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Project management - training content

1 - Definitions and Methodology

2 - Tools usually used in VR/AR Project Management

3 - Specificities of VR projects

4 - The Project Manager : Who is he?

5 - Success Key factors

6 - Focus on Brief and Storyboard in VR/AR content

7 - Workshop : From the client requirement to the storyboard (Lucas Hontebeyrie)

- Definition of the project – raw understanding and try to build vocabulary

- Project Management Process
  – Exercise 1 : Your definition of Project Management
  – The project management process : the stakeholders and the main phases (macro and micro view)
  – Short overview of methodologies in project management

Project definition

"Un projet est une action spécifique, nouvelle, qui structure méthodiquement et progressivement une réalité à venir, pour laquelle on n'a pas encore d'équivalent"

(AFNOR)

« Le projet est un ensemble d'actions à réaliser pour satisfaire un objectif défini, dans le cadre d'une mission précise, et pour la réalisation desquelles on a identifié non seulement un début, mais aussi une fin. »

AFITEP, Dictionnaire de management de projet [1996]

« processus unique, qui consiste en un ensemble d'activités coordonnées et maîtrisées comportant des dates de début et de fin, entreprises dans le but d'atteindre un objectif conforme à des exigences spécifiques telles que des contraintes de délais, de coûts et de ressources »

[ISO10006, 1997]

Project management

It's a **temporary** endeavor undertaken to create a **unique** product, service or result.
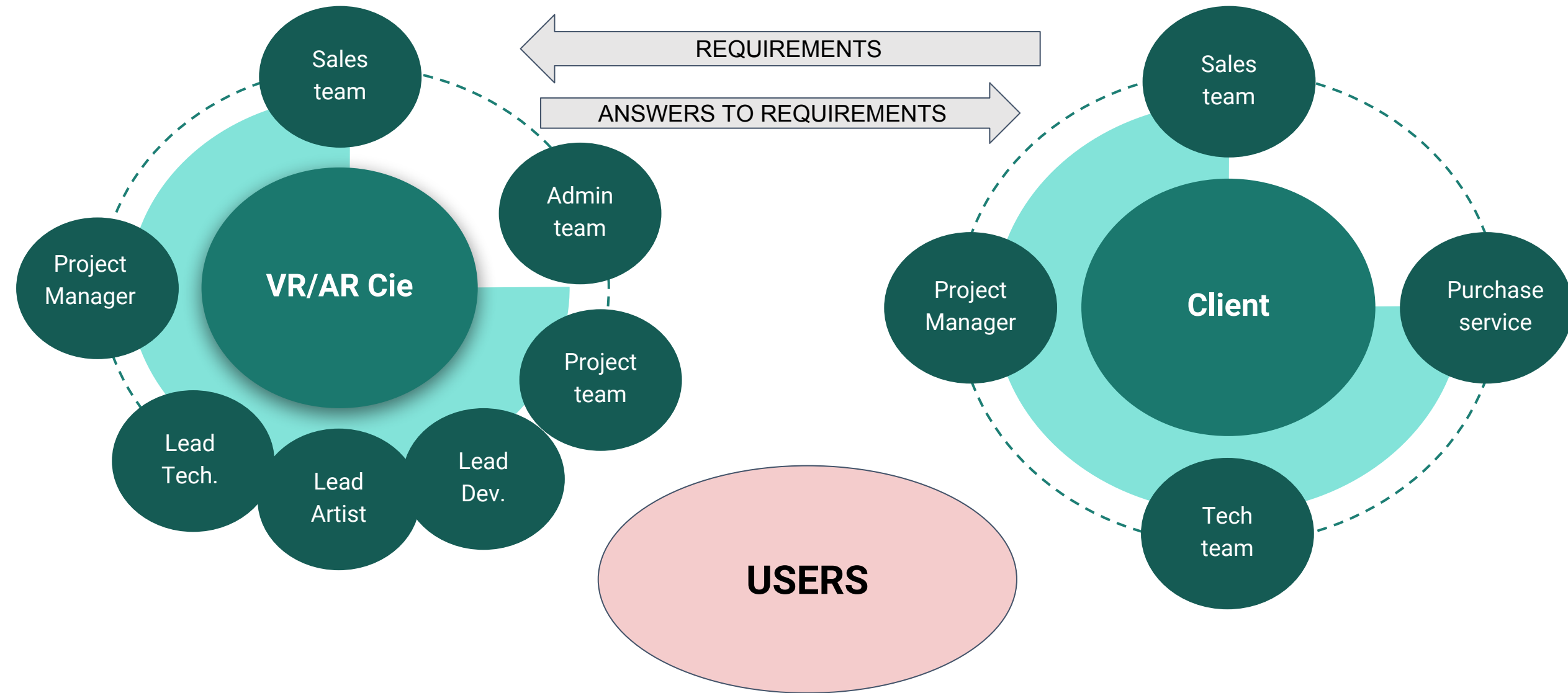
PMI – Project Management Institute

Project management: is the application of knowledge, skills, tools and techniques to meet project requirements.

PMI – Project Management Institute

Exercise 1

Exercise 1 : your definition of the project management (stakeholders, the main phases)

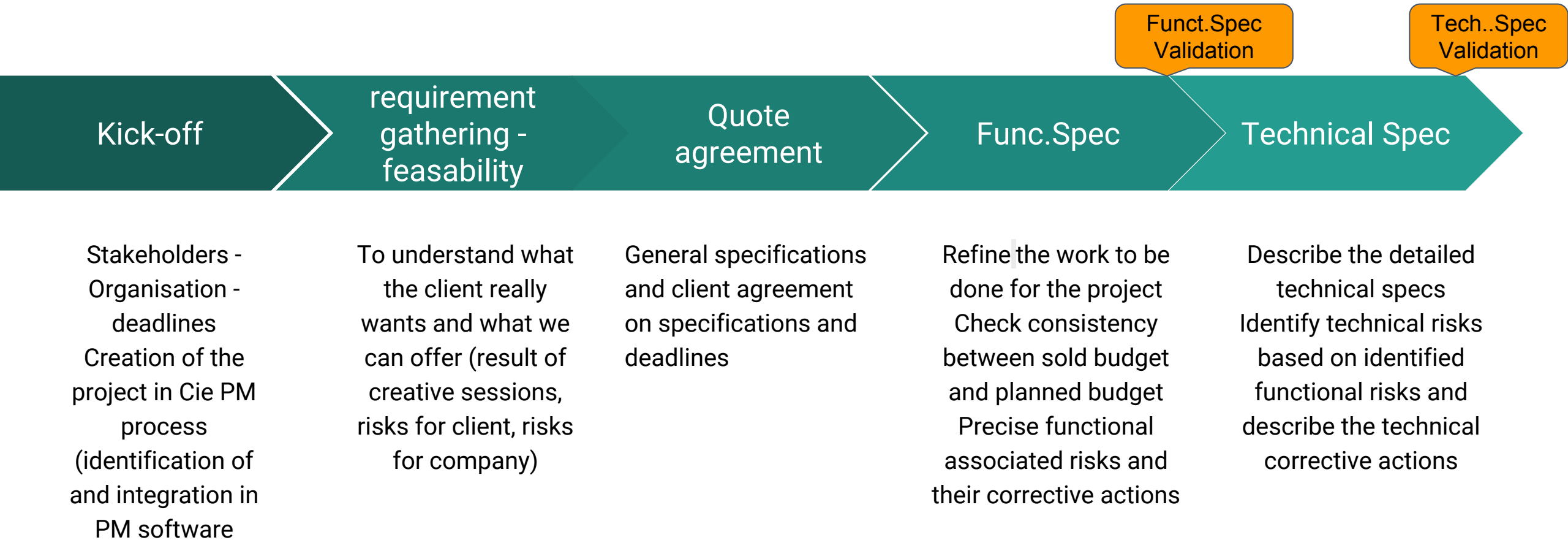# Project management - Definitions and Methodology

