

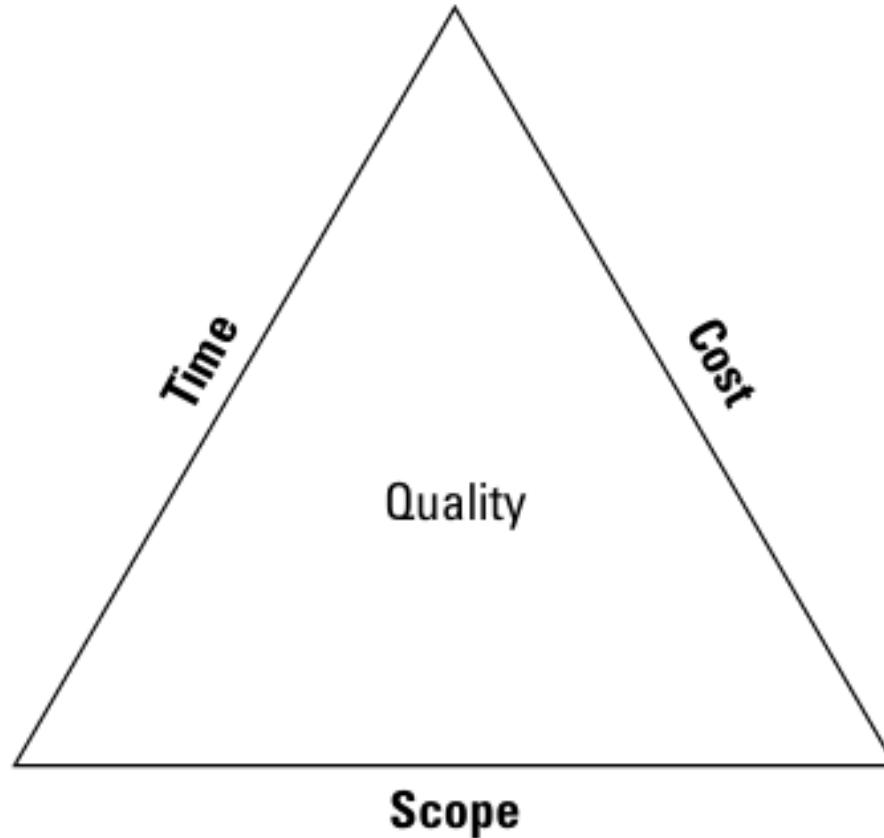
IT PROJECT MANAGEMENT

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Using homegrown, in-house quality solutions

- A written document that details the organization's quality management approach. Verbal policies don't count.
- A defined system to identify quality and identified procedures for performing a quality audit. A quality audit proves that a project has followed the quality policy.
- Metrics and procedures on how to perform quality control (QC). QC is inspection driven, and the procedures may vary among disciplines within an organization.
- A boilerplate quality management plan that all projects use to guide project planning, execution, and completion. The quality management plan sets the rules of how a project should perform and defines the expectations of the project manager to achieve the expected quality.
- Procedures on how to update, change, or challenge the quality management plan. This is an important component because there will likely be circumstances that require the quality plan to flex, change, or evolve.

Balancing Time, Cost, and Quality



Examining optimal quality

- **Cost of quality:** This is the amount that you must spend to achieve optimal quality. Chalk up expenses like time for planning, development, and testing, but don't forget the cost of training or direct project expenses like hardware and software. Of course, you can't forget to pay third parties, such as quality assurance testers and consultants like your business analyst.
- **Cost of nonconformance to quality:** This is the cost assigned to wasted labor, wasted materials, and rework when your project team delivers poor and faulty code. This cost also ripples out to a loss of sales because of errors, returns, and unhappy customers who bought and relied on your lousy software.



