

ICT DEPARTMENT

ITD/CSD 06204



Information System Project Management

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Project

- A **temporary** endeavor with an established beginning and end time, that has a set of defined tasks and assigned resources, undertaken to deliver a **unique** product, service or result



- A project has a single objective that must be accomplished through the completion of tasks that are unique and interrelated.
- Temporary does not generally apply to the product, service, or result created by the project

Project

- A *project* is series of related activities usually directed toward some major output and requiring a significant defined time period to perform and with a defined budget.
- Projects have **scopes**, **schedules**, and **costs** and are accomplished within specific **deadlines**, **budgets**, and according to **specification**
- It has a **well-defined objective** stated in terms of **scope**, **schedule**, and **costs**.

Project

- Projects are “born” when a need is identified by the customer – the people or organization willing to provide funds to have the need satisfied.
- It is the people (project manager and project team), not the procedures and techniques, that are critical to accomplishing the project objective.
- Procedures and techniques are merely tools to help the people do their jobs.

Project

Examples of Projects:

- Planning a wedding
- Designing and implementing a computer system
- Hosting a holiday party
- Designing and producing a brochure
- Executing an environmental clean-up of a contaminated site
- Building Construction Project
- Performing a series of surgeries on an accident victim

Project

The end of a project is reached due to the following reasons:-:

- When the project's objectives have been achieved
- When its objectives will not or cannot be met
- When the need for the project no longer exists

Project Management

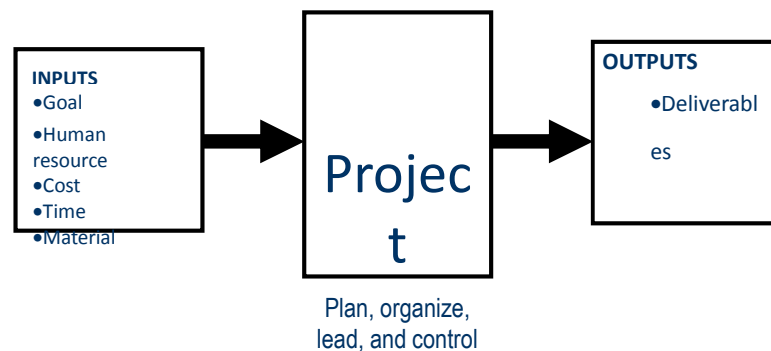
- Project Management is the process of defining, planning ,organizing, leading and controlling the development of an Information System Project.
- Also organizing and directing people to achieve a planned result within budget and on schedule
- Or, the application of knowledge, skills, tools and techniques to project activities to meet project requirements

Project Management

- Organizing and managing resources so the project is completed within defined scope, quality, time and cost constraints
- The goal of Project Management is to deliver an Information System that is acceptable to Users and is developed on time and within budget.

Project Management

- One can think of a project as a process



Project Management Implementation

- Project Management implementation requires:
 - Development and Implementation of the corporate project management standards.
 - Large scale corporate training – it is necessary to speak common professional language,
 - Implementation of the project management software,
 - Creation of the new organizational unit that is usually called Project Management Office (PMO).

Project Management Implementation

- PMO usually includes following departments:
 - Methodology
 - Analysis
 - Archive
 - Portfolio Management

Project Management Implementation

- PMO Analysis department:
 - Develops and works with the project computer models,
 - Helps project managers with project planning, performance monitoring and decision making,
 - Supplies project stakeholders with the performance reports and other necessary information.

Project Management Implementation

- PMO Archive department:
 - Manages project archives for current projects,
 - Creates and maintains the library of project archives.

Project Management Implementation

- Methodology Department
- Main functions of methodology department:
 - Development and actualization of the Project Management Guidelines and other corporate PM standards,
 - Project staff training,
 - Internal consulting and coaching,
 - Development and actualization of the organization knowledge base.