The main phases (macro view)

Project management processes fall into five groups:

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

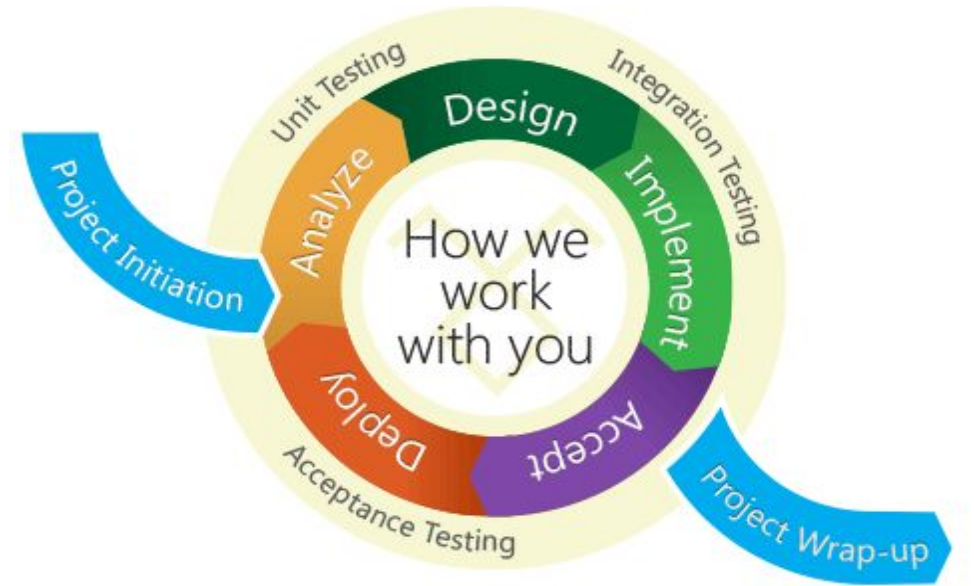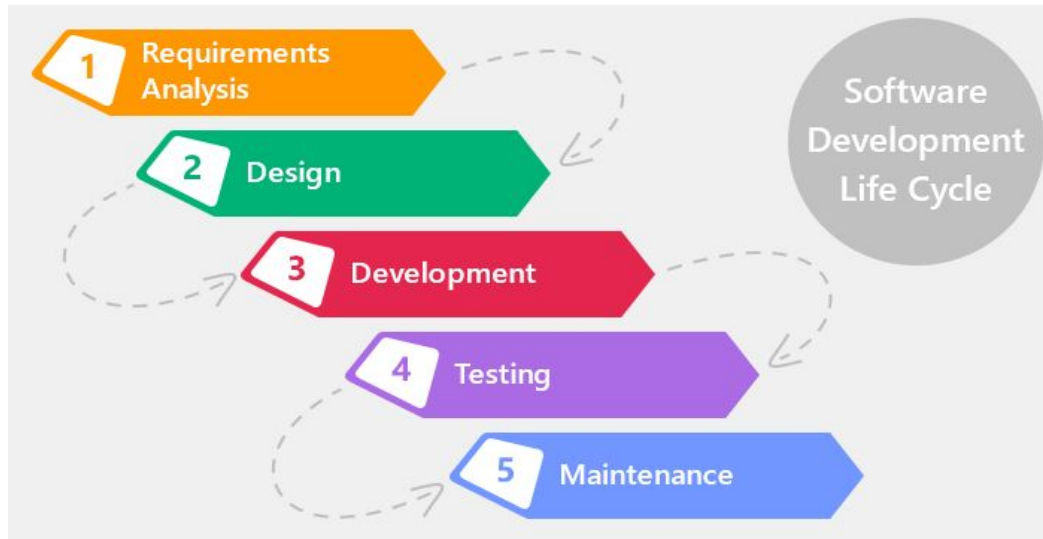| Initiating | Planning | Executing | Monitoring and Controlling | Closing |

The main phases (micro view) – 1/2

Kick-off	requirement gathering - feasability	Quote agreement	Func.Spec	Technical Spec
Stakeholders - Organisation - deadlines Creation of the project in Cie PM process (identification of and integration in PM software	To understand what the client really wants and what we can offer (result of creative sessions, risks for client, risks for company)	General specifications and client agreement on specifications and deadlines	Refine the work to be done for the project Check consistency between sold budget and planned budget Precise functional associated risks and their corrective actions	Describe the detailed technical specs Identify technical risks based on identified functional risks and describe the technical corrective actions

Funct.Spec Validation (above Func.Spec)

Tech..Spec Validation (above Technical Spec)

The main phases (micro view) – 2/2

Development phase	Qualification	Delivery	Sign-off	Maintenance
Produce functionalities based on technical specs	Customer testing phase and validation	Deliver and/or publish the app	Agreement on delivery	Application updates
Recursive testing and validation meetings		Install hardware	Agreement on what needed to be done and what has been done	Application publishing updates
Deliver beta releases		Optional training meeting (knowledge transfer)	Agreement on functional behavior	On site hardware updates and repair
		may be on-site, online...	Project post-Mortem with client and post-mortem with the project team	

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Methodologies – Agile versus Waterfall

Software Development Life Cycle

1. Requirements Analysis
2. Design
3. Development
4. Testing
5. Maintenance

How we work with you

Project Initiation
Analyze
Design
Unit Testing
Integration Testing
Implement
Accept
Deploy
Acceptance Testing
Project Wrap-up

Scrum

Develop
Design
Test
Discover

Sprint #1

Sprint #2

Sprint #3

Agile Method

©2013 think interactive inc.

Methodologies – Agile versus Waterfall - The reality

ON S'ADAPTE !

Methodologies – Agile versus Waterfall - The reality

- Project timetable

- Client availability

- Client process

- To plan the project

- Agile Kanban

- Project reviews

Project organisation (Shared folders)

- 01-MANAGEMENT
- 02-PROPOSAL
- 03-INCOMING
- 04-REFERENCES
- 05-WORKING
- 06-DELIVERABLES
- Livrable 13 décembre 2017_INTERIM

