Electronics and
Computer Science

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Project Management – A wider Consideration & Initiation Process

COMP6204: Software Project Management and Secure Development

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Overview

- A Systems View of Project Management
- Product Life Cycle vs. Project Life Cycle vs. Software Development Life Cycle
- Life Cycle Models
- Characteristics of the Process Groups
- Process Groups vs. Project Phases
- Project management process group and knowledge area mapping
- Pre-initiation Tasks & Business Case for a Project
- Initiating Process & outputs

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A Systems View of Project Management

- Projects must be considered in the broader organisational environment

- Project managers need to use systems thinking:
  - Taking a holistic view of carrying out projects within the context of the organization

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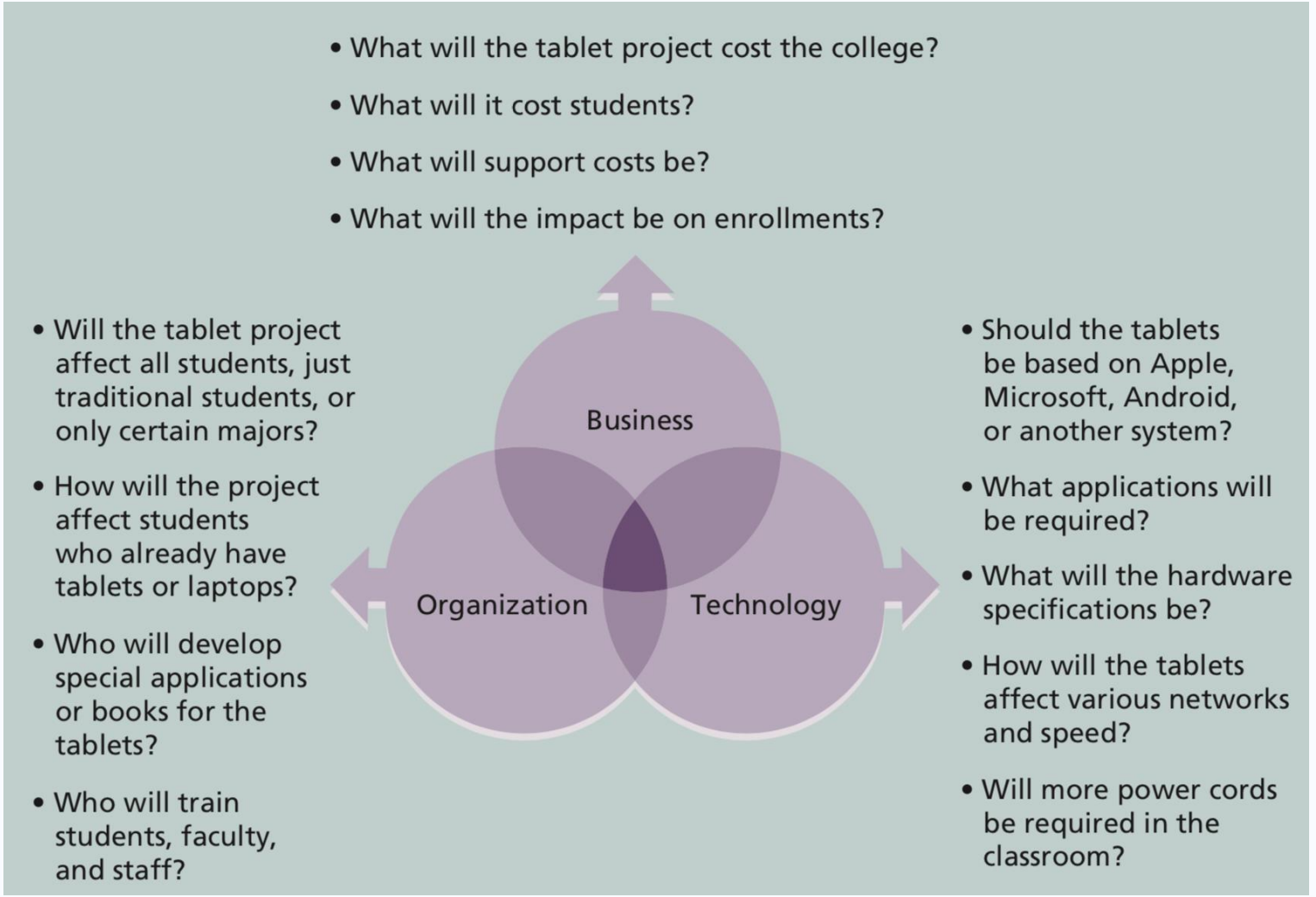
What Is a Systems Approach?

- A systems approach emerged in the 1950s to describe a holistic and analytical approach to management and problem solving
- Three parts include:
  - **Systems philosophy**: an overall model for thinking about things as systems
  - **Systems analysis**: problem-solving approach
  - **Systems management**: address business, technological, and organisational issues before making changes to systems

The Three-Sphere Model for Systems Management

A New project to introduce Tablets into education environment of a college



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Product Life Cycle vs. Project Life Cycle vs. SDLC

	Product Life Cycle	Project Management	Software Development Life Cycle (SDLC)
Definition	Process of managing the entire lifecycle of a product from inception, through engineering design and manufacture, to service and disposal of manufactured products.	- Temporary endeavour undertaken to create a unique product, service, or result - Application of knowledge skills, tools, and techniques to project activities to meet the project requirements.	A process for planning, developing, testing, and deploying an information system
Phases	- Idea generation - Idea Screening - Business Analysis - Product Development - Test Marketing - Commercialization - Evaluate and refine	- Initiation - Planning - Execution - Monitor and Control - Closing	- Requirements gathering - Design - Development - Testing - Implementation
Major Focus	Product features and functionalities	Ensuring the deliverable are meeting the project requirements	Building of the system or application

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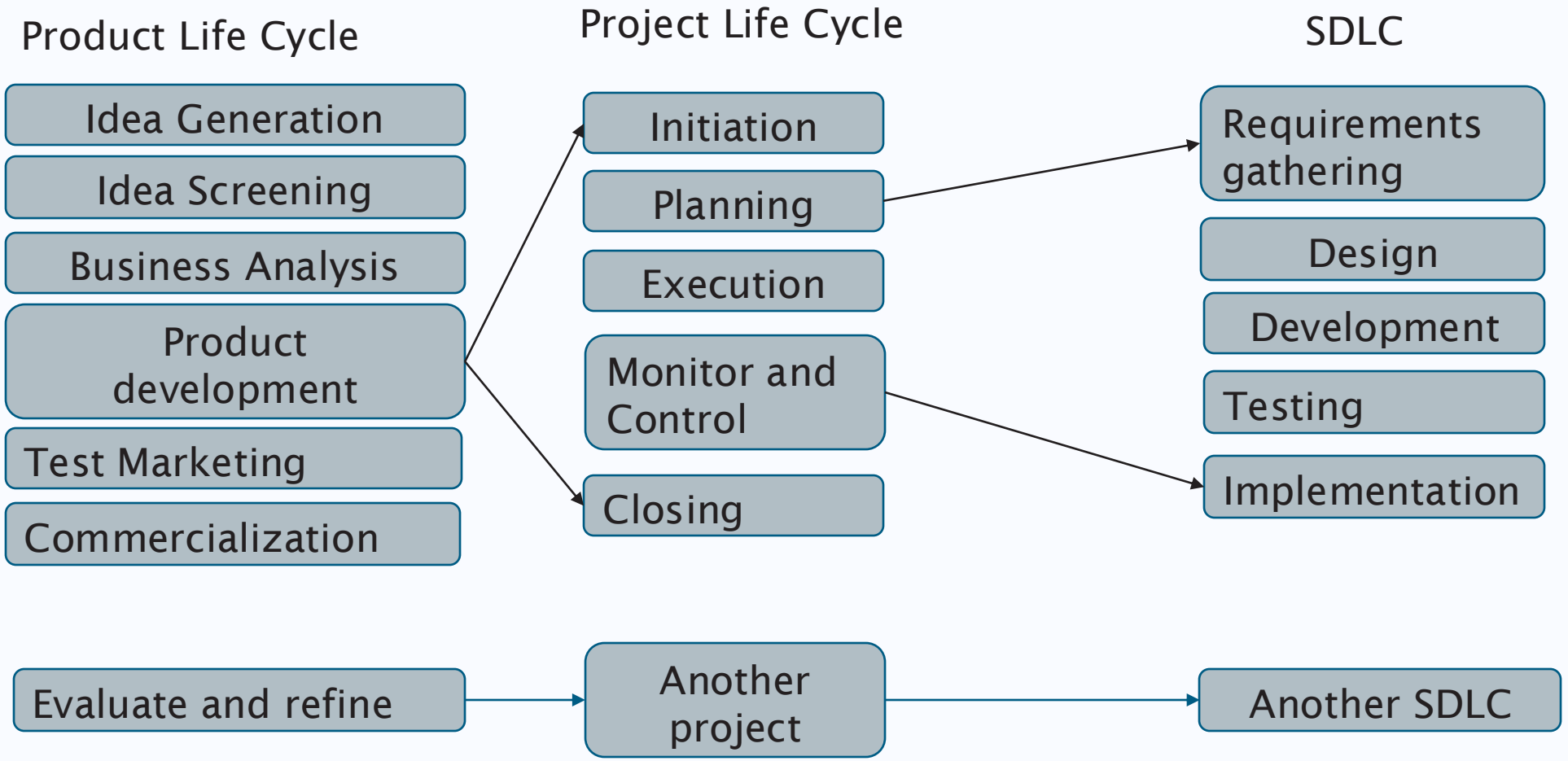
Product Life Cycle/Project Life Cycle/ SDLC



