

Introduction to Project Management

Aitor Corchero Rodríguez



Speaker

Agenda

- Companies
- Projects inside companies
- Project vs Product
- Why a project starts?

During this session, we will talk about the types of companies, projects and products they elaborate. For that, we will start the course describing the different types of companies. After that, we will make introduction to projects and project management. From projects, the companies will transform it into products to market outreach the technology. Finally, we will talk about the process to transform a project to products.

Companies

We will begin with the companies. What is a company?

!



A company is about the products. It's about working together with really fun, smart, creative people and making wonderful things

— Steve Jobs

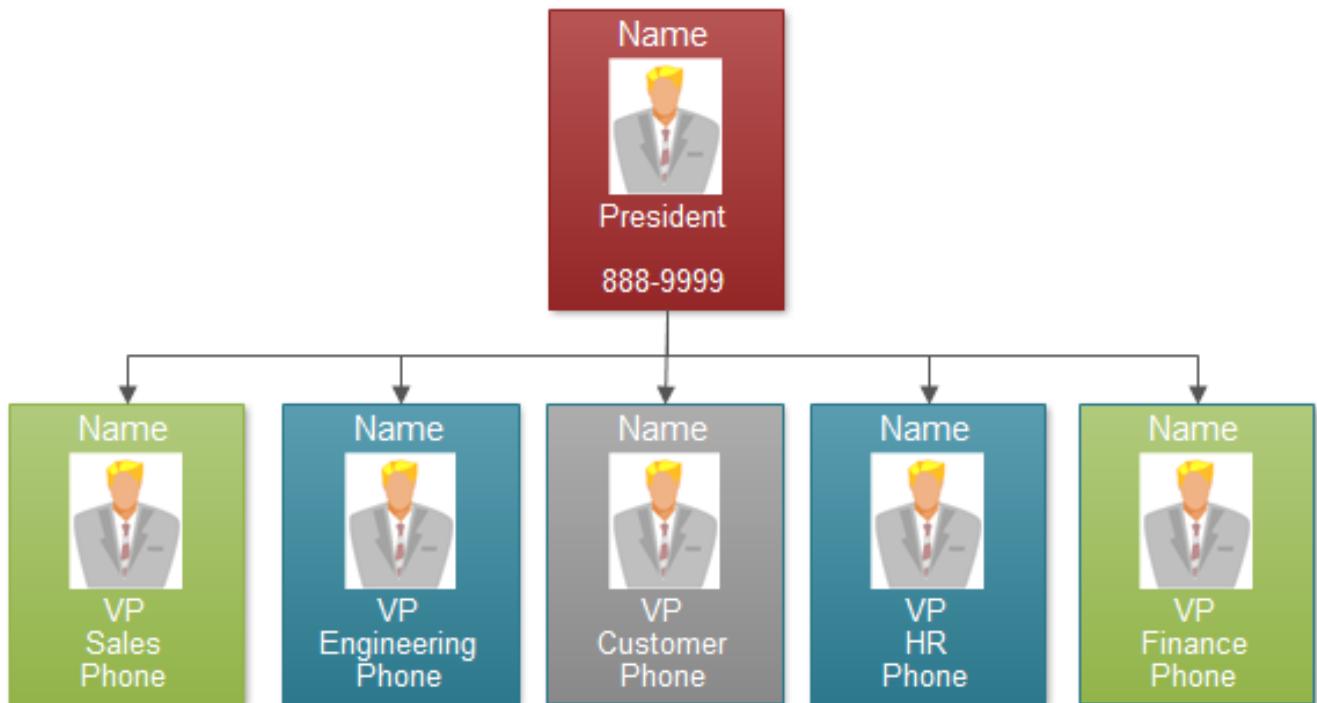
A company formal definition is a set of people working together with a common objective.

Types Of Companies



In the following sub-section we will overview the different types of companies that exist. The types of companies we will see are independent and all types have their advantages and disadvantages. In this regards, the types of companies are:

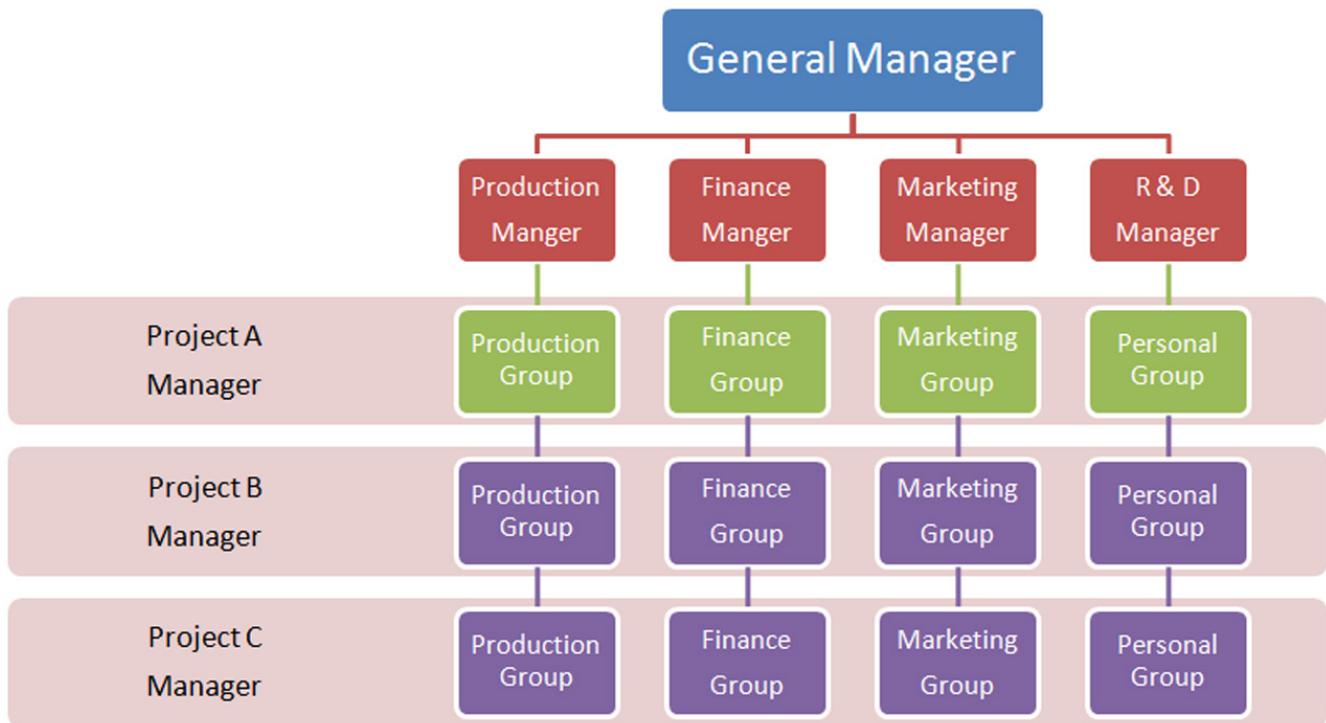
Functional



A functional company is a company with the following features:

- * Strong Hierarchy
- * Workers grouped by ambitions or specializations
- * Independent Departments
- * Different directors to coordinate workers
- * Don't exist project manager figure

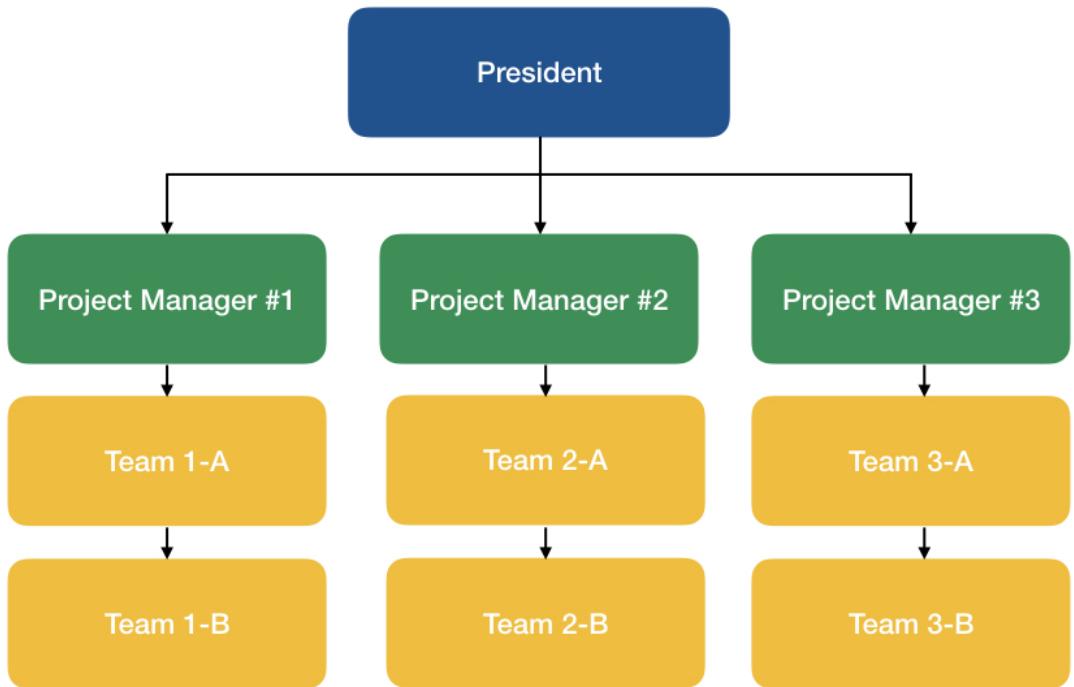
Matrix



A Matrix company is a company with the following features:

- * Mix between functional companies and project oriented
- * Independent Departments
- * Exist project manager but with moderate authority
- * Depending the project manager authority, there exist 3 types: Weak (low authority and resources), Balanced (medium authority and resources), Strong (high).

Project-based



A project-based company is a company with the following features:

- * Working in different multi-disciplinary teams.
- * Project Manager with strong authority and resource management.
- * Teams could be dynamically configured by adjusting it to the project nature.

Type Companies Summary

Project Features	Functional	Weak Matrix	Balanced Matrix	Strong Matrix	Project based
PM Authority	Little/None	Low	Low/Moderate	Moderate/High	High/Total
Resource Available	Little/None	Low	Low/Moderate	Moderate/High	High/Total
Budget Management	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
PM role	Part-time	Part-time	Part-time	Full-time	Full-time

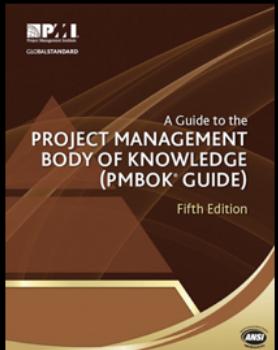
A project-based company is a company with the following features:

- * Working in different multi-disciplinary teams.
- * Project Manager with strong authority and resource management.
- * Teams could be dynamically configured by adjusting it to the project nature.

Projects inside the companies

All of these depicted companies elaborate their own projects and products to take profit. Along this part of the document, we will see the definition of a project, the main features and the people involved. As a high remark, we will see the importance of taking all times the clients needs in mind to elaborate right products and successful projects.

!



A project is a temporal effort that is carried out with the aim of creating a product, service or result unique.

— PMBook

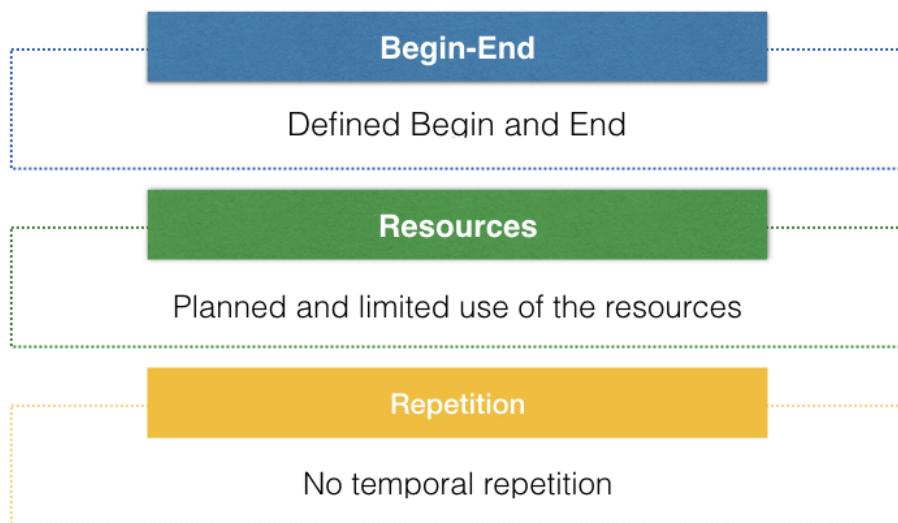
One of the most accurate definition of a project is the one provided by the PMBook: "A project is a temporal effort that is carried out with the aim of creating a product, service or result unique."