- 2D
- APK
- CAPTURE
- MODELLING
- QA
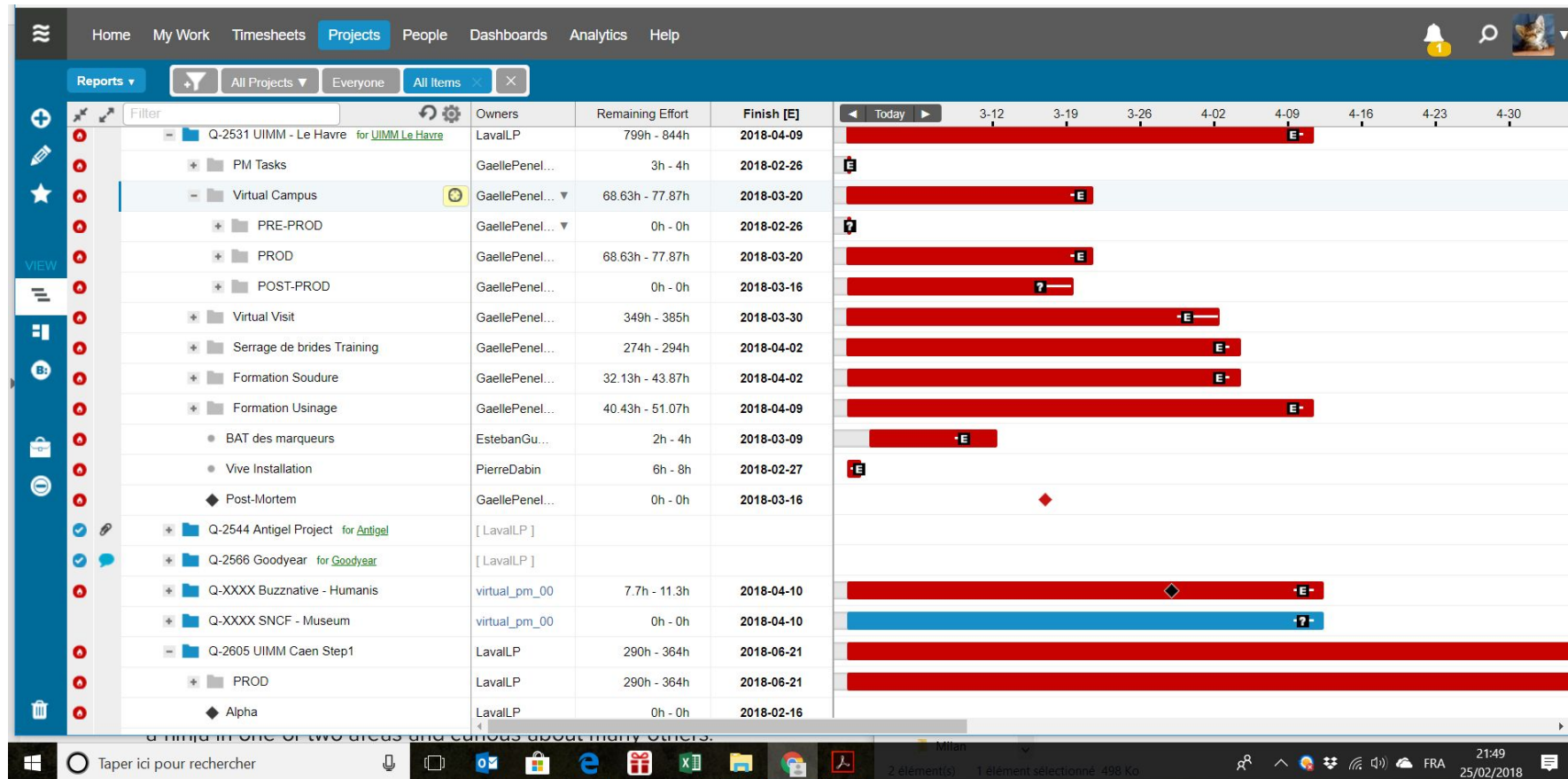- References
- SPECIFICATIONS
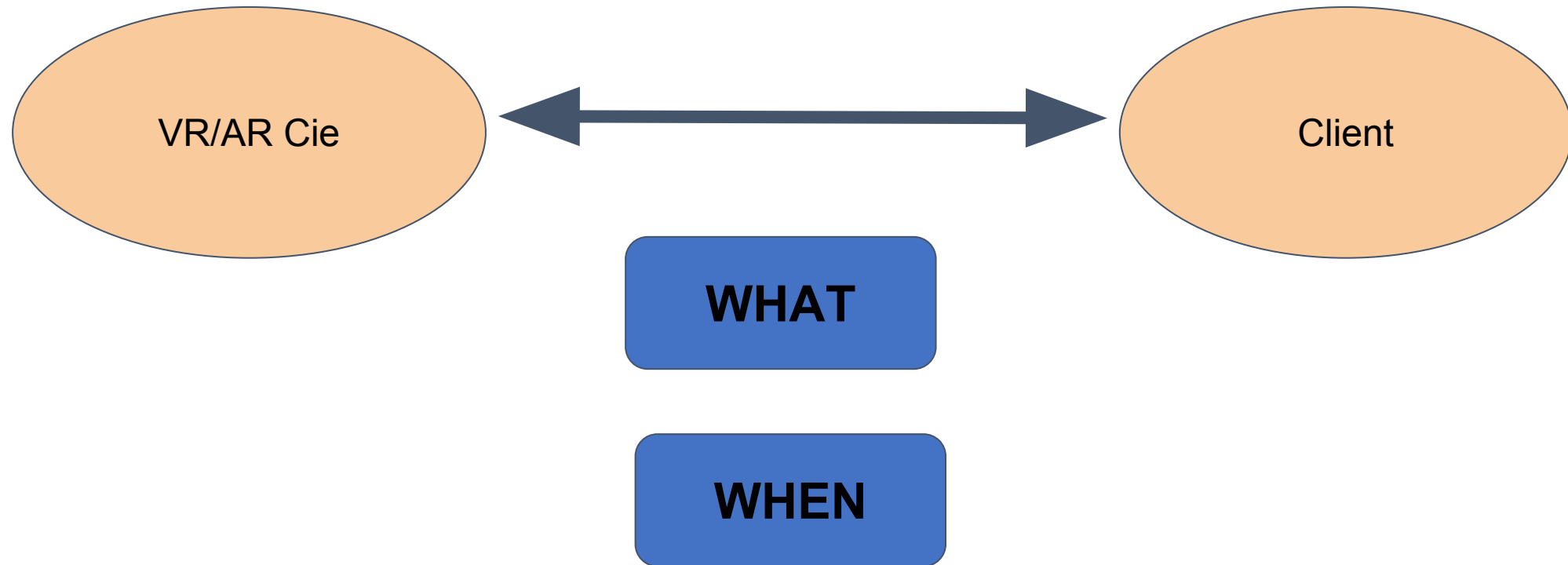- STORYBOARD