Building the Project Team

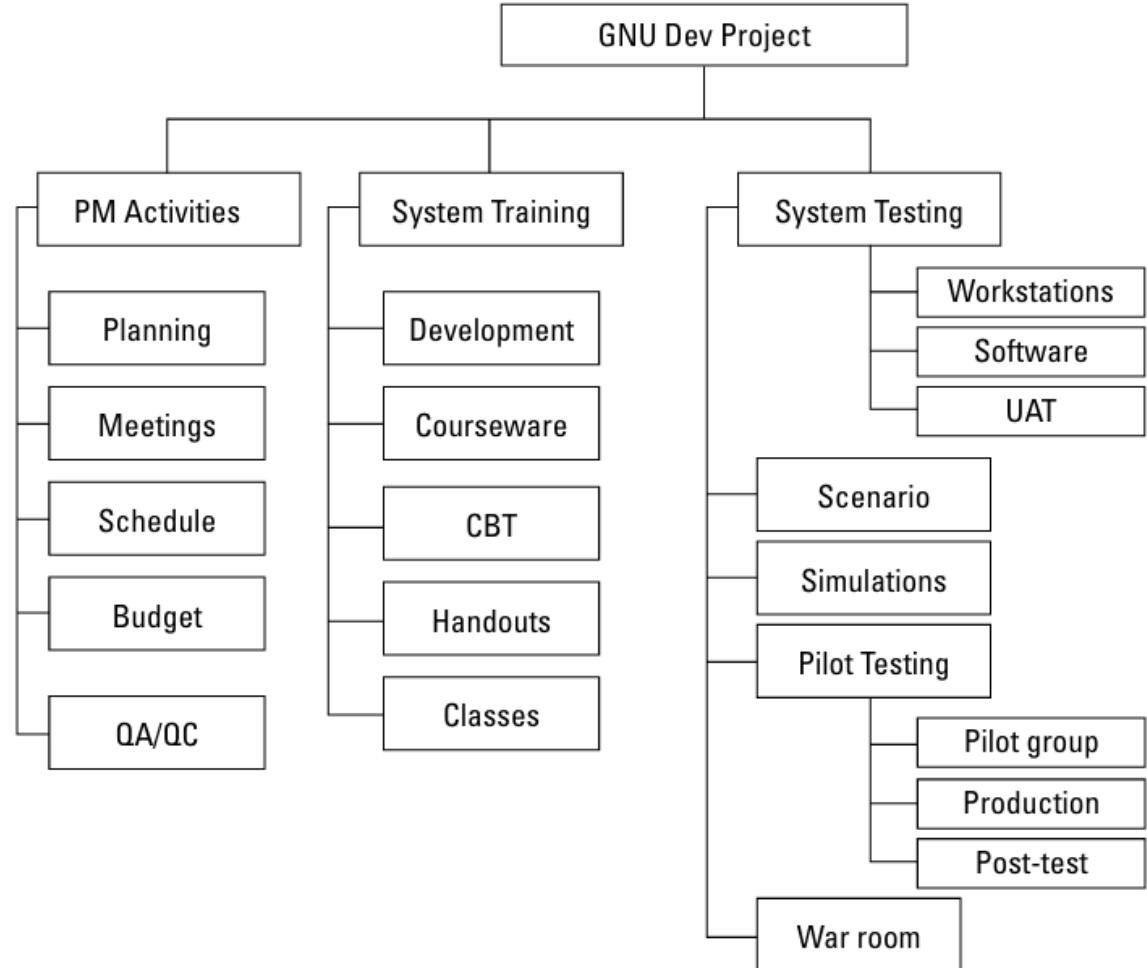
Determining Your Project Needs



Revisiting the work breakdown structure

To accurately predict resources, you need to know exactly what the project scope entails.

The WBS is a deliverables-oriented decomposition of the project scope. It includes everything the project will create to complete the project scope.



Creating a roles and responsibilities matrix

One of the best tools you can use to identify resources is a roles and responsibilities matrix.

1. Identify the major deliverables of the project.
2. Identify the roles of project participants.
3. Assign a legend to the matrix.
 - Responsible for the work
 - Approves the work
 - Supervises the work
 - Consults on the work
 - Informed of the work
4. Visually identify each stakeholder's participation.
5. Integrate the matrix into the change control system.

