

# SWEN90016

## Software Processes & Project Management

*Harry Drakos*

*Department of Computing and Information Systems*

*The University of Melbourne*

*harry.drakos@unimelb.edu.au*

2020 – Semester 1

Lecture 1

## Lecture 1 – Intended Learning Objectives

### Module 1: Subject Introduction

1. ~~Get to know your teaching staff, subject learning objectives, subject content and semester structure.~~




### Module 2: Introduction to Projects

1. Understand key elements of a Project and why organisations use them.
2. Understand the foundational components of Project Management.
3. Understand key skills and responsibilities / activities of a Project Manager.

## Module 2.1 – What is a Project

*A temporary endeavour to create a unique product, service or outcome.*

Key characteristics:

- Introduce **CHANGE** to the organisation
- **TEMPORARY**, it has a defined beginning and end
- **CROSS-FUNCTIONAL**, cuts across organisational boundaries
- Deals with the **UNKNOWN**
- **UNIQUE**
- They all vary in **SIZE** –  /  , \$'s and 

## Module 2.1 – Why do organisations use Projects

- Provides strategic alignment of key activities and visibility at the appropriate levels
- Mechanism to prioritise activities (Benefits, Regulatory, HW Refresh)
- Allows organisations to deliver change in a structured and formal manner outside of BAU
- Effective and efficient management of organisations limited resources (people & \$'s)
- Establish ownership and accountability – Process and the Benefits
- Provide clarity, buy-in and agreement across what will be done, when, who, why and the outcomes

[www.pmi.org/about/learn-about-pmi/what-is-project-management](http://www.pmi.org/about/learn-about-pmi/what-is-project-management)

## Lecture 1 – Intended Learning Objectives

### Module 1: Subject Introduction

1. ~~Get to know your teaching staff, subject learning objectives, subject content and semester structure.~~

### Module 2: Introduction to Projects

1. ~~Understand key elements of a Project and why organisations use them.~~
2. Understand the foundational components of Project Management.
3. Understand key skills and responsibilities / activities of a Project Manager.

## Module 2.2 – What is Project Management

*Project Management is the planning, delegating, monitoring and controlling of all aspects of a project, and motivating those involved to achieve the project objectives within the expected targets for time, costs, quality, scope, benefits and risks.*

Value lies in:

- Organising and structuring scarce resources
- Managing risk
- Identifying and clearing issues
- Managing and implementing change
- Retaining and re-using knowledge
- Organisational wide learning from past success and failures

## Lecture 1 – Intended Learning Objectives

### Module 1: Subject Introduction

1. ~~Get to know your teaching staff, subject learning objectives, subject content and semester structure.~~

### Module 2: Introduction to Projects

1. ~~Understand key elements of a Project and why organisations use them.~~
2. ~~Understand the foundational components of Project Management.~~
3. Understand key skills and responsibilities / activities of a Project Manager.

## Module 2.3 – Project Manager Skills / Attributes

*Project managers are highly skilled knowledge workers and change agents. They take accountability, make project goals their own and use their skills and expertise to inspire a sense of shared purpose across the project team. They enjoy the organised adrenaline of new challenges and the responsibility of driving business results.*

### Core Skills / Attributes:

- Work well under pressure
- Comfortable with change and complexity in changing environments
- Use / have the right people skills
- Adapt, resolve issues and deal with problems
- Effective communicators regardless of hierarchy
- Action orientated and leave nothing for tomorrow
- Command & Control
- ***Good ones are in demand, hard to find and get paid a lot***

[www.pmi.org/about/learn-about-pmi/who-are-project-managers](http://www.pmi.org/about/learn-about-pmi/who-are-project-managers)



## Module 2.3 – Project Manager Key Activities (traditional)

### Planning

- Define and clarify project scope
- Develop the project management plan
- Develop the project schedule
- Develop policies and procedures to support the achievement of the project objectives

### Organising

- Determine the project team structure
- Identify roles and responsibilities
- Identify services to be provided by external companies
- Staff all project positions and on-going management

### Leading

- Setting team direction
- Owning & coordinating activities across different organisational functions
- Motivating team members
- Assigning work

### Controlling

- Defining project baselines
- Tracking project progress
- Project status reporting
- Determining and taking corrective actions

## Module 2.3 – Agile Scrum Master Key Activities

### *“a change is occurring”*

Agile is redefining the way we execute projects and the role of the PM.

In pure Agile:

- No defined PM role
- Key activities are spread / shared across team members
  - Key project activities are still undertaken formally with appropriate documentation
- Some alignment between a Scrum Master and a Project Manager
- Move from Command and Control to Servant Leadership
  - Coaches and facilitates teams to deliver
  - Emphasises objectives
  - Is invested in the program's overall performance
  - Asks the teams for answers
  - Allows the teams to self-organise and hit their stride
  - Assists others with fixing issues

[www.pmi.org/learning/library/pm-role-lean-agile-world-9350](http://www.pmi.org/learning/library/pm-role-lean-agile-world-9350)

[www.greenleaf.org/what-is-servant-leadership/](http://www.greenleaf.org/what-is-servant-leadership/)

<https://www.mountangoatsoftware.com/agile/agile-project-management>

## Module 2.3 – Project Manager Key Activities – *The Market wants it all!*

### Project Manager Job Ad - Skills and experience

- Minimum 8+ years of experience as a Project Manager managing large, complex projects with multi-functional teams
- Strong stakeholder and relationship management skills
- Experience in managing multi-vendor teams
- Experience and qualifications in Prince2
- Can deal with complexity with very solid Project Management technical skills such as ability to develop and manage schedules, financial workbooks
- Strong stakeholder partnership skills, ability to work with teams at varying levels of project experience
- **Key requirement** is knowledge of **multiple models** of technical project delivery such as **agile and running sprints** but **equally** able to build confidence with the steering committee with **formal project management** approaches such as **setting and achieving deadlines on timing and scope**