

High Cost of Project Management Failure

Project = temporary endeavor to create a unique product, service or result

effective project management = application of knowledge, skills, and tools and techniques to meet proj reqs

project lifecycle (PMI = global standard)

Initiation, Planning, Execution, Closeout Process (Monitoring & Controlling)

Fail = ambiguous reqs, changing scope, neglecting implied reqs, poor planning

Initiation Phase = gain clarity of what result will be, identify key stakeholders, project charter

Planning Phase = foundation, analyze work IRD, identify members & responsibilities

Execution Phase = Doing it,

Monitor & Control Process = overall phases of project, tracking & re-planning

Closeout Phase = formally close, lesson's learned

cost, time, scope = quality (Triple Constraint)

Project Scope = only the work required

Work Breakdown Structure (WBS)

Critical path method

PERT (Program Evaluation and Review Technique)

Cost Estimating, Risk Management, Change Control Process

Case Study = MacDoragle, head of Canadian Aeronautics Administration

Samantha Van Sant, former Canadian army major, space station

Speed vs. quality, phases start before last finishes, discussing intended uses

Alfred Siroy, head of CAA panel

Plan B! Reach Fails, government organizations, don't encourage failure