Table 7-1 Sample Roles and Responsibilities Matrix

Major Deliverable	Project Manager	Project Sponsor	Developer	DBA	Network Engineer	Key Stakeholders
Application requirements	S/A	C	R	I	I	C/A
Database requirements	S/A	C	C	R	I	C/A
Network requirements	S/A	C	C	C	R	C/A
Application build(s)	S/A	I	R	R	I	C/A
Database design	S/A	I	C	S/A	I	C/A
Database build	S/A	I	C	R		C/A
Server and network creation	S/A	I	I	C	R	C/A
System testing	S/A	I	R	C	C	C/A
Application analysis	S/A	I	R	I	C	C/A
System engineering	S/A	I	I	I	R	C/A
System test and evaluation	S/A	C	R	I	R	C/A
Evaluation analysis	S/A	I	R	I	C	C/A
System documentation	S/A	C	R	C	C	C/A

Finding the Talent

Asking the Right Questions

- Project management also includes leadership — aligning, directing, and motivating people to act independently for the greater good of the project.
- Get used to asking open-ended questions.

Asking questions that facilitate resource management

- What other projects are you working on?
- What time commitments do you have on these projects?
- What areas of this project excite you the most?
- What areas of this project do you dread?
- What areas of this type of project work have you done before?
- Have you ever worked with technology such-and-such (whichever new technology you might be using for your project)?

Asking questions that facilitate leadership potential

- What are your career goals?
- Are there any areas within this project that can bring you closer to achieving your career goals?
- What excites you about this project?
- What would you like to contribute to the project?
- What would you like to learn from this project?
- How can this project help you move forward?
- What opportunities do you see to make this project better?

Finding a star

STAR stands for situation, task, action, and result.

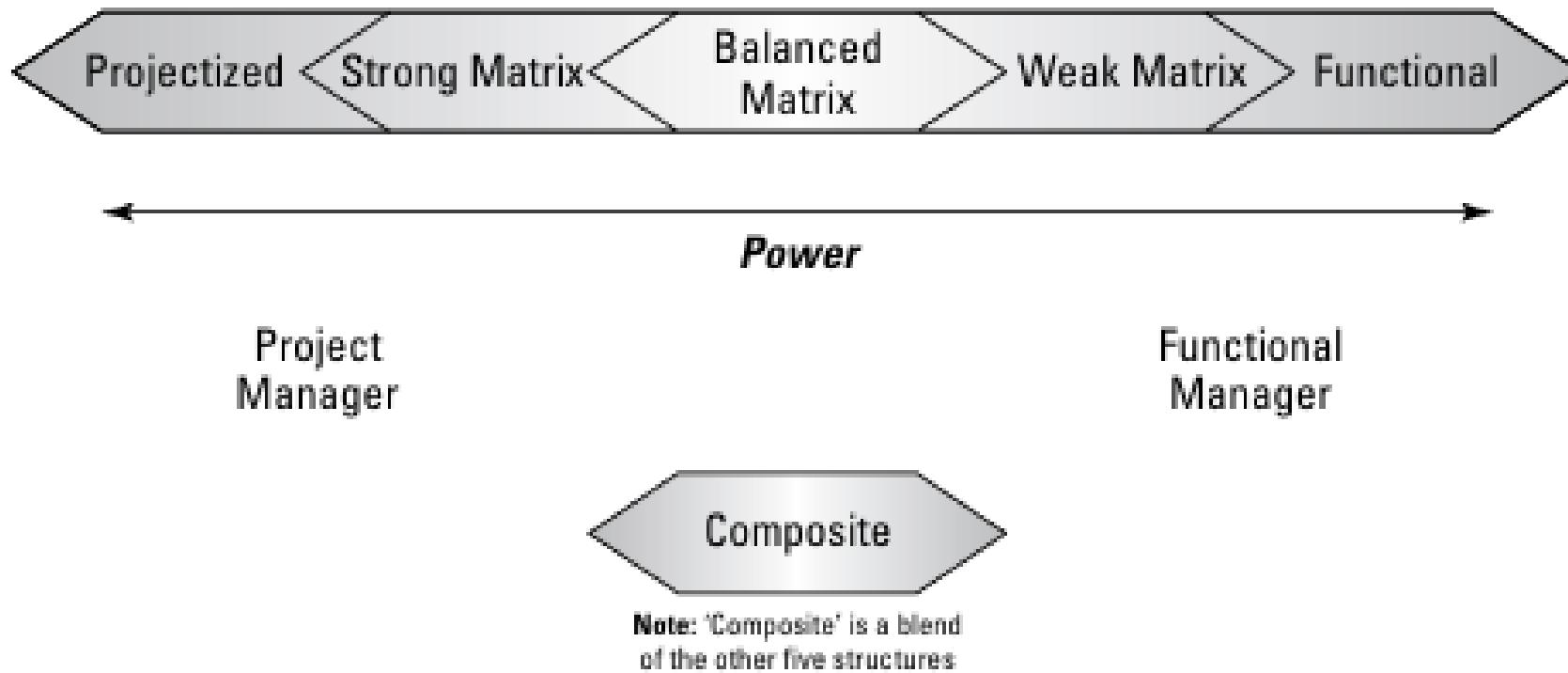
- You present the project team member with a situation.
 - For example, you could say, “Tell me about a development project where you went above and beyond the call of duty to ensure quality in the deliverable?”
- 2. The team member then responds with a situation, followed by the task of going above and beyond the call of duty.
- 3. You may have to prompt the individual for the actions that he or she took and ask the person to explain the results of his or her actions on the project.
 - The STAR approach is often used in job interviews, and gives you insight into a person’s experience, accomplishments, and strengths.