Project planning – Gantt Chart

Elements
- Project name
- Start date
- Tasks organized in groups
- Start / End dates / Duration
- Completion [%]
- Milestones
- Relations / Dependencies
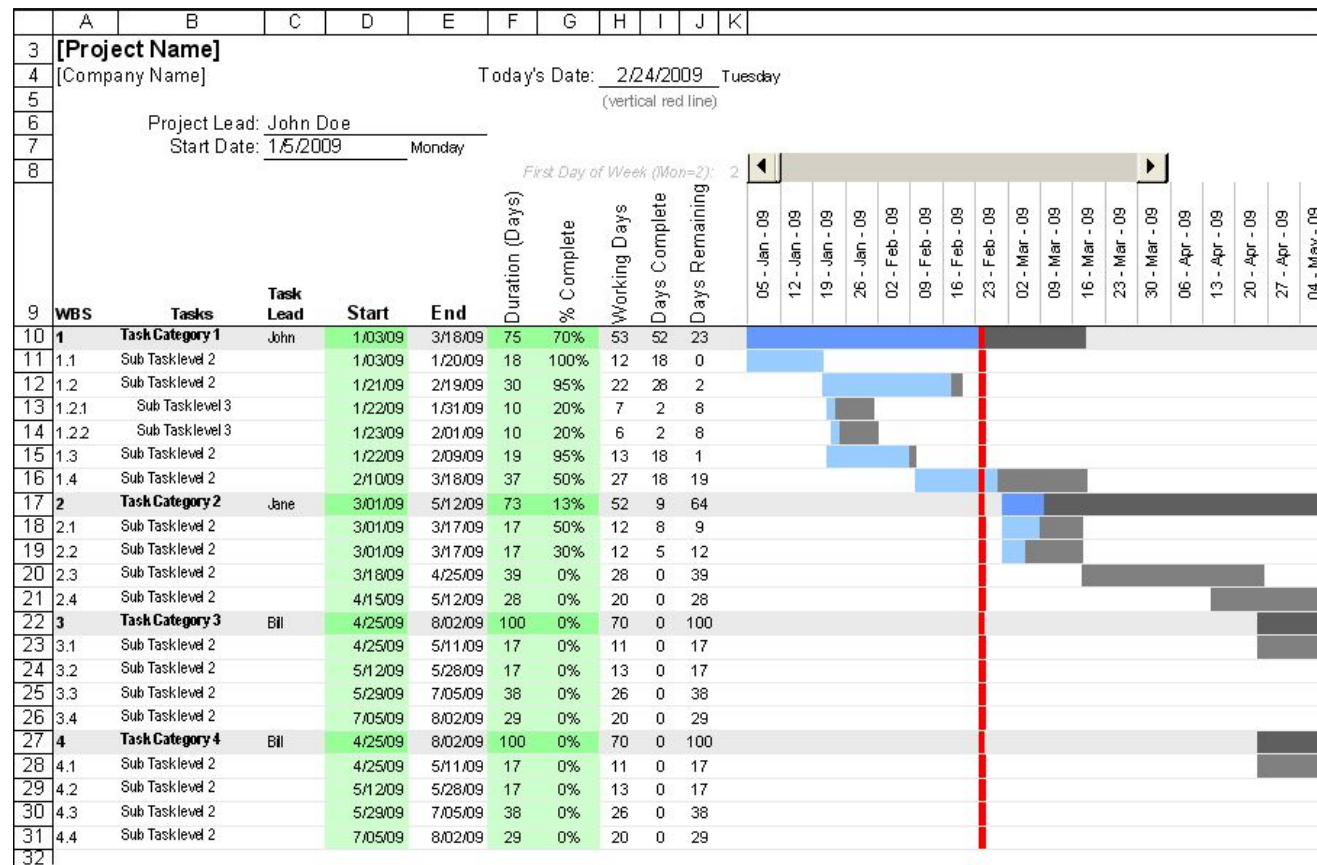
Project planning – Project Manager Softwares
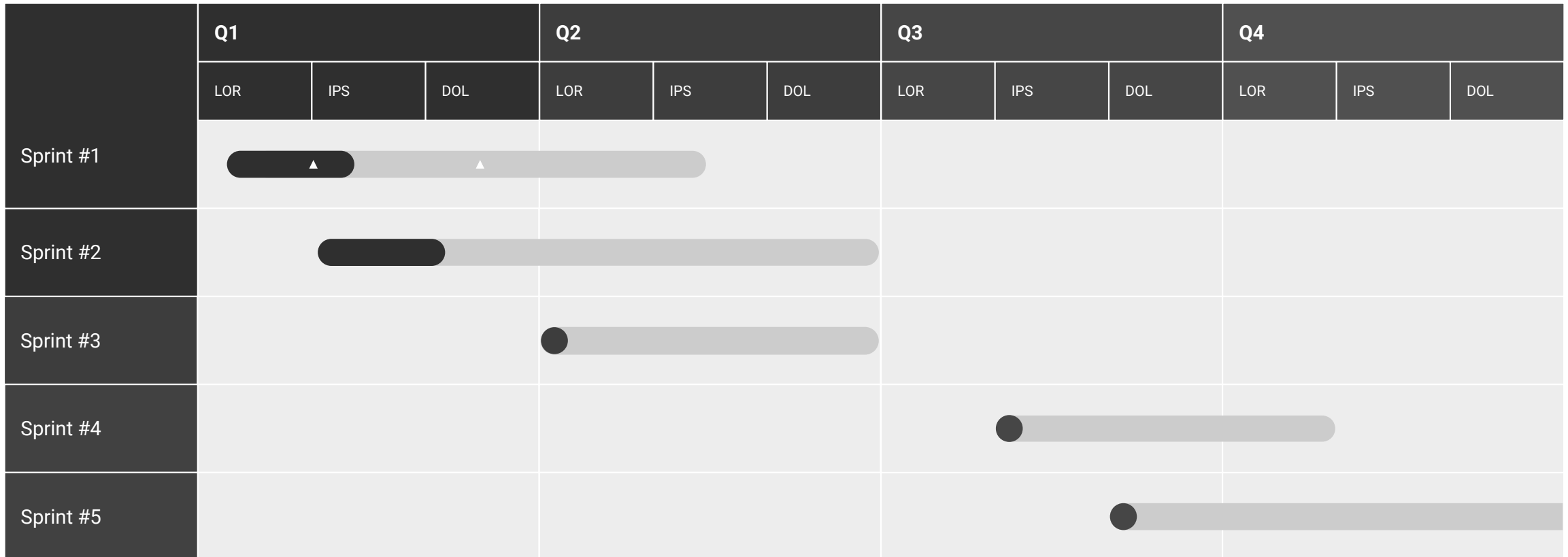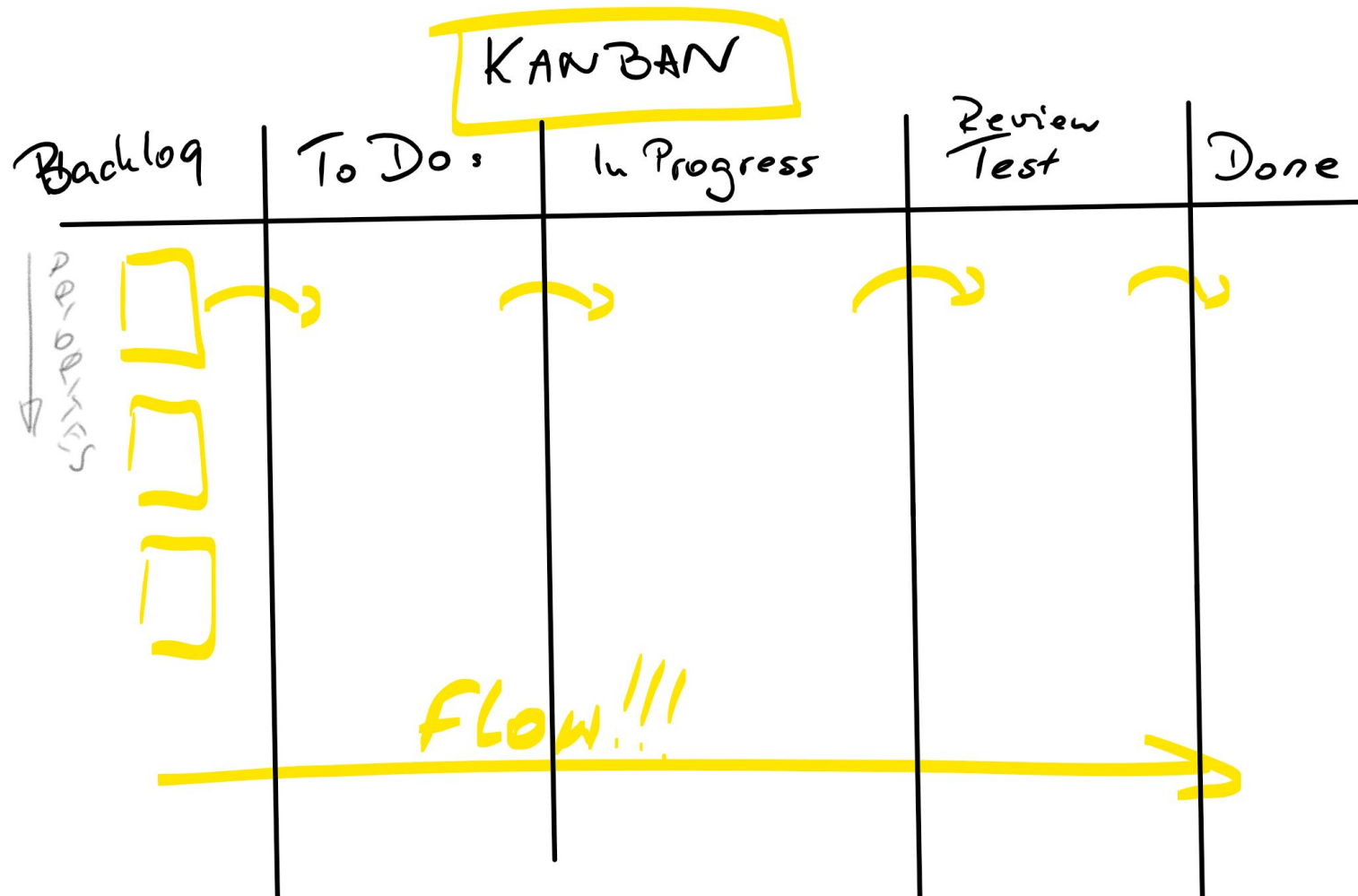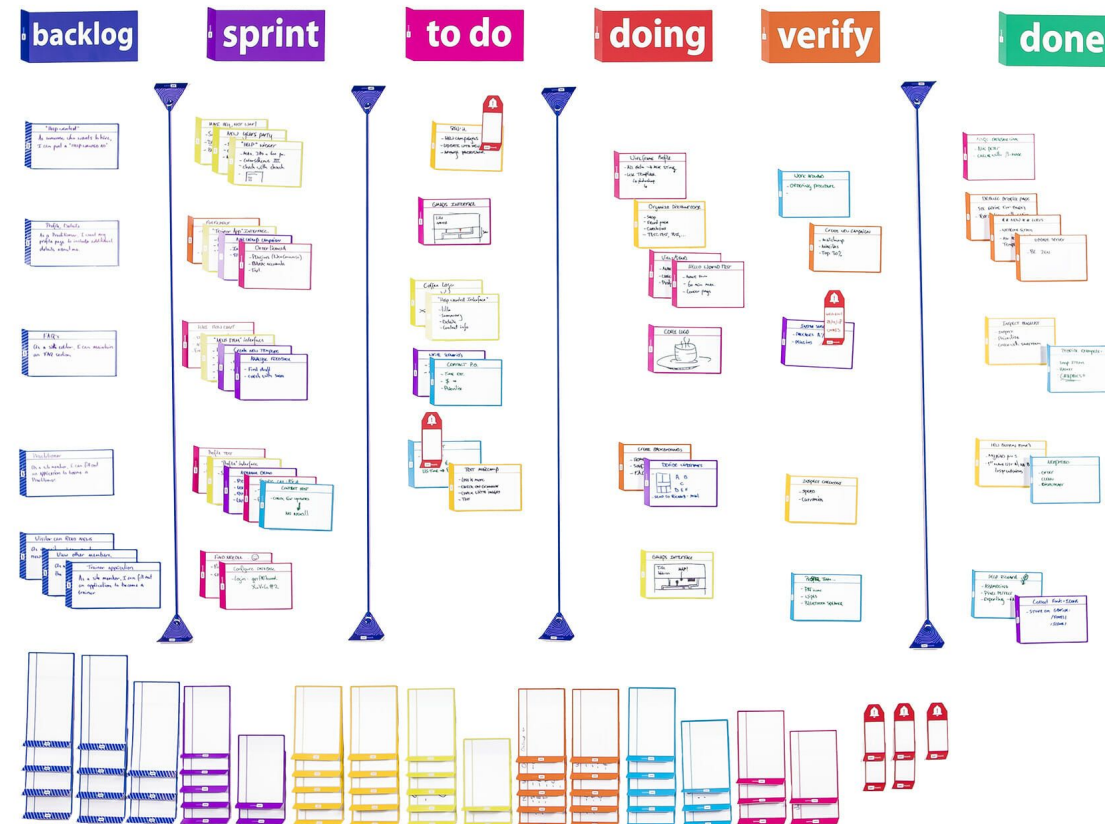
Project meetings