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Project Life Cycles

- A project life cycle is a series of phases that a project passes through from its start to its completion.
- A project phase is a collection of logically related project activities that culminates in the completion of one or more deliverables.

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The Continuum of Development Approaches

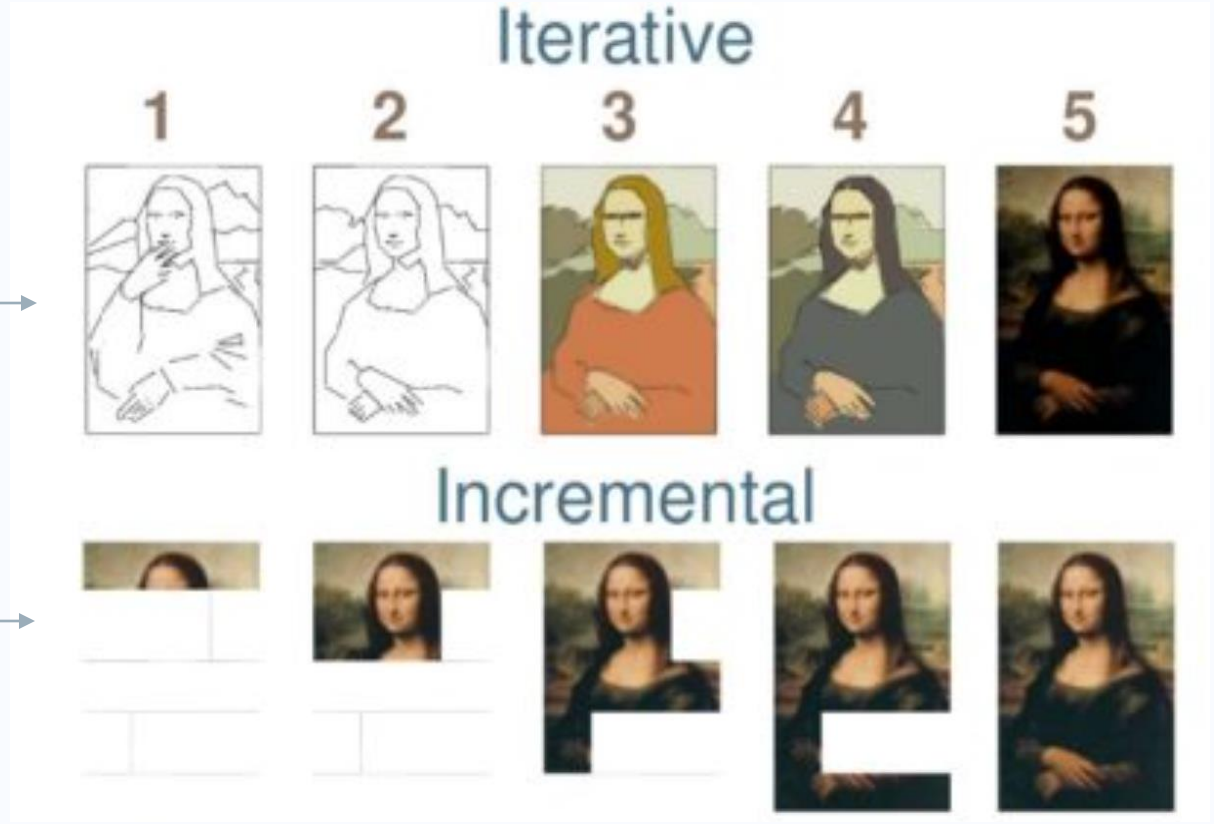
Predictive	Iterative	Incremental	Agile
Requirements are defined up-front before development begins	Requirements can be elaborated at periodic intervals during delivery		Requirements are elaborated frequently during delivery
Deliver plans for the eventual deliverable. Then deliver only a single final product at end of project timeline	Delivery can be divided into subsets of the overall product		Delivery occurs frequently with customer-valued subsets of the overall product
Change is constrained as much as possible	Change is incorporated at periodic intervals		Change is incorporated in real-time during delivery
Key stakeholders are involved at specific milestones	Key stakeholders are regularly involved		Key stakeholders are continuously involved
Risk and cost are controlled by detailed planning of mostly knowable considerations	Risk and cost are controlled by progressively elaborating the plans with new information		Risk and cost are controlled as requirements and constraints emerge

Source: Project Management Institute, Inc., *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition* (2017), Figure X3-1, p. 666.

Iterative and incremental development approaches

The customer provides feedback after every iteration, often done in a set amount of time

Each increment builds on top of the previous one



Source: Jeff Patton (accessed 2021)

Life Cycle Models

- ***Predictive life cycle***: The scope, schedule, and cost are determined early, and changes to scope are carefully managed.
  - PMI also refers to predictive life cycles as waterfall.
- ***Iterative life cycle***: The scope is determined early, but time and cost estimates are modified as the understanding of the product increases.
  - Iterations are used to develop the product through a series of repeated cycles to add to the functionality of the product.
  - This approach works best when there is a high degree of change and a low frequency of delivery.

Life Cycle Models – Cont.

- ***Incremental life cycle***: Deliverables are produced through a series of iterations that add functionality within a set time frame.
  - The deliverable is not complete until after the final iteration.
  - This approach works best when there is a low degree of change and a high frequency of delivery.
- ***Adaptive life cycle***: Stakeholders define and approve the detailed scope before the start of an iteration, producing a useable product at the end of each iteration.
  - PMI also refers to adaptive life cycles as agile or change-driven.
  - This approach works best when there is a high degree of change and a high frequency of delivery.

Life Cycle Models – Cont.

- ***Hybrid life cycle***: A combination of approaches is used based on the nature of the work.
  - For example, some deliverables might have a low degree of change and low frequency of delivery such as monthly or quarterly progress reports.
  - On the other had a high degree of change and a high frequency of delivery such as certain software features, and so on.

Product Life Cycles

- Predictive Life Cycle Models
  - Waterfall model: has well-defined, linear stages of systems development and support
  - Spiral model: shows that software is developed using an iterative or spiral approach rather than a linear approach
  - Prototyping model: used for developing prototypes to clarify user requirements - heavy user involvement
  - Rapid Application Development (RAD) model uses an approach in which developers work with an evolving prototype.
    - This life cycle model also requires heavy user involvement and helps produce systems quickly without sacrificing quality.

