



BITS Pilani

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SS ZG622:

Software Project Management

Contact Session # 14a

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- Project evaluation - at proposal or at completion
- Portfolio management
- Writing a business case for a proposed project
- IT project funding decisions

Portfolio management



- **Top-Down style** - starts with the high-level strategic initiatives, often referred to as strategic buckets, and then works to drive project idea generation for the portfolio until the buckets are appropriately full
- **Bottom-Up style** - starts with the project ideas, allowing them to come from anywhere in the firm and be analyzed to determine the cream of the crop; the strategy is used to measure and analyze the project ideas, determining if they should become part of the project portfolio
- **Blended or mixed style** – combination of the above two styles

<https://www.pmi.org/learning/library/project-portfolio-management-tools-techniques-1050>

Contribution of various projects to business objectives



	Projects															
Objectives:	Project 1	Project 2	Project 3	Project 4	Project 5	Project 6	Project 7	Project 8	Project 9	Project 10	Project 11	Project 12	Project 13	Project 14	Project 15	Row Scores
Establish Competitive Product Lines	1			2						2			2			7
Maintain Product Competitiveness	1	2			2		1					2				8
Reduce Operating Costs			1	1	1			2		1		1	1		2	10
Increase Capacity/Headcount Ratio				1	1			2					1		2	7
Establish Infrastructure for Growth	1			1			2						2			6
Maintain Infrastructure			2					1	1							4
Growth Through Acquisition	2													2		4
Column Scores	5	2	3	5	4	0	3	5	1	3	0	3	6	2	4	
			= No Contribution (0)													
		1	= Supports (1)													
		2	= Fulfills (2)													

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Business and IT Strategy of ACL



- **Business strategy:** achieving increased operational efficiency, effective decision making, and increased revenues through better customer service and operations through standardized business processes
- **IT strategy:** establishing ICT with a set of standardized and integrated application systems for supporting the standardized business processes

Business case



The purpose of a business case is to clearly outline the **business benefits and strategic alignment** of the proposed project, in order to **justify the expenditures** (budget and people/time) and **seek approval** to proceed

https://uwaterloo.ca/it-portfolio-management/sites/ca.it-portfolio-management/files/uploads/files/project_business_case_template_0.docx

Business case



A successful project business case should address **a specific business need, assess all alternatives** to lead towards a strong recommendation, **describe what success would be and how it would be measured**, anticipate concerns and questions from senior leadership and those who are asked to provide resources, and **persuade the decision maker** to take the recommended action.

https://uwaterloo.ca/it-portfolio-management/sites/ca.it-portfolio-management/files/uploads/files/project_business_case_template_0.docx

CS 14a - Activity #1: Strategic alignment of two proposed projects



1. **Intelligent control of air-conditioning:** to save energy by controlling AC in theatre based on the occupancy during a given show; uses seat maps for directing air flow and adjusting temperature using IoT sensors located at various places inside the theatre; ROI in 5 years
2. **Mobile app for food and drink ordering and delivery:** to take food and drinks orders from customers from a given menu, and to deliver the ordered items; ordered items are arranged for efficient delivery; customers can order/pre-order and pay for their favourite items; ROI cannot be quantified

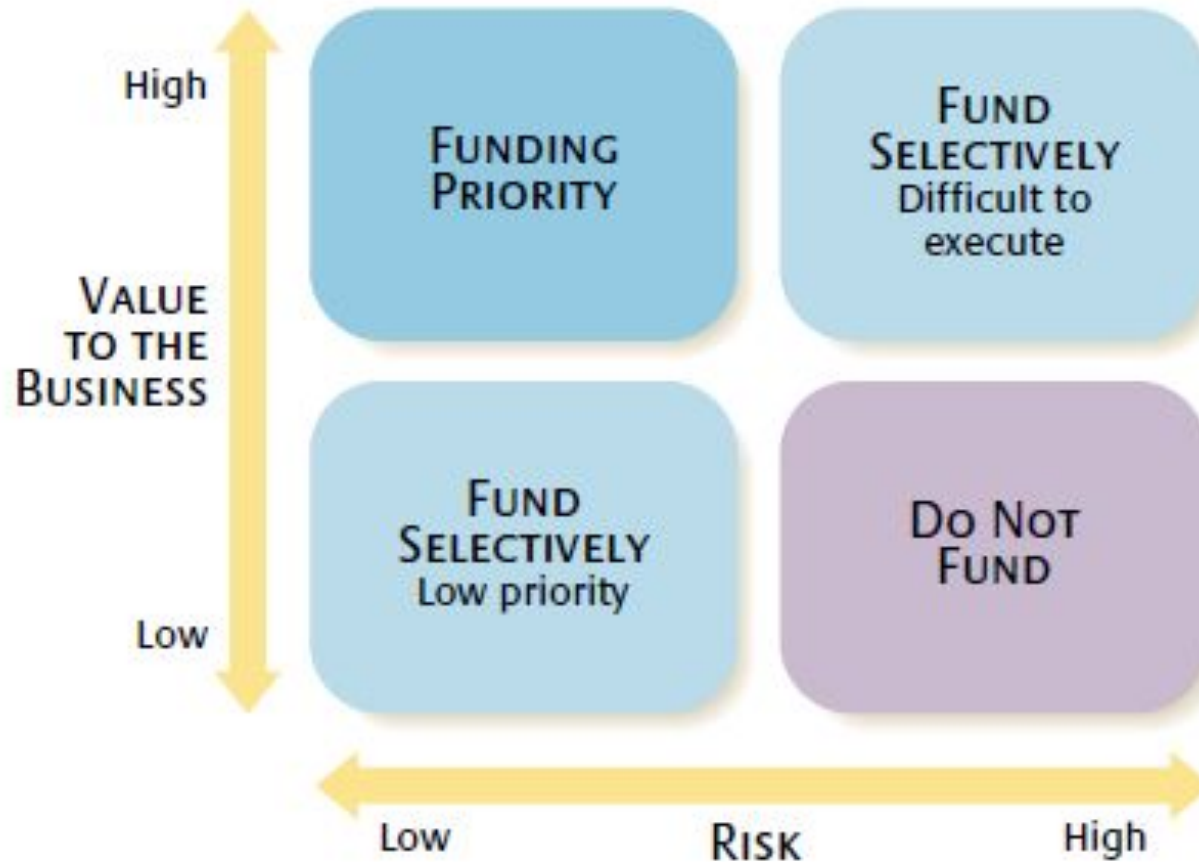
Discuss alignment of these projects with business and IT strategy of ACL

Business case – Typical Contents



- Executive Summary
- Purpose
- Methodology
- Assumptions
- Business Need
 - Problem/Opportunity Description
 - Impact of Problem/Opportunity
 - Benefits
- Alternatives Analysis
- Recommendation
 - Project Description
 - Goals and Objectives
 - Project Performance
 - Organizational Impact
 - Constraints
- Cost Benefit Analysis
- **Strategic Alignment**
- Key Issues and Risks
- Acknowledgements
- Approvals
- Revision History

IT project funding decision



<http://www.ucipfg.com/Repositorio/MATI/MATI-08/BLOQUE-ACADEMICO/Unidad-2/4.pdf>

Program and Portfolio Management Systems



Introduction Oracle Primavera EPPM

<https://www.youtube.com/watch?v=FEINyZI-PIY>

References:

<https://www.pmi.org/learning/library/project-portfolio-management-tools-techniques-1050>