Daily

- Scrum meeting (PM + Project team)
  =>Tool: Kanban
- Measurement of time logged and potential deviation from the plan

Weekly

- Project Review (PM team + Lead team)
  =>Tool : PM Gantt
- Project Review with client (PM + Client)
  =>Tool : Roadmap

- Global Deployment phase

- Description of deployment phases

Project management - Specifity of VR/AR Project

Global deployment phase

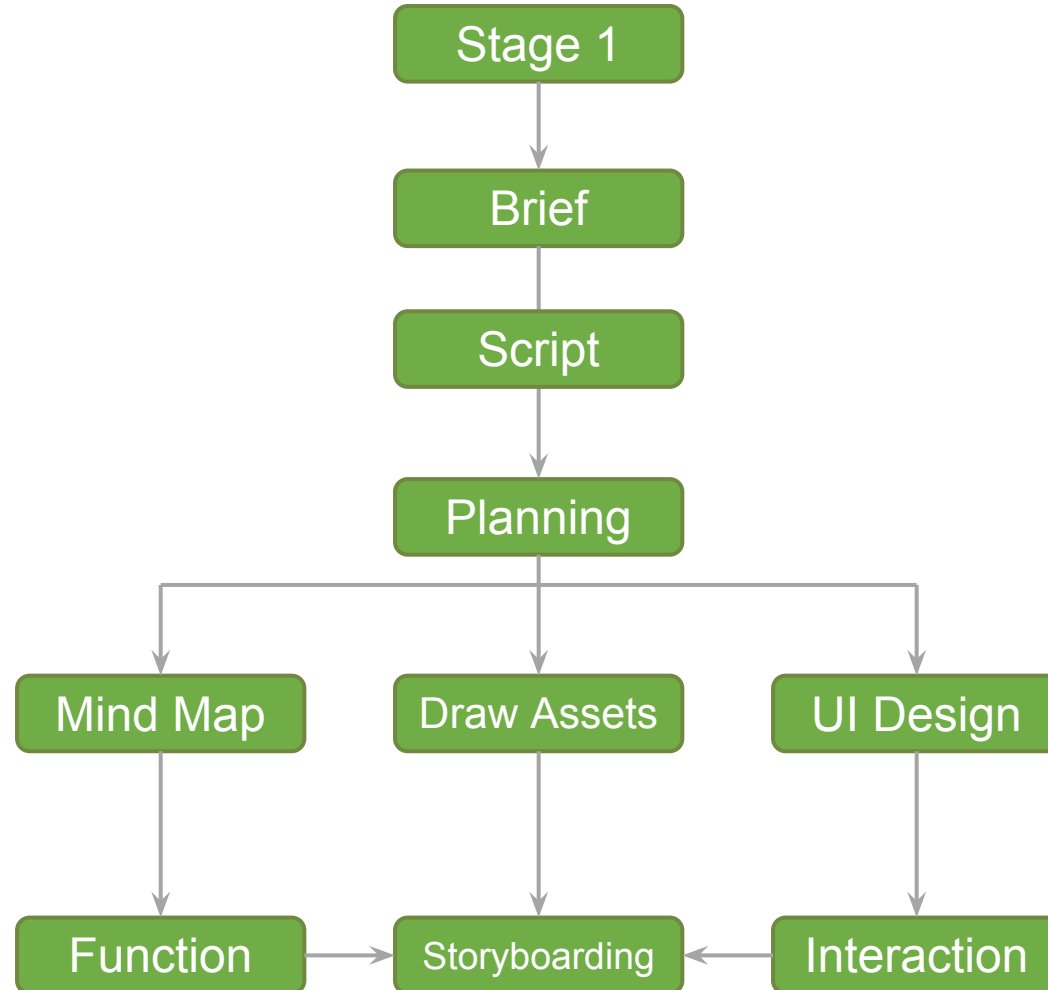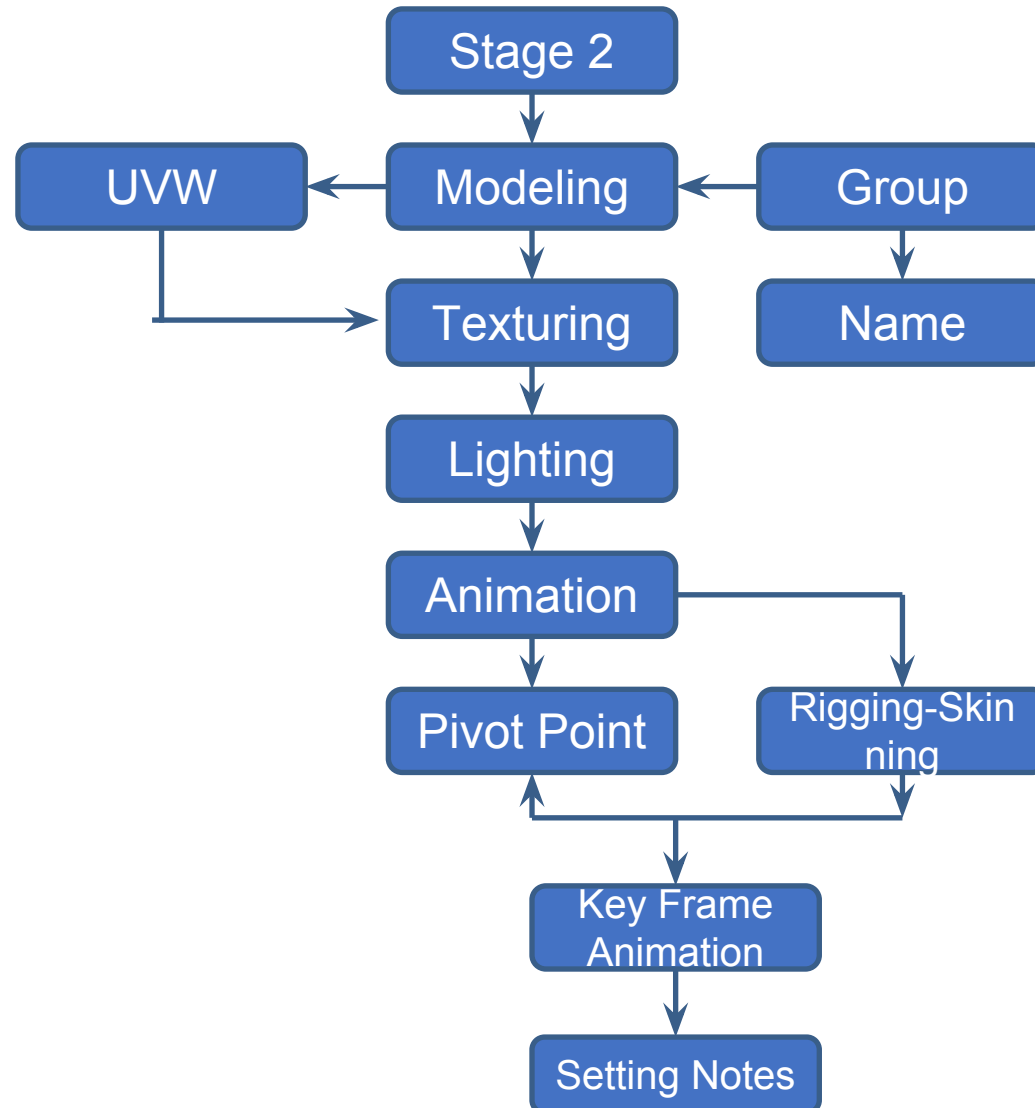| PRE-PRODUCTION	3D ASSETS CREATION	3D INTERACTIVE CREATION
Brainstorming Storytelling (script) UI/UX definition Level Design ⇒ STORYBOARD	Modelling/Texturing/lighting Animation UI ⇒ 3D animated scene + User Interface	App architecture Interactions script development Navigation development ⇒Interactive App

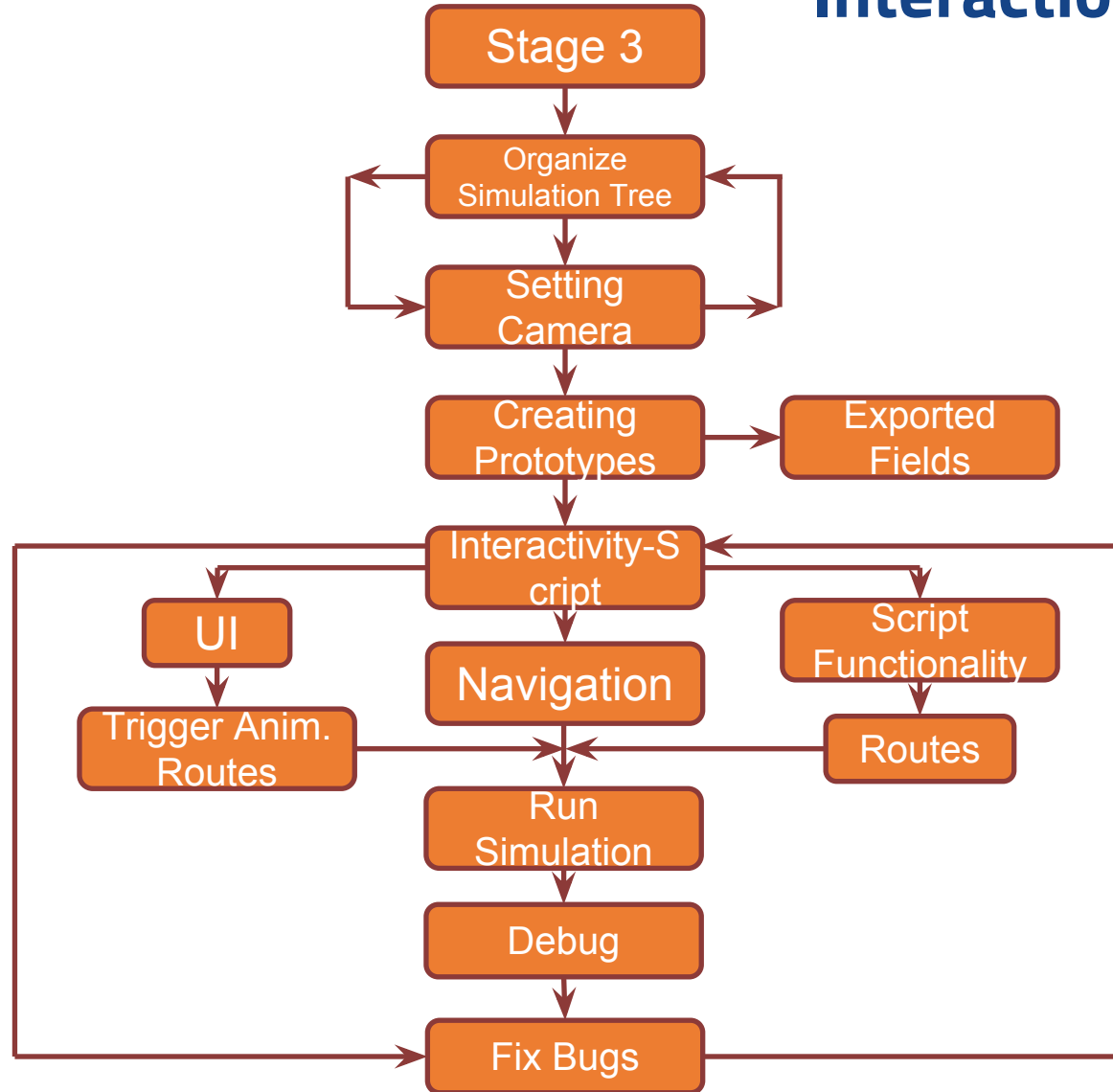Deployment

Pre-production

Art production

Interactions production (Dev team)

Exercise 2 : Your description of Project Manager role and skills.