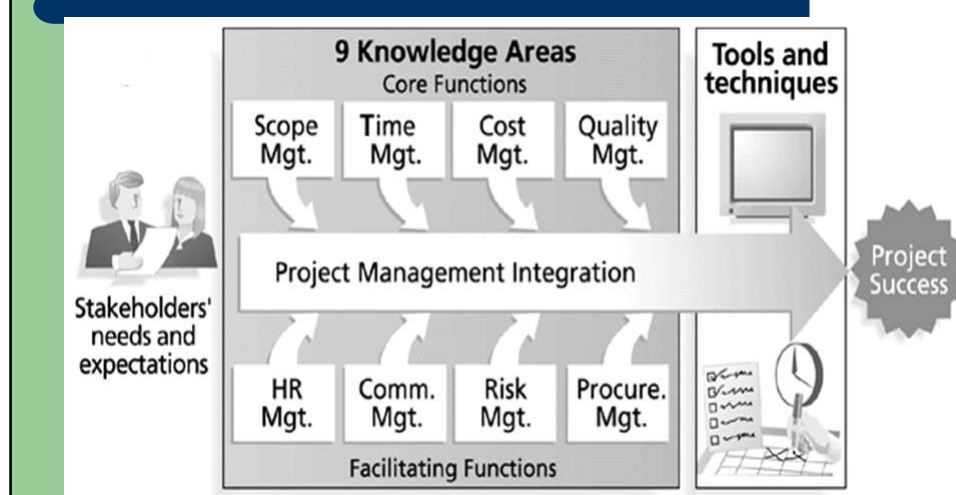
Project Management Implementation

- Portfolio Department
- PMO Portfolio Management department functions:
 - Project Portfolio Management,
 - Establishment of project priorities,
 - Dealing with conflicting and competing project requirements.

Project Management Knowledge Areas

- Knowledge areas describe the key competencies that project managers must develop
- **Four core knowledge** areas lead to specific project objectives (scope, time, cost, and quality)
- **Four facilitating knowledge** areas are the means through which the project objectives are achieved (human resources, communication, risk, and procurement management)
- **One knowledge area** (project integration management) affects and is affected by all of the other knowledge areas

The PROJECT MANAGEMENT PROCESS



PROJECT MANAGEMENT PROCESS PHASES

1. INITIATING THE PROJECT
2. PLANNING THE PROJECT
3. EXECUTING THE PROJECT
4. Monitoring and Controlling the Project
5. CLOSING DOWN THE PROJECT

Project Management Implementation

KNOWLEDGE AREA	PROJECT MANAGEMENT PROCESS GROUPS				
	INITIATING	PLANNING	EXECUTING	MONITORING & CONTROLLING	CLOSING
<i>Project Quality Management</i>		Quality planning	Perform quality assurance	Perform quality control	
<i>Project Human Resource Management</i>		Human resource planning	Acquire project team, Develop project team	Manage project team	
<i>Project Communications Management</i>		Communications planning	Information distribution	Performance reporting, Manage stakeholders	
<i>Project Risk Management</i>		Risk management planning, Risk identification, Qualitative risk analysis, Quantitative risk analysis, Risk response planning		Risk monitoring and control	
<i>Project Procurement Management</i>		Plan purchases and acquisitions, Plan contracting	Request seller responses, Select sellers	Contract administration	Contract closure

PMBOK® Guide 2004, p. 69

Project Stakeholders

- Are the people involved or affected by the project.
- It may be
 - The project sponsor and the team
 - Support staff
 - Customers
 - Users
 - Supplier etc.,

IT Project Failure

- Failure is an event, never a person!
- Failure is not delivering the project on **time, within budget, and according to scope.**
- The combination of one or more of these can easily introduce enough RISK into the project for it to become no longer viable.

IT Project Failure

- **Weak business case** – is this just a whim or is there a real need for the project? If so, prove it! No linkage to the business strategy
- **Senior management commitment** is vital – these are the decision-makers and hold the purse strings. You have to have their buy-in or else you set yourself up for failure.
 - Every project has to have a CHAMPION = Senior management sponsor!

IT Project Failure

- **Inadequate project planning** will always present problems. You have to know what you are doing, why you are doing it, who's doing what, when it needs to be done and how much it will cost.
- **Absence of user involvement** is a showstopper.
 - The users will be the staff who are going to live and breath the system once its implemented.
 - You need their expertise and their buy-in to make the project a success.
 - Leave them out and be ready to meet resistance to any change you try to implement.