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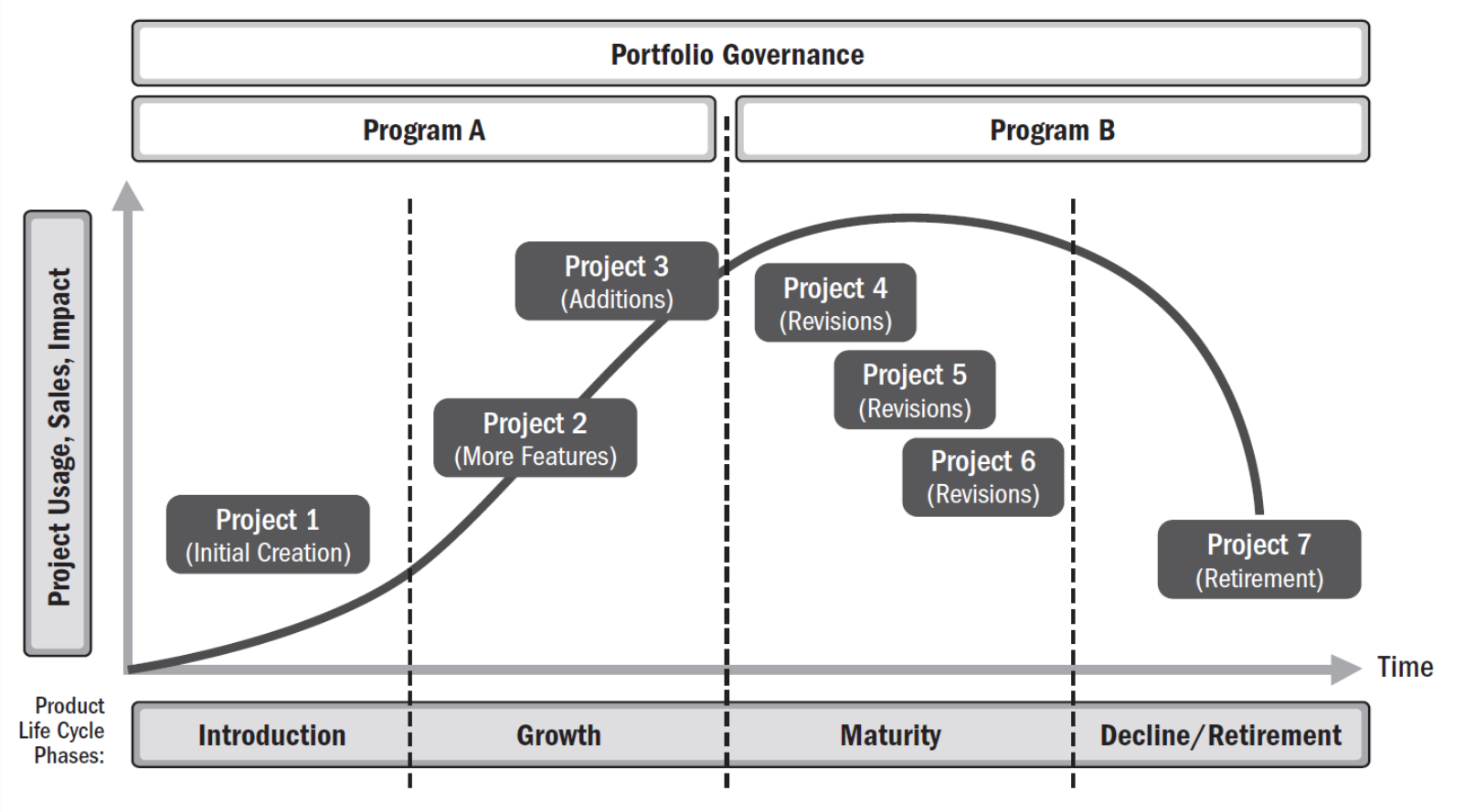
Sample Product Life Cycle



Source: Project Management Institute, Inc., *The Standard for Project Management, Seventh Edition* (2021), Figure 2-4, p. 19.

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Project management, knowledge areas, process groups – Reminder

- Project management consists of 10 knowledge areas
  - *Integration*, *scope*, *schedule*, *cost*, *quality*, *resource*, *communications*, *risk*, *procurement*, and *stakeholder management*
- Projects involve five project management process groups:
  - *Initiating*, *planning*, *executing*, *monitoring & controlling*, and *closing*
  - Tailoring these process groups to meet individual project needs increases the chance of success in managing projects

Project Management Process Groups – Reminder

- A *process* is a series of actions directed toward a particular result
  - Project management can be viewed as a number of related processes
- Project management process groups
  - Initiating processes
  - Planning processes
  - Executing processes
  - Monitoring and controlling processes
  - Closing processes

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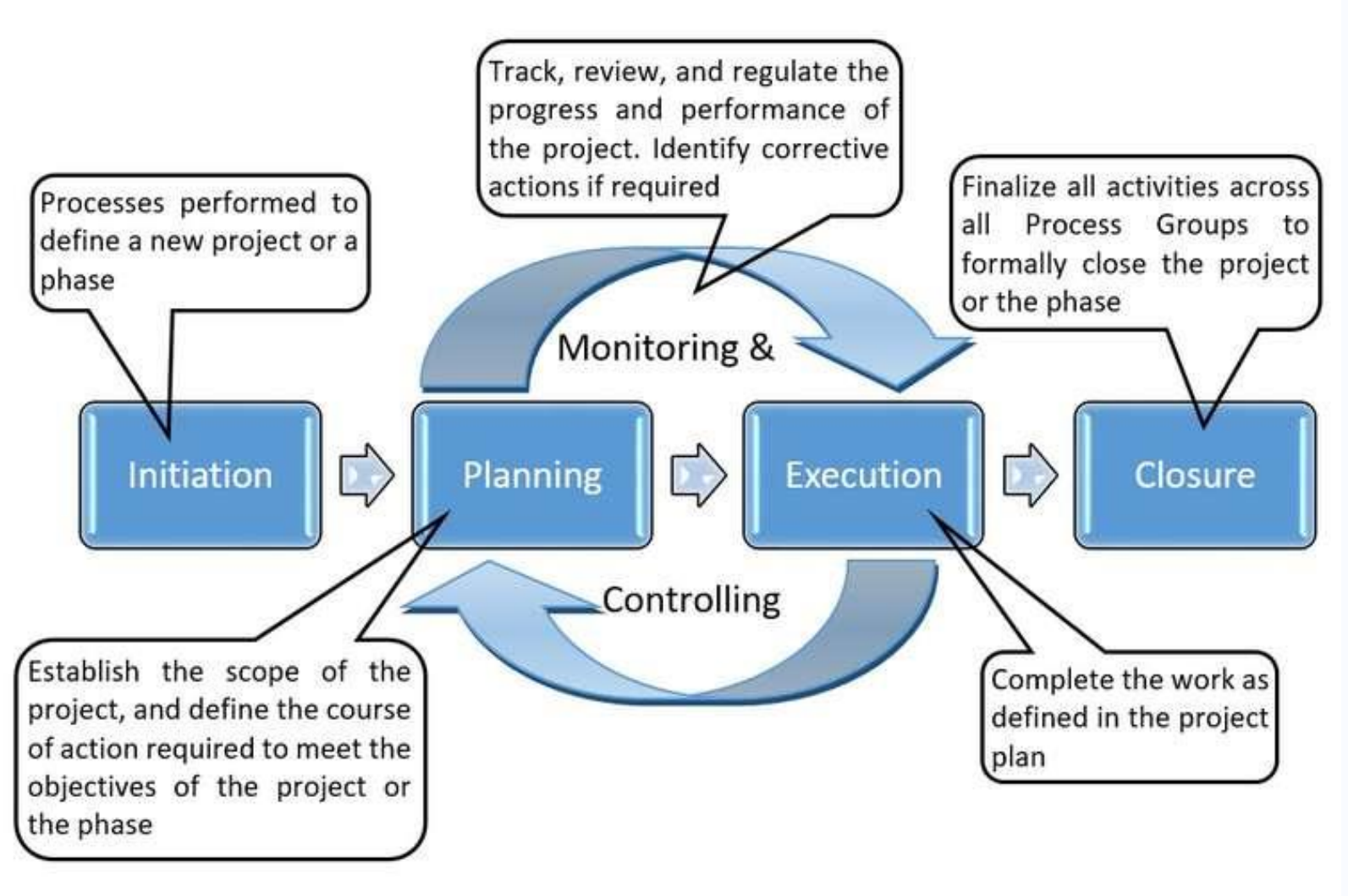
Project Management Process Groups – A Closer Look



Characteristics of the Process Groups

- The amount of resources and length of each process group varies for every project
  - Normally, executing tasks require the most resources and time, followed by planning tasks
  - Monitoring and controlling processes are done throughout the project's life span
  - Initiating and closing tasks are usually the shortest (at the beginning and end of a project or phase, respectively), and they require the least amount of resources and time
  - However, every project is unique, so there can be exceptions

