toward project objectives, monitor deviation from the plan and take correction actions
* Affect all other process groups
* Occur during all phases of project life cycle
* Output:
  + Performance reports
  + Change requests
  + Updates to various plans

**Project closing**

* Gain stakeholder and customer acceptance of the final products and services
* Most include a final report and presentation to sponsor/senior management
* Even if not completed, should be closed out to learn from past
* Outputs:
* Project files
* Lessons-learned reports
* Updates to organisational process assets

**video 3**

**types of life cycle**

* Predictive life cycle
  + - More traditional approach
    - Bulk of planning occur upfront
    - Execute in a single pass
    - Sequential process
* Iterative life cycle:

Allow feedback for unfinished work to improve and modify the work

* Incremental life cycle:

Provide finished deliverables that the customer may be able to use immediately

* Agile life cycle:

Both iterative & incremental to refine work items and deliver frequently

Table

Description automatically generated

**Definable work VS high uncertainty work**

* Definable:
  + - Characterised by clear procedures that have been proven successful or similar projects in the past
    - Low level of execution uncertainty and risk
* High uncertainty:
  + - New design, problem solving and not-done-before work is exploratory
    - High rates of change, complexity and risk
    - May pose a problem for traditional predictive approach

**4 values of Agile Manifesto:**

* Individual and interactions over processes and tools
* Working software over comprehensive documentation
* Customer collaboration over contract negotiation
* Responding to change over following a plan

**Choose approach:**

* Predictive:
  + - Heavy constraints
    - Inexperienced & dispersed teams
    - Large risks
    - Generally clear up-front requirements
    - Fairly rigid completion date
* Agile:
* Less rigid constraints
* Experienced and preferably co-located teams
* Smaller risks
* Unclear requirements
* More flexible scheduling

**video 4**

**scrum roles:**

* Product owner: responsible for business value of project and deciding what work to do and in what order, as documented in product backlog
* Scrum master: ensure team is productive, facilitate daily scrum, enable close cooperation across all roles & functions, remove barriers. That prevent the team from being effective
* Scrum team/development team: cross-functional team of 5-9 people who organise themselves and the work to produce the desired results of each sprint (normally 2-4 weeks)

**Scrum artefact:**

Artefact: useful object created by people

* Product backlog: list of features prioritised by business value
* Sprint backlog: highest-priority items from product backlog to be completed within a sprint
* Burndown chart: cumulative work remaining in a sprint on a day-by-day basis

**Scrum ceremonies:**

* Sprint planning session: a meeting with the team to select a set of work from the product backlog to deliver during sprint
* Daily scrum: a short meeting for development team to share progress and challenges and plan work for the day
* Sprint reviews: a meeting in which the team demonstrates to the product owner what it has completed during the sprint
* Sprint retrospectives: a meeting in which the team looks for ways to improve the product and the progress based on a review of the actual performance of the development team

Diagram

Description automatically generated