IT PROJECT MANAGEMENT

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OBJECTIVES

- Apply a set of best practice project management skills to any project

- Successfully plan and implement projects

- Complete a project within budget and on schedule

COURSE OUTLINE

- ❖ Project Management Organisations
- ❖ Introduction to Project Management
- ❖ Project Life Cycles
- ❖ Integration Management
- ❖ Scope Management
- ❖ Schedule Management
- ❖ Cost Management
- ❖ Quality Management
- ❖ Resource Management

- ❖ Communications Management
- ❖ Risk Management
- ❖ Procurement Management
- ❖ Interpersonal Skills
- ❖ Ethics
- ❖ Trends in PM

PROJECT MANAGEMENT ORGANISATIONS

▶ 3 Organisations

- ❖ Project Management Institute (PMI)
- ❖ International Project Management Association (IPMA)
- ❖ Axelos

Project Management Institute (PMI)

▶ Based in the USA

▶ Seen by some as the main official source for project management standards, certification, and promotion of the profession

▶ Publishes the Project Management Body of Knowledge (PMBOK)

    ▶ Accepted in most parts as the most authoritative project Management methodology.

▶ Issues the following Certifications

    ▶ **Project Management Professional (PMP).**

        ▶ Most popular certification globally

        ▶ Requires certain hours of practical Project Management experience

        ▶ Passing an exam

    ▶ **Certified Associate in Project Management (CAPM).**

        ▶ Similar to PMP but does not require practical experience

        ▶ Aimed at people who wish to move into Project Management or demonstrate knowledge in Project Management

    ▶ **Certified Scheduling Professional (PMI-SP).**

        ▶ Certifies competence in Project Scheduling

    ▶ **Certified Risk Management Professional (PMI-RMP).**

        ▶ Certifies competence in Project Risk Management

International Project Management Association (IPMA)

- Based in Switzerland, but it is a network of project management organizations throughout the world.
    - Each country has an IPMA member organization handling training & certification
        - Each member has autonomy to tweak requirements, names of certification etc
    - Issues certifications on 4 levels
- Certifications
    - **Level A (IPMA-A):** Program manager, or a manager of multiple projects.
    - **Level B (IPMA-B):** Manager of larger, or complex, projects which require significant application of project management principles.
    - **Level C (IPMA-C): Manager of smaller projects for which stakeholder relationships are usually more important than strict adherence to project management fundamentals.**
    - **Level D (IPMA-D): Project management associate, similar to CAPM.**

Axelos

- Partially owned by the UK government
- Standards development body for PRINCE2 PM Methodology
- Similar in purpose to PMBOK but different in content
- No experience requirements, no courses to take and no CVs to submit
- Three levels of Certification
  - PRINCE2 Foundation
  - PRINCE2 Practitioner
  - PRINCE2 Professional
- Has more certifications than PMP
- Much easier to obtain than PMP with corresponding decrease in authority.

Foundational Elements

- **Projects**
  - A temporary endeavour undertaken to create a unique service, product or result.
- **Objective**
  - An onward outcome toward which:
    - work is to be directed
    - a strategic position to be attained
    - a purpose to be achieved
    - a result to be obtained
    - a product to be produced
    - or a service to be performed.
- **Deliverable**
  - Any unique and verifiable product, result or capability to perform a service tha tis required to be produced to complete a process, phase or project.
  - May be tangible or intangible.