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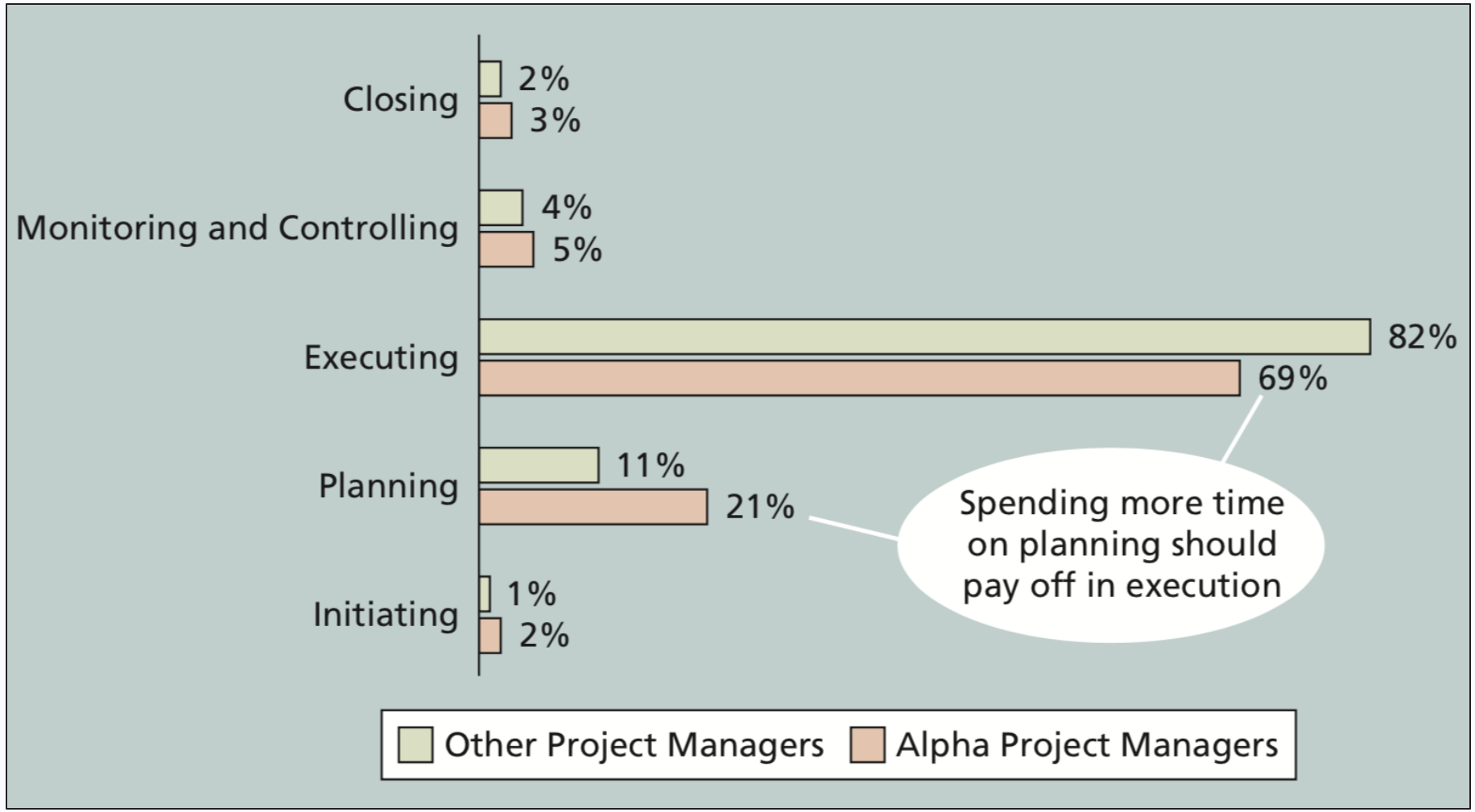
Time Spent on Each Project Management Process Group

Process Group	Alpha PM	Average PM	Alpha Difference (%)
Initiating	2%	1%	100% more
Planning	21%	11%	91% more
Executing	69%	82%	16% less
Monitoring & Controlling	5%	4%	25% more
Closing	3%	2%	50% more
Total	100%	100%	

Time Spent on Each Project Management Process Group – Cont.



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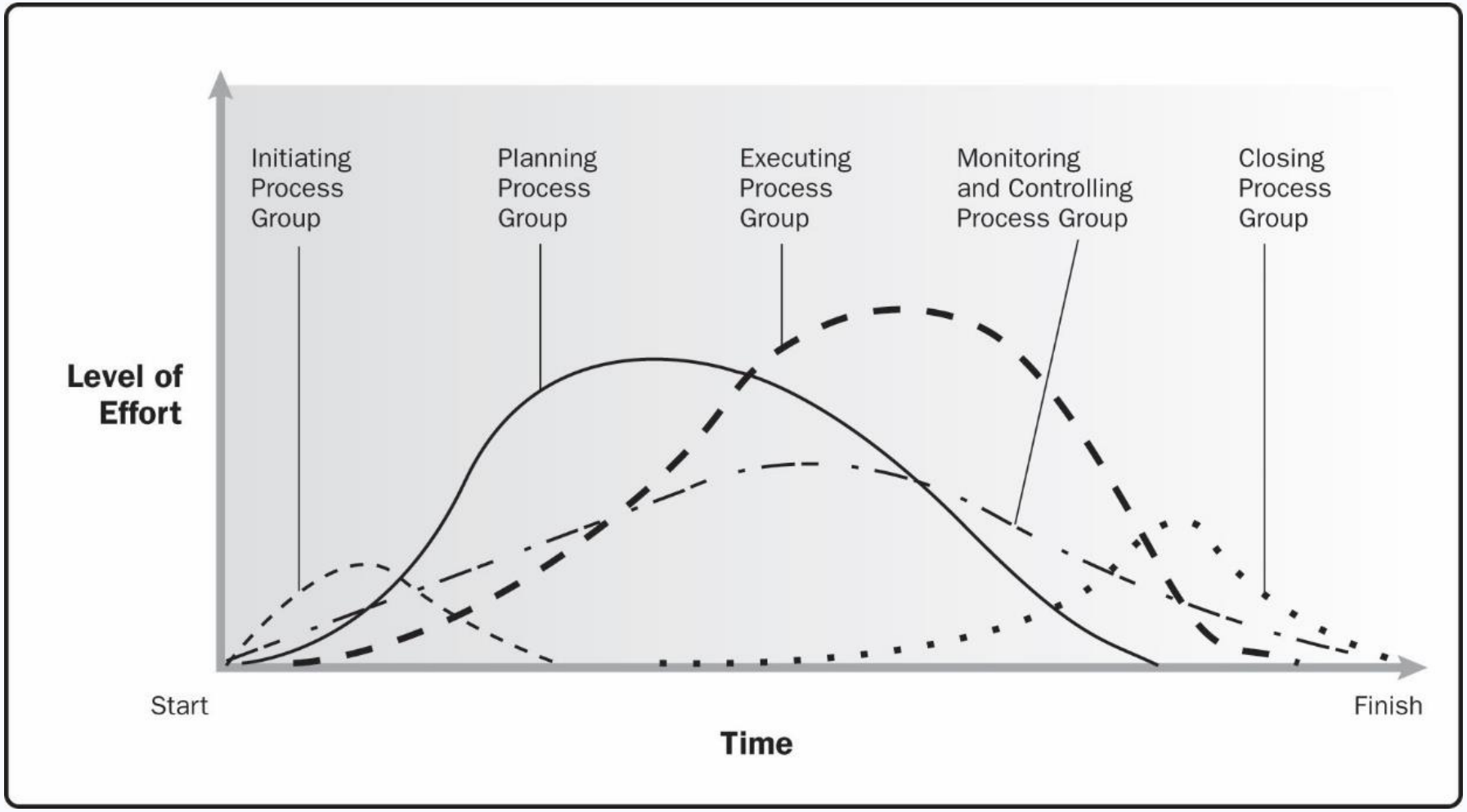
Effort Estimation Distribution within Process Groups