The best project managers are the ones who realize that their own skill set is not sufficient to achieve the desired goal.

Myers, Greg F. (2015-11-05). Project Management: Efficient & Effective: The Beginner's POCKET GUIDE for Successful Project Completion

The Project Manager takes **day-to-day** responsibility for managing the project on behalf of the full project management team. The Project Manager has specific responsibilities to **plan** the project, **control** it and **manage** the staff resource. Normally a project has a number of teams, so the direct team management will be done by team leaders, but the Project Manager still has an important function to **motivate** and **direct** the project staff. In addition to the main elements of planning and control, the Project Manager must also **deal with problems** and changes, referring to the full project management team anything that is beyond his delegated authority.

Graham, Nick; Portny, Stanley E. (2011-02-08). Project Management For Dummies (Kindle Locations 5680-5686). Wiley. Kindle Edition.

The project manager is accountable for ensuring that everyone on the team knows and executes his or her role, feels empowered and supported in the role, knows the roles of the other team members and acts upon the belief that those roles will be performed. The specific responsibilities of the Project Manager may vary depending on the industry, the company size, the company maturity, and the company culture. However, there are some responsibilities that are common to all Project Managers, noting:

1.   Developing the project plan
2.   Managing the project stakeholders
3.   Managing Communication
4.   Managing the project team
5.   Managing the project risk
6.   Managing the project schedule
7.   Managing the project budget
8.   Managing the project conflicts
9.   Managing the project delivery

source: http://en.wikipedia.org/wiki/Project_manager

Analysis of a job post

https://www.marxentlabs.com/career/project-manager-1/

Success Key factors

Sources: Reorganised from W. Belassi and O. I. Tukel, "A new Framework for Determining Critical Success Failure Factors in Projects," *International Journal of Project Management* 14, no.3 (1996), pp. 141-51; W. F. Lemon, J. Liebowitz, J. Burn, and R. Hackney, "Information Systems Project Failure: A Comparative Study of Two Countries," *Journal of Global Information Management* 10, no.2 (2002), pp.28-39; and K.T. Yeo, "Critical Failure Factors in Information System Projects," *International Journal of Project Management* 20. no.3 (2002), pp.241-46.

| CRITICAL SUCCESS FACTORS	STUDIES								
	S&C71[1]	Mar76[2]	BMF83[3]	C&K83[4]	Loc84[5]	M&H87[6]	P&S89[7]	LLBH028	Yeo02[9]
Goal definition Defined goals Defined scope and requirements		X	X	X	X	X		X	X
Top management support Continued involvement Support from top	X	X		X	X		X	X	X
User involvement Client consultation							X	X	X
Projet manager Competence On-site	X		X		X		X		
Other factors Project team Manpower Accurate estimates Control consultants Testing Training Problem recognition		X X	X	X			X	X X X X	X X

[1]L. R. Sayles and M. K. Chandler, *Managing Large Systems* (New York: Harper & Row, 1971).
[2]C. C. Marin, *Project Management* (New York: Amaco, 1976).
[3]B. N. Baker, D. C. Murphy, and D. Fisher, "Factors Affecting Project Success," *Project Management Handbook* (New York: Van Nostrand Reinhold, 1983).
[4]D. I. Cleland and W. R. King, *Systems Analysis and Project Management* (New York: McGraw-Hill, 1983).
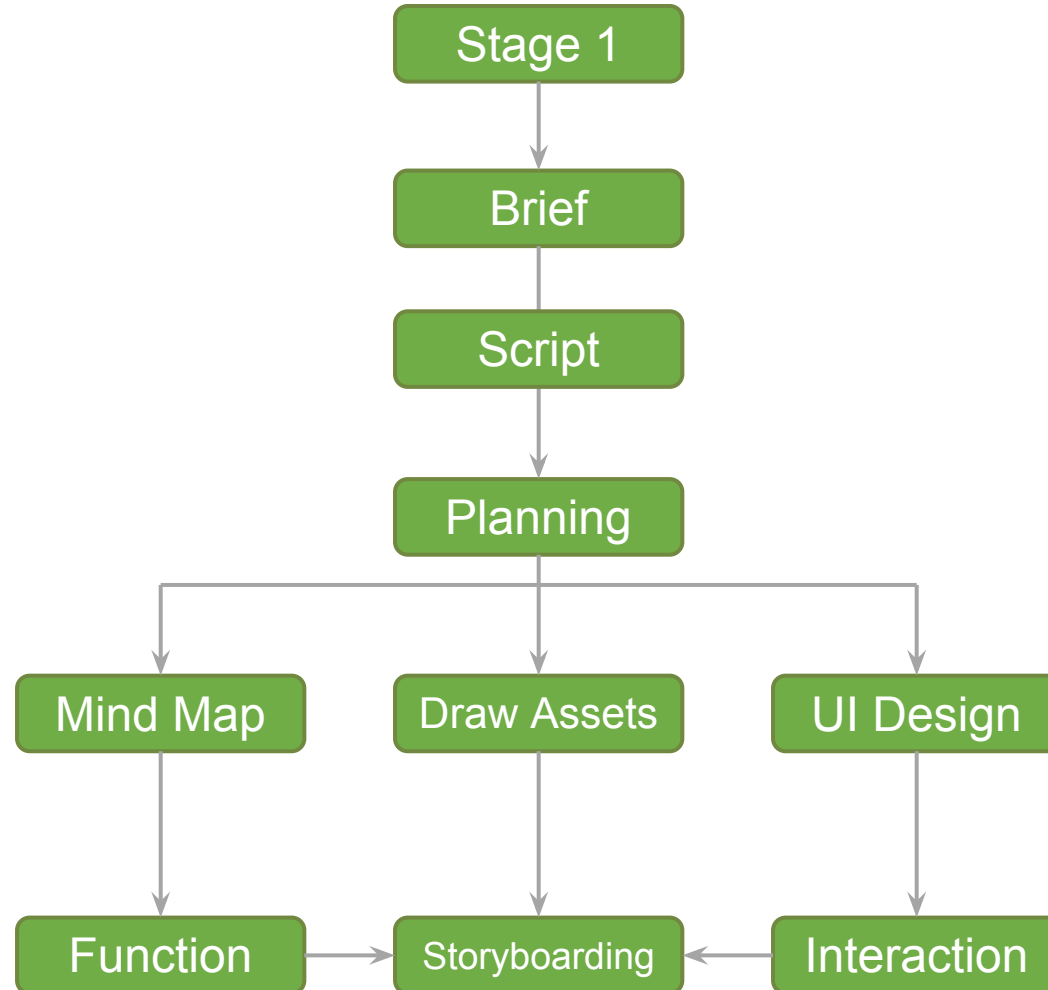
The client brief

What is a brief?