Foundational Elements

- Deliverables
  - Fulfilment of project objectives may produce one or more of the following deliverables:
    - A unique product that can be either the component of another item, an enhancement or correction to an item, or a new end item in itself.
    - A unique service or a capability to perform a service
    - A unique result, such as an outcome or document
    - A unique combination of one or more products, services, or results (e.g. a software application, its associated documentation and help desk services).
  - May be of social, economic, material, or environmental nature
- Repetitive elements may be present in some project deliverables and activities.
  - Does not change the fundamental and unique characteristics of the project work.
  - E.g. Software Development can be constructed with the same or similar materials and by the same
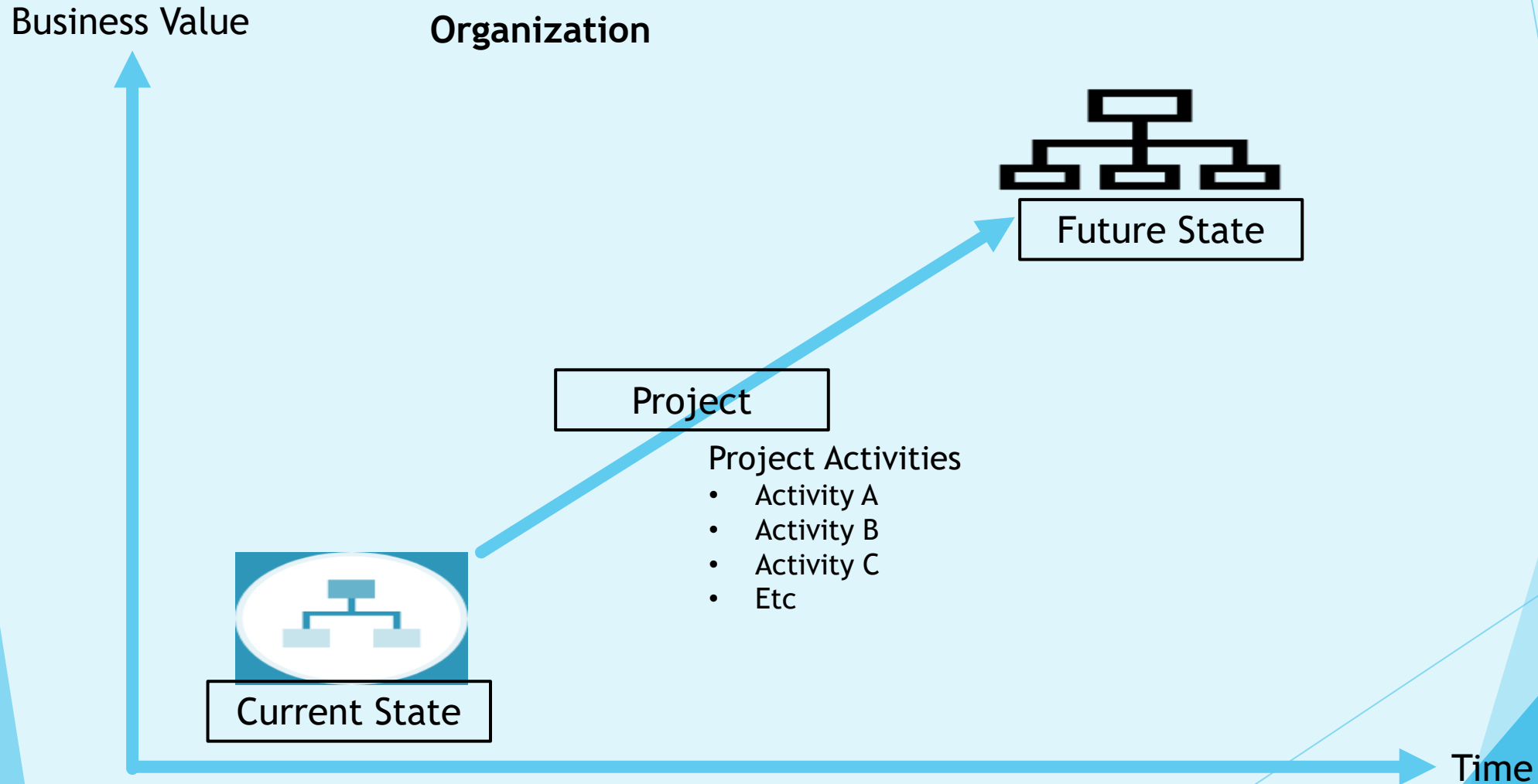 - Each product remains unique in key characteristics (design, environment, situation, people involved.

Foundational Elements

- Projects
  - are undertaken at all organizational levels.
  - Can involve a single individual or a group.
  - Can involve a single organizational unit or multiple organizations
- Temporary Endeavour
  - Indicates that a project has a definite beginning and end.
  - End of a project is reached when one or more of the following is true:
    - Project objectives are achieved
    - Objectives will not occur or cannot be met
    - Funding is exhausted or no longer available for allocation to the project
    - The need for the project no longer exists
    - The human or physical resources are no longer available
    - The project is terminated for legal cause or convenience
- Projects are temporary but their deliverables may exist beyond the end of the project.

Foundational Elements

► Projects drive change

Projects move organizations from one state to another to achieve a specific goal.

Business Value

Organization

Future State

Project

Project Activities
- Activity A
- Activity B
- Activity C
- Etc

Current State

Time

Foundational Elements

- Business Value
  - The quantifiable benefit derived from a business endeavour.
  - Benefits may be tangible, intangible or both.
  - Considered as the return in the form of elements such as time, money, goods
    - Or intangibles in return for something exchanged.
- Examples of tangible elements
  - Monetary assets
  - Stockholder equity
  - Utility
  - Fixtures
  - Tools
  - Market share

Foundational Elements

- Examples of Intangibles
  - Goodwill
  - Brand recognition
  - Public Benefit
  - Trademarks
  - Strategic alignment
  - Reputation

- Project Initiation Context
  - Four fundamental categories of factors acting on organizations leading to project initiation:
    - Meet regulatory, Legal, or social requirements
    - Satisfy stakeholder requests or needs
    - Implement or change business or technological strategies and
    - Create, improve or fix products, processes or services.

Foundational Elements

- A project may exist in 3 scenarios
  - Standalone project
  - Within a program
  - Within a portfolio
- PROGRAM
  - A group of related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually.
  - A program's Scopes encompasses the scope of its component projects.
  - The benefits of programs is ensured when the outputs and outcomes of program components are delivered in a coordinated and complementary manner.
- Portfolio
  - A collection of projects, programs, subsidiary portfolios and operations managed as a group to achieve strategic goals.
  - It has an organizational goal which changes with the strategic plan.

Foundational Elements

- Operations Management
  - Concerned with the ongoing production of goods and/or services.
  - Ensures business operations continue efficiently by using the optimal resources needed to meet customer demands.
  - Concerned with managing processes that transform inputs.
- Operations and Project Management
  - Changes in a business or organizational operations may be the focus of a project.
  - Projects can intersect with operations at various points during the product life cycle.

FOUNDATIONAL ELEMENTS

- Project Management Processes
  - The Project Life cycle is managed by executing a series of project management activities known as project management processes.
  - Each process produces one or more outputs from one or more inputs using appropriate project management tools and techniques.
    - The output can be a deliverable or an outcome.
    - Outcomes are an end result of a process.
    - Are logically linked by the outputs they produce.
    - May contain overlapping activities that can occur throughout the project.
    - The output of one process will either result in
      - An input of the project or project phase
      - A deliverable of the project or project phase.
- Project Management Process Groups
  - A logical grouping to achieve specific project objectives.
  - Are independent project phases.