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Alpha Project Managers

- Attitude and Belief
- Focus and Prioritization
- Communication
- Approach Approach and organization – twice as much time planning as non-alphas
- Relationship and Conflict
- Alignment with the organisation
- Issue Management
- Leadership
- Enjoy their work more than the rest of the sample.
- Handle their email better, in all sorts of ways.
- Open two-way channels for feedback
- Spend more time planning
- Avoid conflict escalation

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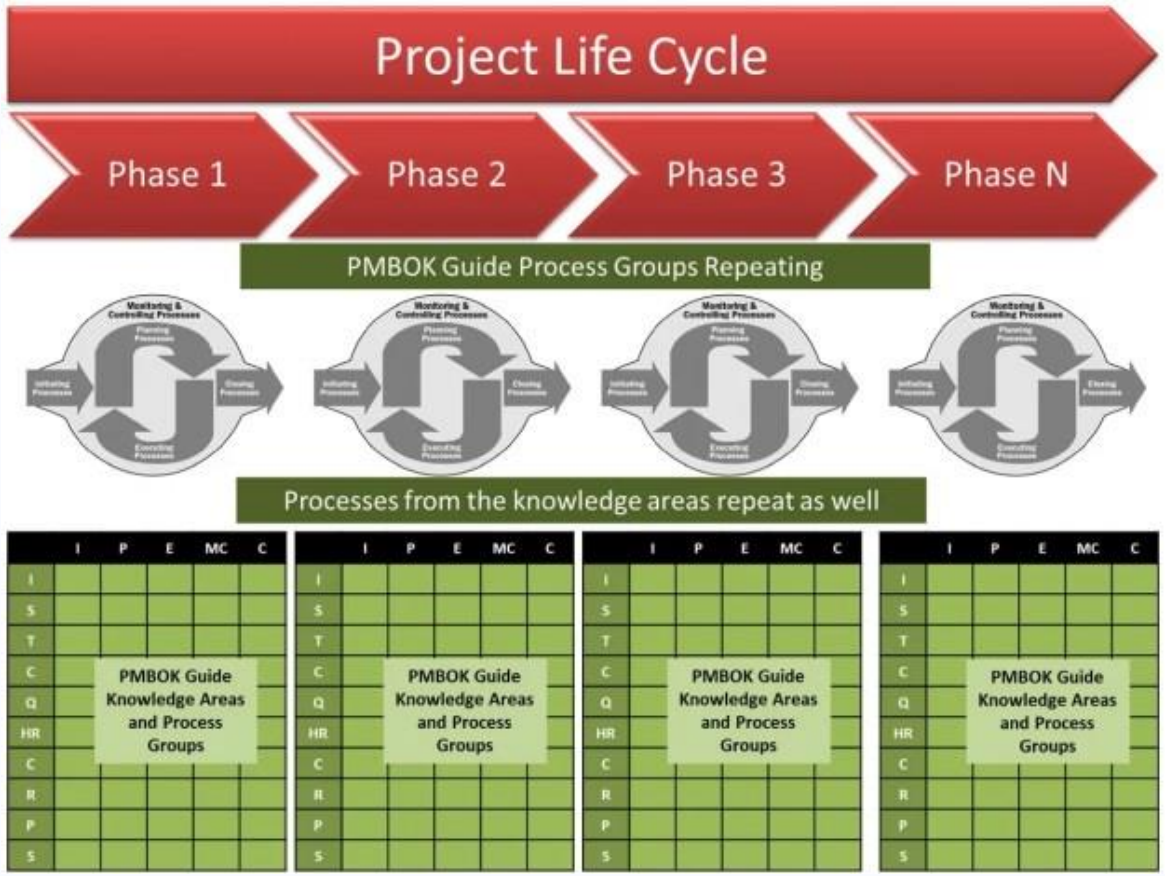
Process Groups vs. Project Phases

A phase is a distinct stage in project development

Process Groups

Knowledge Areas



Note that process groups apply to entire projects as well as to project phases

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Project Management Framework – A Reminder

Stakeholder needs and expectations

Process groups	Knowledge areas	Tools and techniques
1. Initiating	1. Integration	
2. Planning	2. Scope	
3. Executing	3. Schedule	
4. Monitoring and controlling	4. Cost	
5. Closing	5. Quality	
	6. Resource	
	7. Communication	
	8. Risk	
	9. Procurement	
	10. Stakeholder	

Project portfolio

Project 1
Project 2
Project 3

Enterprise success

Project success

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Project management process group and knowledge area mapping

Knowledge Area	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	

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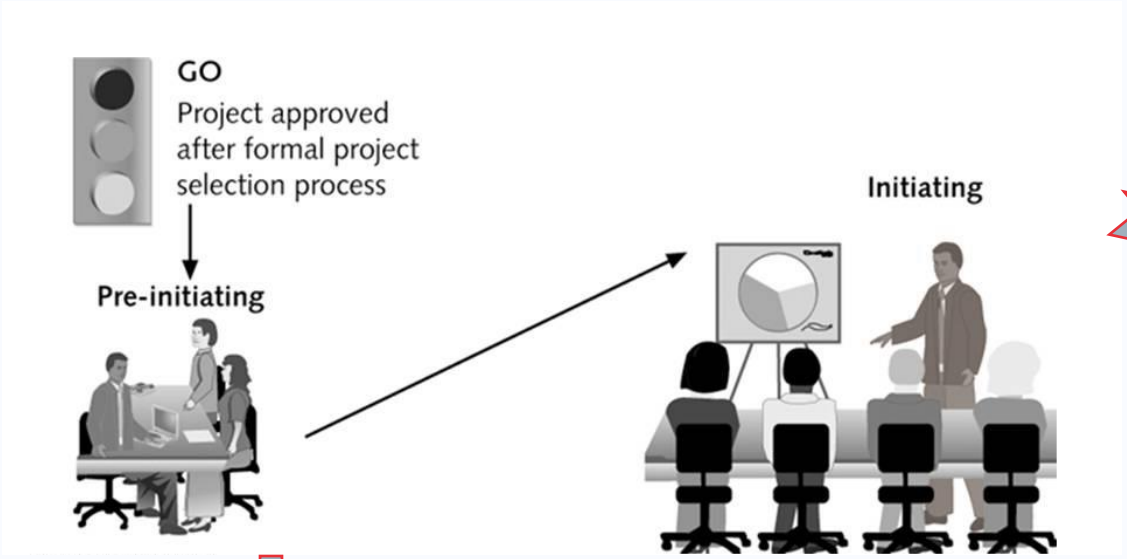
Project management process group and knowledge area mapping

Knowledge Area	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Source: Project Management Institute, Inc., *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition* (2017).

Initiating Process Summary



Project managers lead efforts to:

- Identify and understand project stakeholders
- Create the project charter and assumption log
- Hold a kick-off meeting

Senior management work together to:

- Determine scope, time, and cost constraints
- Identify the project sponsor
- Select the project manager
- Develop a business case for the project
- Review processes/expectations
- Determine if the project should be divided into two or more smaller projects

Pre-initiation Tasks

- It is good practice to lay the groundwork for a project before it officially starts
- Senior managers often perform several pre-initiation tasks
  - Determine the scope, time, and cost constraints for the project
  - Identify the project sponsor
  - Select the project manager
  - Develop a *business case* for a project
  - Meet with the project manager to review the process and expectations for managing the project
  - Determine if the project should be divided into two or more smaller projects

Business Case for a Project

- A business case is a document that identifies the reason for initiating a project, including its value, benefit, and the business problem it's designed to solve.
- The completed business case provides structure for the project and project organization throughout the project lifecycle.
  - Therefore, it should be used routinely for reference and not consigned to the shelf.
- The project sponsor and project board should review and update the business case at key stages to check that the project remains viable and the reasons for doing it are still valid.
  - Ideally, the review should take place before starting a new stage to avoid unnecessary investment in time and money.