Determining Who Is Really in Charge

Here is an overview of the six organizational structures:

- **Projectized:** Assigns the power to the project manager
- **Strong Matrix:** Assigns more power to the project manager than the functional (department) manager
- **Balanced Matrix:** Assigns equal power to the project manager and the functional manager
- **Weak Matrix:** Assigns more power to the functional manager than the project manager.
- **Functional:** Assigns the power to the functional manager
- **Composite:** Intermingles parts of the other organizational structures.

Determining Who Is Really in Charge



Five personality types you don't want on your team

- The Cowboy: This person is wild and loony. Cowboys are high-strung, willing to experiment on the fly, and can't remember what they've done to the code — or why. Cowboys don't think twice about adding inappropriate comments to the code, hiding.
- The Mouse: The Mouse is a shy, timid person who needs your direction, approval, and strong hand on every action he or she takes. Mice can be easily influenced by team members, stakeholders, and their own fear to move forward with their work. Your job is to teach mice to roar by building their confidence and forcing them to make decisions on their own.
- The Rock: Tough, stubborn, and hard to move, that's the Rock. Rocks are the folks who usually have years of experience and want to do things their way because it's the right way. These are the types of folks who say, "There are two ways to develop an application: my way and the right way — and they are both the same." Deal with the Rock by establishing a firm chain of command and sticking to it.

- The Linguist: Linguists love language, and they don't know when to stop talking. Their endless conversations eat up project time, meeting time, and steal time from other developers, who are working on their assignments (or trying to).
- The Uncle: Remember your favorite uncle? He's the guy with all the jokes, funny stories, and magic tricks. You like your uncle, but you don't need him on your project. Assign more challenging work to these people to make sure they don't get bored and start pulling quarters from their teammates' ears

Hosting Your First Project Team Meeting

- You're in charge
- The scope of the project and what the customer is expecting
- Introductions if the project team members don't know one another
- Identification of the roles of the project team members
- High-level objectives for time, cost, and quality
- Your expectations regarding communication and issue escalation
- Any cautions, issues, or pending decisions with the project work

Working with Organizational Policies

- Every organization has rules about managing project teams. Your level of power is determined by the organizational structure, but levels of power associated with the human resources may override any power you assume you have.
- You need to work with your manager, Human Resources department, and the managers of the project team members to determine what actions you can take before there's a need to take any actions at all. Know the rules and procedures before the project work begins so that you know what you're allowed to do.