IT Project Failure

- **New or unfamiliar technology** is always a risk.
 - It raises risks and fears. You always need to manage risks.
 - So, do your homework in your planning phase to make sure the chosen solution will work for you!
 - You may want to perform a proof of concept and test it before deciding to move forward into full blown design and development.
 - Recognize that even if it does work, there are other implications that need to be closely scrutinized and planned for accordingly – such as training and support.

IT Project Failure

- **Lack of technical support and Lack of required resources**
- **Lack of defined, clear, or concise requirements** (Incomplete or changing requirements):
 - We can't say it enough – requirements must be defined (no one can read your mind), clear (what do you really mean), and concise (I want this to do this).

IT Project Failure

- **Wrong team members**
- **No measures for evaluating the success of the project**
- **No risk management**
- **Inability to manage change**

IT Project Success

1. Sound project management processes
2. Project tied to the organization's business goals
3. Senior management commitment
4. Good change management
 - How are you going to deal with change – it can affect scope, time, and budget.
 - Changes can be things that you realize must be part of the core requirements or to your core requirements.
 - Or they may be the start of your enhancement list! They can also be hardware changes.

IT Project Success

5. Detailed requirements
6. Realistic schedule
7. Good stakeholder relationships
8. Empowered project manager
9. Skilled and appropriate team members with defined roles and responsibilities.
10. Availability of funding.

Top Management Commitment

Importance of Top Management Commitment on IT Projects

- Several studies cite top management commitment as one of the key factors associated with project success.
- Top management can help project managers:
 - Secure adequate resources.
 - Get approval for unique project needs in a timely manner.
 - Receive cooperation from people throughout the organization.
 - Learn how to be better leaders.

Top Management Commitment

Need for Organizational Commitment to IT

- If the organization has a negative attitude toward IT, it will be difficult for an IT project to succeed.
- Having a Chief Information Officer (CIO) at a high level in the organization helps IT projects.
- Assigning non-IT people to IT projects also encourages more commitment.

Top Management Commitment

Need for Organizational Standards

- Standards and guidelines help project managers be more effective.
- Senior management can encourage:
 - The use of standard forms and software for project management.
 - The development and use of guidelines for writing project plans or providing status information.
 - The creation of a project management office or center of excellence.

The Project Manager

- A Project Manager has to lead and manage! No followers need apply.
- A Project Manager has to manage - juggle the triple constraints! **-Time, Cost, Scope.**
- A good project manager needs to be a juggler or at times a magician.
- He/She is a teacher, policeman and a parent to the project team members.

The Project Manager

- A project manager has to be empowered!
- With empowerment comes responsibility. This means..
 - Having a backbone!
- Empower the project manager! Give that person more than just the title – give them authority to make decisions and trust them to do it correctly!

The Project Manager Skills

- Program area knowledge, standards, and regulations
 - The PM doesn't have to be an expert in the application area but –
 - understand the application area, the standards required, and the regulations that apply (includes functional, technical, financial, and procurement).
- Understand the project environment
 - What are the cultural, social and political characteristics you are doing with?
(DON'T TALK ABOUT INTERPERSONAL SKILLS)
 - Educate yourself, listen and try to understand

The Project Manager Skills

Leadership Skills

- Vision and Strategy
- Establishing Direction
- Aligning People
- Communicating
- Negotiating
- Motivating and Inspiring
- Influencing Organizations
- Overcoming Barriers to Change

The Project Manager Skills

General Management Skills

- Planning
- Finance and Accounting
- Personnel Administration
- Technology
- Organizational Development
- Delegation
- Team Building
- Conflict Management
- Solving Problems

The Project Manager Skills

Communication Skills required(not limited)

- Writing
- Listening
- Speaking
- Presenting
- Media Relations
- Meeting Management

The Project Manager Skills

General and Interpersonal Manag't Skills

- General management skills (budgeting, scheduling)
 - General management skills and knowledge – prioritization, organization, decision-making, supervision, budgeting, negotiation
- Interpersonal skills
 - The PM needs to be seen, heard, and understood. Calls for diplomacy, tact, and good listening skills. Maybe mediation