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Business Case for a Project - Typical contents

- Introduction/Background
- Business Objective
- Current Situation and Problem/Opportunity Statement
- Critical Assumptions and Constraints
- Analysis of Options and Recommendations
- Preliminary Project Requirements
- Budget Estimate and Financial Analysis
- Schedule Estimate
- Potential Risks
- Exhibits

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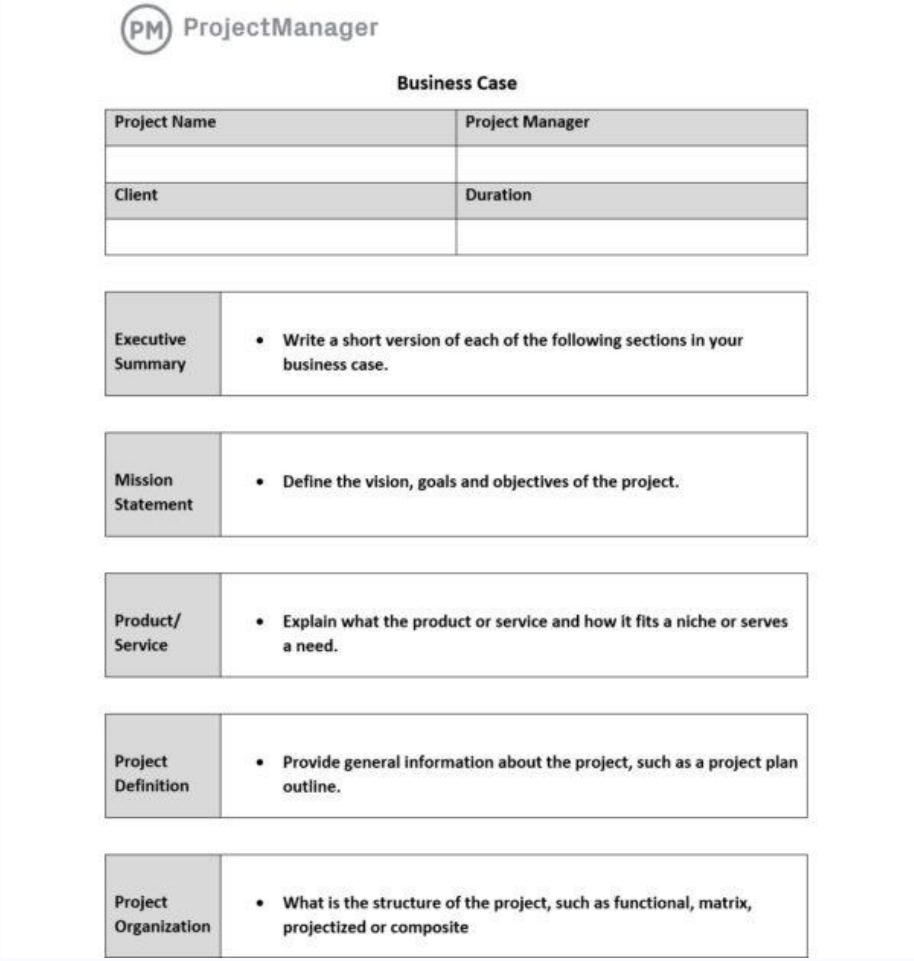
Business Case - Templates



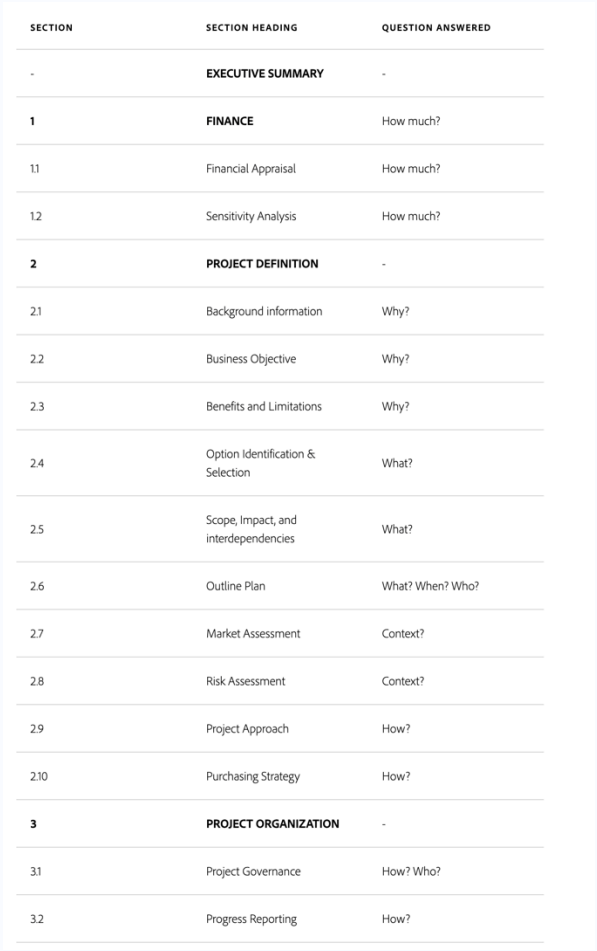
ProjectManager

Business Case

Project Name	Project Manager
Client	**Duration**

Executive Summary	• Write a short version of each of the following sections in your business case.
Mission Statement	• Define the vision, goals and objectives of the project.
Product/ Service	• Explain what the product or service and how it fits a niche or serves a need.
Project Definition	• Provide general information about the project, such as a project plan outline.
Project Organization	• What is the structure of the project, such as functional, matrix, projectized or composite

[You can view more details using this Link]



SECTION	SECTION HEADING	QUESTION ANSWERED
-	**EXECUTIVE SUMMARY**	-
1	**FINANCE**	How much?
1.1	Financial Appraisal	How much?
1.2	Sensitivity Analysis	How much?
2	**PROJECT DEFINITION**	-
2.1	Background information	Why?
2.2	Business Objective	Why?
2.3	Benefits and Limitations	Why?
2.4	Option Identification & Selection	What?
2.5	Scope, Impact, and interdependencies	What?
2.6	Outline Plan	What? When? Who?
2.7	Market Assessment	Context?
2.8	Risk Assessment	Context?
2.9	Project Approach	How?
2.10	Purchasing Strategy	How?
3	**PROJECT ORGANIZATION**	-
3.1	Project Governance	How? Who?
3.2	Progress Reporting	How?

[Another template]

Project Initiation

- Initiating includes recognising and starting a new project
  - Right kinds of projects for the right reasons
- Strategic planning should serve as the foundation for deciding which projects to pursue
  - Expresses the vision, mission, goals, objectives, and strategies of the organisation
  - Provides the basis for IT project planning

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Initiating Processes

- Develop project charter
  - Project charter
  - Assumption log
- Identifying project stakeholders
  - Stakeholder register
- Holding a kick-off meeting

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Initiating Processes and Outputs

Knowledge area	Initiating process	Outputs
Project integration management	Develop project charter	*1. Project charter* 2. Assumption log
Project stakeholder management	Identify stakeholders	Stakeholder register Change requests Project management plan updates Project documents updates

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Project Charter

- Once the company selects the projects to be undertaken, it gives authorisation for those projects.
- A Project Charter is providing that authorisation for a selected project.
- The project charter is a one-to-two-page document that is issued by the sponsor of the project.
  - Project Name and Description
  - Business need of the project
  - Justification for starting the project
  - High Level requirements
  - Deliverables & Constraints
  - Assumptions
  - High-level Risks
  - Project Manager & Stakeholders
- The PC authorises a project manager to use the company's resources to perform the project.

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Creating a Project Charter

- A *project charter* is a document that formally recognises the existence of a project and provides a summary of the project's objectives and management
- It authorises the project manager to use organisational *resources* to complete the project
- Ideally, the project manager will play a major role in developing the project charter
- Instead of project charters, some organisations initiate projects using a simple letter of agreement or formal contracts
- *A crucial part of the project charter is the sign-off section*

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Contents of a Project Charter

- The project's title and date of authorisation
- The project manager's name and contact information
- A summary schedule or timeline, including the planned start and finish dates; if a summary milestone schedule is available, it should also be included or referenced
- A summary of the project's estimated cost and budget allocation
- A brief description of the project objectives, including the business need or other justification for authorising the project
- Project success criteria or approval requirements, including project approval requirements and who signs off on the project

Contents of a Project Charter (continued)

- A summary of the planned approach for managing the project, which should describe stakeholder needs and expectations, overall project risk, important assumptions and constraints, and should refer to related documents, such as a communications management plan, as available
- A roles and responsibilities matrix
- A sign-off section for signatures of key project stakeholders
- A comments section in which stakeholders can provide important comments related to the project

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A Sample Project Charter

Project Name	R&D Cost Optimization
Project Description	This project will identify the areas where costs can be optimized to bring about an overall cost reduction in the R&D department without affecting its operations.
Business Need	Due to a market slowdown, it is imperative that we reduce our costs.
Project Justification	Our company spends about 25% of its costs on the R&D department. A cost reduction in this department can help us increase our net income by a percentage that is higher than the increase in our revenue after removing the project costs. As per estimates, this project would bring us a cost reduction of about 5% and this would increase our net income by 10% with a 5% increase in revenue this year.
High-level Requirements	Identify areas of cost reduction in the R&D department Suggest ways of implementing cost reduction in the R&D department
Deliverables	Report on areas of cost reduction & ways of implementing them in the R&D department High-level implementation schedule
Constraints	The project should be completed within 2 months The total project cost should not exceed $20,000
Assumptions	All required data will be available from the R&D department The cost reduction will not reduce employee productivity
High-level Risks	Unavailability of relevant data Unwillingness to part with relevant data
Project Manager	Lan Pham
Stakeholders	R&D Functional Manager Marketing Director

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Project Charter

Project Title: Project Management Intranet Site Project
Project Start Date: May 2 **Projected Finish Date**: November 4

Budget Information: The firm has allocated $140,000 for this project. The majority of costs for this project will be internal labor. An initial estimate provides a total of 80 hours per week.