- The input data for the production team
- A draft of the scope

Brief content

- To be completed by students
- Exercise : Fill in the brief for a client who wants to develop a training VR application.

The client brief

The project brief should be concise and clear. It is usual to use headings and subheadings and to list the main points. Remember that it provides a record in summary of the agreements on which the project is based and so represents the justification for expenditure of time and effort.

The client brief

- **Brief content :** Brief template
- **Exercise**

A Dean of a University wants to propose an alternative pedagogical tool for your students in Physics curriculum.

What are the questions you have to ask the client?

The Project Brief does not have to be long but should include the following headings:

- rationale - why are you doing this work? What are the main drivers?
- scope - what are you trying to do? What are the boundaries - what is included and what excluded?
- objectives - what do you need to achieve and what benefits do you expect?
- success criteria - how will you judge whether or not you have succeeded?
- risks - what could stop you from succeeding?
- constraints - what might make your job more difficult?
- assumptions - what assumptions are you making that may affect the outcome of your work?
- quality - how important is quality and how will you check the quality of what you are doing? How sophisticated or basic does it have to be?

Why do a Project Brief?

- The Project Brief (along with your other plans) is a powerful framework to help you see whether you have identified all the issues.
- It enables senior managers to approve and commit to your strategy and the planning and management procedures you will use.
- It will also help you to identify risks, take avoiding action, ensure outcomes are clear and agreed and to expose bottlenecks or pressure points.
- The Project Manager will write the Project Brief but will need information from stakeholders to do this.

Comment gérer l'avis subjectif du client (une application RA/RV relève aussi d'une appréciation esthétique, au-delà de tout aspect fonctionnel de l'application)

DÉCRIRE ET ILLUSTRER

- Drawings
- Photos
- 2D CAD / 3D CAD / other formats
- Documents / Manuals
- Videos
- Own research
- Communication with customer - requests

=> SCRIPT (DECRIRE)
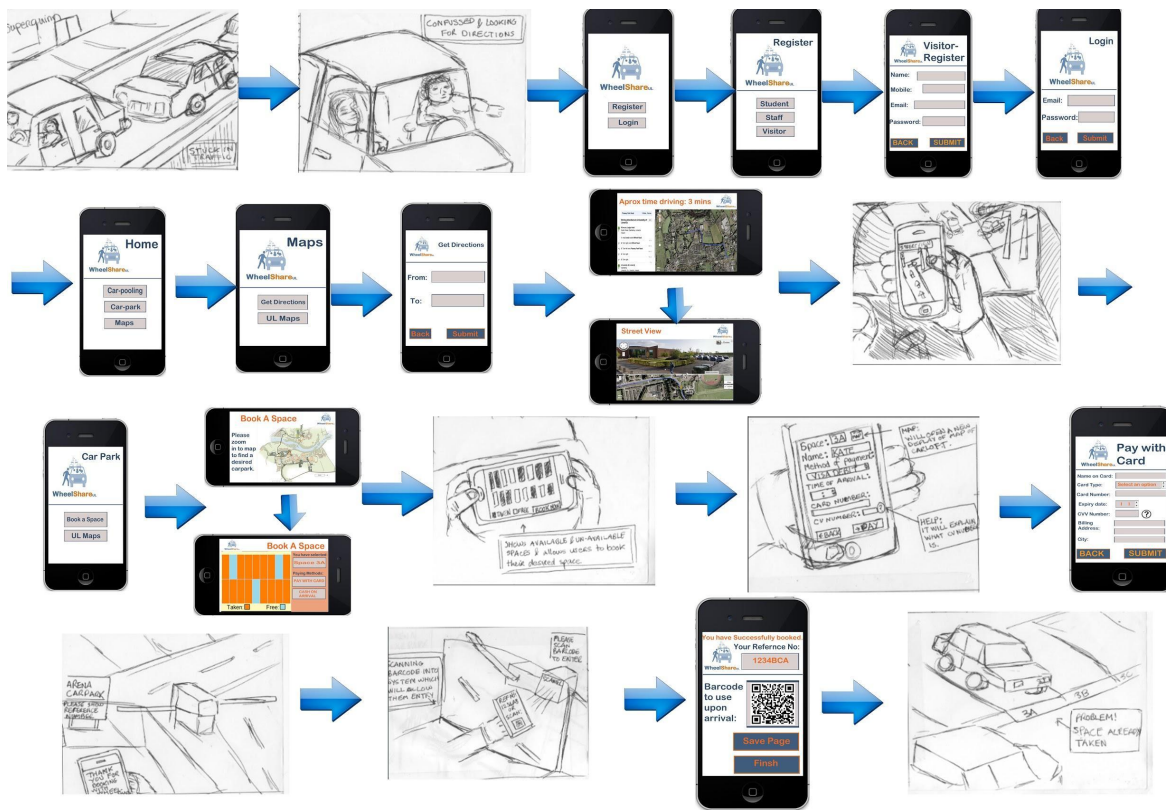**=> STORYBOARD (ILLUSTRER)**

Definition

What are storyboards ?

Series of boards that tell a...story

Definition

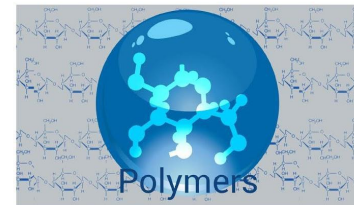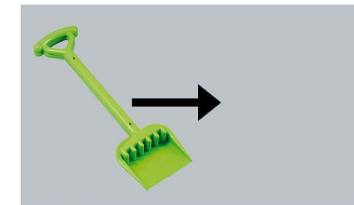## Digital design

Telling the story of 2 types of interaction :

- of the assets within the scene

- of the user with the interface / device

S1:
Splash Screen

S2:
Animation of the Showel rolling to the screen's center.
A Textbox information appears on the right
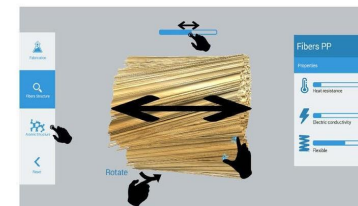Ability to rotate the model. Zoom by touch
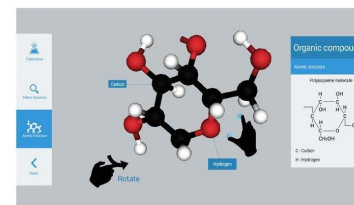
S3:
Textbox with uses information.
Model Zoom, Rotate...

S4:
an animation occur the Showelswitch with a game taps on the ingredients bglass to create the PP text box with Fabrication infos.

S4:
just after the taps the plastic powder apears text box with Fabrication infos.

S5: PP fibers
Texbox with properties.
Zoom to the atomic stroture by touch.

S6:
Atomic structure with anotations of each atom.
Ability to rotate the model
Textbox with informations of the structure

Example

Example : Le défi Martin Fourcade

https://docs.google.com/presentation/d/1ZOQsZP7ZHI-TimgCE7-2l5tNVsfaWtFiFaVBE9aKR9M/edit?usp=sharing

Draw it

… can't draw??

ANNOTATE EVERYTHING !

https://www.youtube.com/watch?v=ux_Em1lVsjI

I create a storyboard.

Delivery: storyboard (must have) and script (nice to have)

Topics:

- BigDoctor
- Rack'n Roll
- ChimiX
- Time Crisis VR
- ChemistryHelper