Project Manager: Erica Bell, (310) 555-5896, erica_bell@jwdconsulting.com

Project Objectives: Develop a new capability accessible on JWD Consulting's intranet site to help internal consultants and external customers manage projects more effectively. The intranet site will include several templates and tools that users can download, examples of completed templates and related project management documents used on real projects, important articles related to recent project management topics, an article retrieval service, links to other sites with useful information, and an Ask the Expert feature, where users can post questions about their projects and receive advice from experts in the field. Some parts of the intranet site will be accessible free to the public, other parts will only be accessible to current customers and internal consultants, and other parts will be accessible for a fee.

Main Project Success Criterion: The project should pay for itself within one year of completion.

Project Charter

Approach:

- Develop a survey to determine critical features of the new intranet site and solicit input from consultants and customers.
- Review internal and external templates and examples of project management documents.
- Research software to provide security, manage user inputs, and facilitate the article retrieval and Ask the Expert features.
- Develop the intranet site using an iterative approach, soliciting a great deal of user feedback.
- Develop a way to measure the value of the intranet site in terms of reduced costs and new revenues, both during the project and one year after project completion.

ROLES AND RESPONSIBILITIES (PARTIAL LIST)

Name	Role	Position	Contact Information
Joe Fleming	Sponsor	JWD Consulting, CEO	joe_fleming@jwdconsulting.com
Erica Bell	Project Manager	JWD Consulting, manager	erica_bell@jwdconsulting.com
Michael Chen	Team Member	JWD Consulting, senior consultant	michael_chen@jwdconsulting.com
Jessie Faue	Team Member	JWD Consulting, consultant	jessie_faue@jwdconsulting.com
Kevin Dodge	Team Member	JWD Consulting, IT department	kevin_dodge@jwdconsulting.com
Cindy Dawson	Team Member	JWD Consulting, IT department	cindy_dawson@jwdconsulting.com
Kim Phuong	Advisor	Client representative	kim_phuong@client1.com
Page Miller	Advisor	Client representative	page_miller@client2.com

Sign-Off: (Signatures of all the above stakeholders)
Comments: (Handwritten or typed comments from above stakeholders, if applicable)

"I will support this project as time allows, but I believe my client projects take priority. I will have one of my assistants support the project as needed."—Michael Chen

"We need to be extremely careful testing this new system, especially the security in giving access to parts of the intranet site to the public and clients."–Kevin Dodge and Cindy Dawson

Project Charter vs. Business Case

- A project charter and business case have the same fundamentals: these are both tools to pitch a project to the appropriate stakeholders.
- The main difference between a project charter and a business case is scope and area of focus.
- Project charter outlines a high-level project description and deliverables, while business case describes what a company is trying to get from a project in terms of return on investment, future opportunity and so on.
- Project charter names and authorises the project managers of a project while a business case justifies a company's decision on why it should take up a project.

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Initiating Processes and Outputs

Knowledge area	Initiating process	Outputs
Project integration management	Develop project charter	1. Project charter ***2. Assumption log***
Project stakeholder management	Identify stakeholders	Stakeholder register Change requests Project management plan updates Project documents updates

Assumptions Log

- An *assumption log* is a document used to record and track assumptions and constraints throughout the project life cycle.
- It aids in communicating information to key stakeholders and avoids potential confusion.
- Most projects include several assumptions that affect the scope, time, cost, risk, and other knowledge areas.
- It is important to document and validate these assumptions.

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Sample Assumptions Log

ID	Assumption Description	Category	Owner	Due Date	Status	Actions
108	Shipping of materials will only take 2 days	Time	Kristin	Sep. 1	Closed	Require 2-day shipping
122	Employees will take some of the training during non-work hours	Human resources	Lucy	Nov. 1	Open	Meet with dept. heads to discuss

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Initiating Processes and Outputs

Knowledge area	Initiating process	Outputs
Project integration management	Develop project charter	Project charter Assumption log
Project stakeholder management	Identify stakeholders	***Stakeholder register*** Change requests Project management plan updates Project documents updates

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Identification of Stakeholders

- Once the Project Manager receives the Project Charter the next step is identification of Stakeholders.
- This stage is extremely important.
- A stakeholder register is prepared along with the strategy of managing the stakeholders as shown below:

ID	Name	Organization	Contact Info	Role	Main Expectations	Management Strategy

Identifying Stakeholders

- Project stakeholders are the people involved in or affected by project activities
  - *Internal project stakeholders* generally include the project sponsor, project team, support staff, and internal customers for the project. Other internal stakeholders include top management, other functional managers, and other project managers
  - *External project stakeholders* include the project's customers (if they are external to the organisation), competitors, suppliers, and other external groups that are potentially involved in or affected by the project, such as government officials and concerned citizens

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Categorising Engagement Levels of Stakeholders

- *Unaware:* Unaware of the project and its potential impacts on them
- *Resistant:* Aware of the project yet resistant to change
- *Neutral:* Aware of the project yet neither supportive nor resistant
- *Supportive:* Aware of the project and supportive of change
- *Leading:* Aware of the project and its potential impacts and actively engaged in helping it succeed

Stakeholder Register and Stakeholder Analysis

- A stakeholder register is a document that includes details related to the identified project stakeholders -usually available to many people, so it should not include sensitive information

- A stakeholder analysis is a technique for analysing information to determine which stakeholders' interests to focus on and how to increase stakeholder support throughout the project

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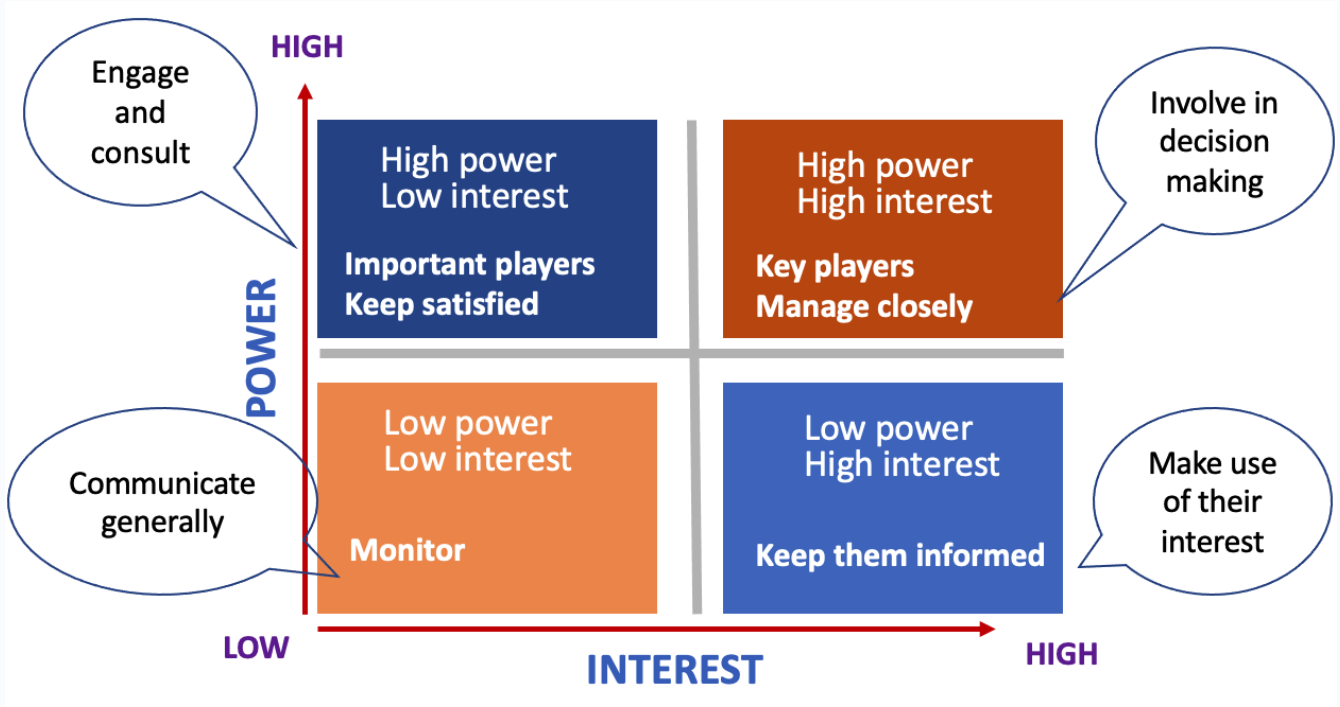
Power-Interest grid

A power interest grid also known as a Mendelow Matrix is a tool used in project stakeholder management to analyse the relationships between stakeholders and understand their power and interest in a project.

The strategy to manage a stakeholder depends upon two factors – interest in project and power to influence the project.



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Sample Stakeholder Register

Name	Position	Internal/ External	Project Role	Contact Information
Mike Sundby	VP of HR	Internal	Project champion	msundy@globalconstruction.com
Lucy Camerena	Training Director	Internal	Project sponsor	lcamerena@globalconstruction.com
Ron Ryan	Senior HR staff member	Internal	Led the Phase I project	rryan@globalconstruction.com

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Initiating – Stakeholder management strategy

Name	Level of Interest	Level of Influence	Potential Management Strategies
Joe Fleming	High	High	Joe likes to stay on top of key projects and make money. Have a lot of short, face-to-face meetings and focus on achieving the financial benefits of the project.
Louise Mills	Low	High	Louise has a lot of things on her plate, and she does not seem excited about this project. She may be looking at other job opportunities. Show her how this project will help the company and her resume.

Project Initiation – Holding a Project Kick-off Meeting

- Experienced project managers know that it is crucial to get projects off to a great start.
- A kick-off meeting is a meeting held at the beginning of a project so that stakeholders can meet each other, review the goals of the project, and discuss future plans.
  - Note that *the PMBOK® Guide – Sixth Edition*, suggests that the kick-off meeting be held during the end of the planning or start of the executing process group. In the author's experience, it is best hold it earlier.
- The project champion should speak first and introduce the project sponsor and project manager
- Good preparation is essential for the meeting to be a success.

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Initiating – Holding a Project Kick-Off Meeting

Kick-Off Meeting
[Date of Meeting]

Project Name: Project Management Intranet Site Project

Meeting Objective: Get the project off to an effective start by introducing key stakeholders, reviewing project goals, and discussing future plans

Agenda:

- Introductions of attendees
- Review of the project background
- Review of project-related documents (business case and project charter)
- Discussion of project organizational structure
- Discussion of project scope, time, and cost goals
- Discussion of other important topics
- List of action items from meeting

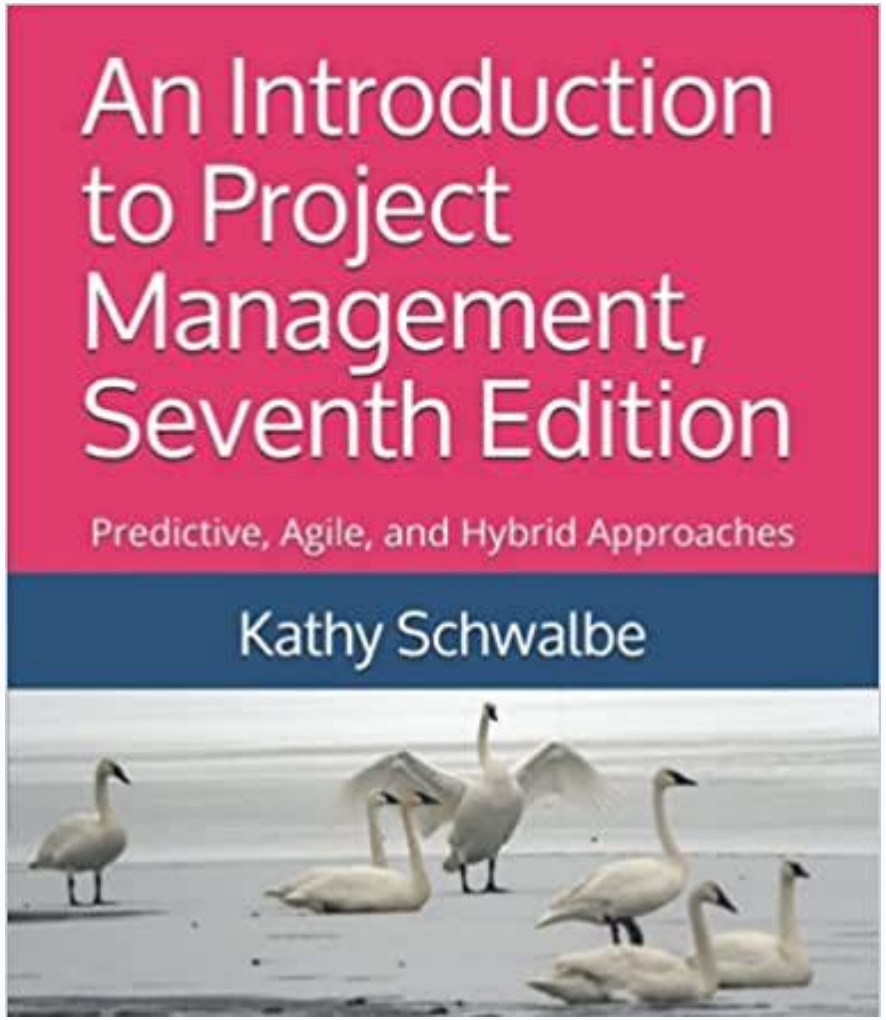
Action Item	Assigned To	Due Date

Date and time of next meeting:

Reference

- **An Introduction to Project Management, Seventh Edition: Predictive, Agile, and Hybrid Approaches**

- **Chapter 3**



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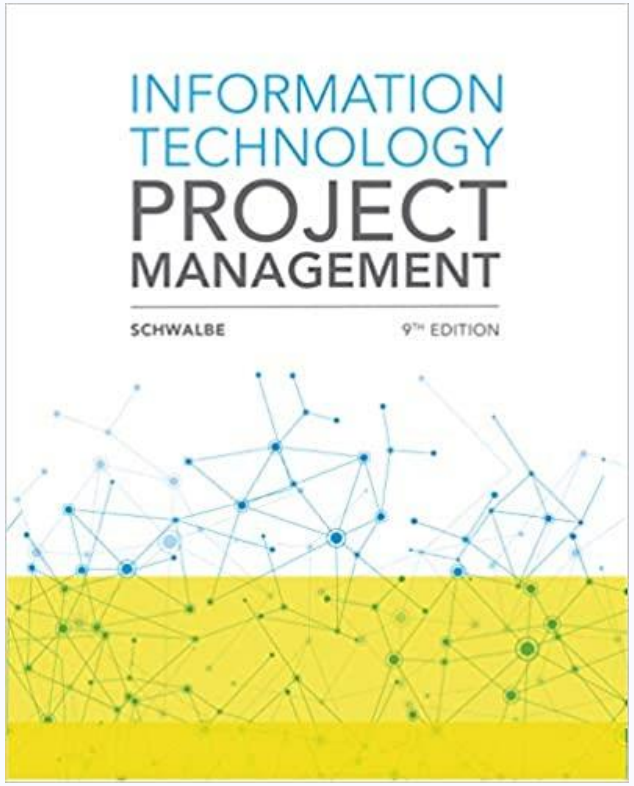
Reference

- Information Technology Project Management, Ninth Edition. By **Kathy Schwalbe – Chapter 2 and 3**



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YOUR QUESTIONS