Temporal



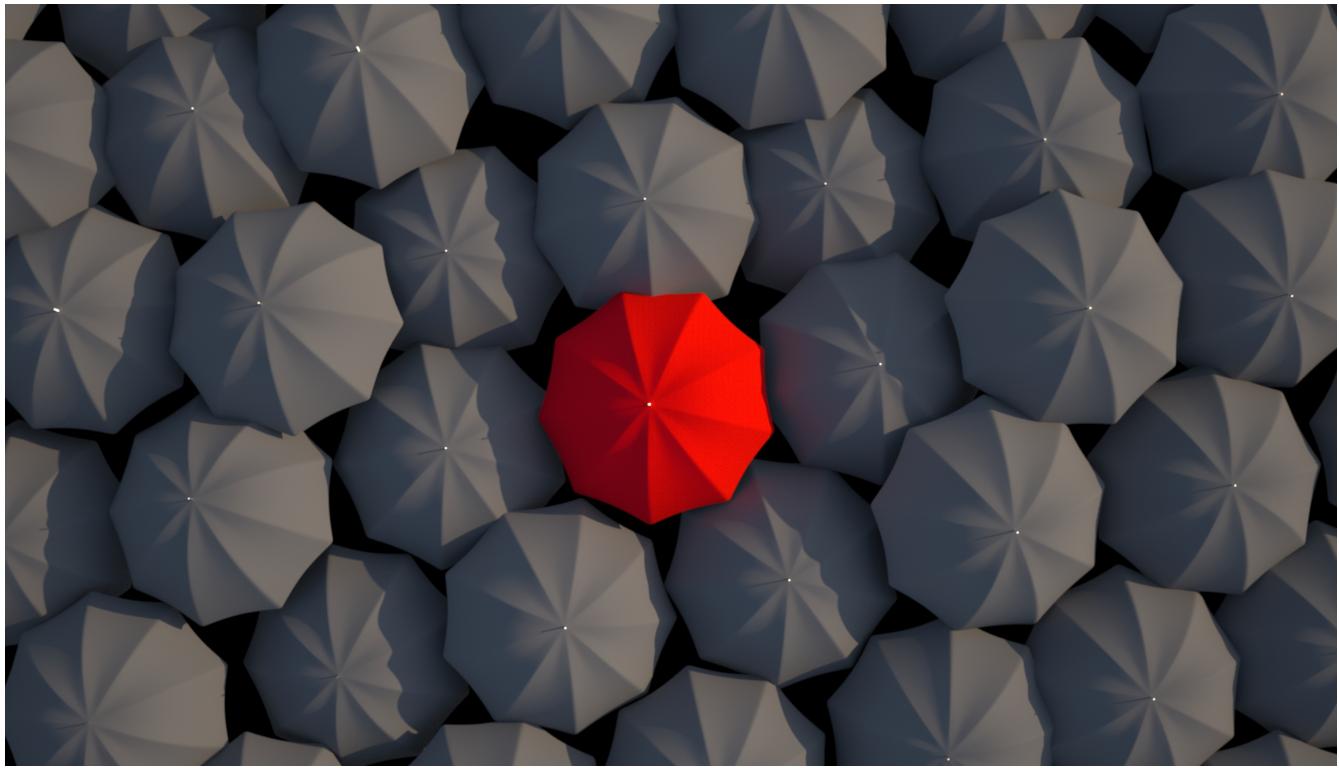
One important feature of a project is the temporal feature. Every project has defined a begin and end.

Temporal Feature



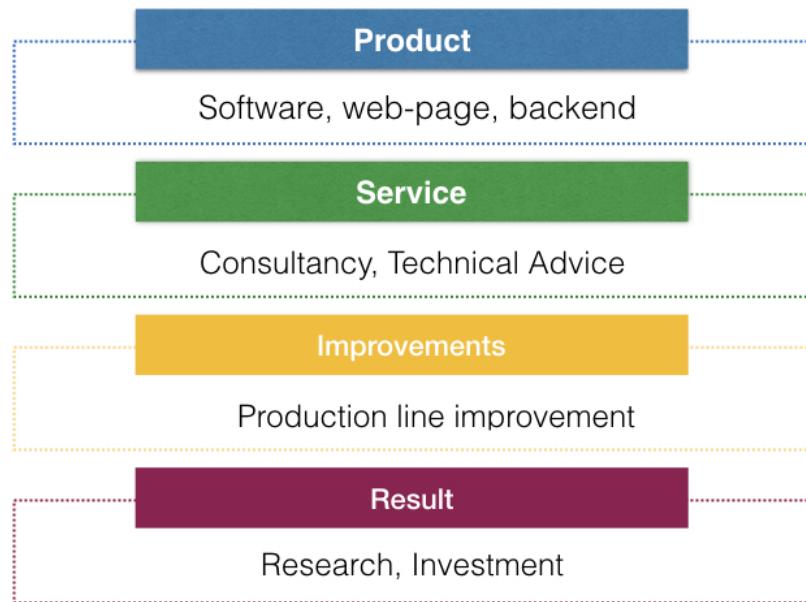
Subsequently to the definition of the begin and end, a project also have a limitation in resources and there isn't a repetition of the project.

Unique



Complementing the temporal feature, a project is unique. That means, there are no identical projects. It could be tangible or intangible with different deliveries.

Unique Feature



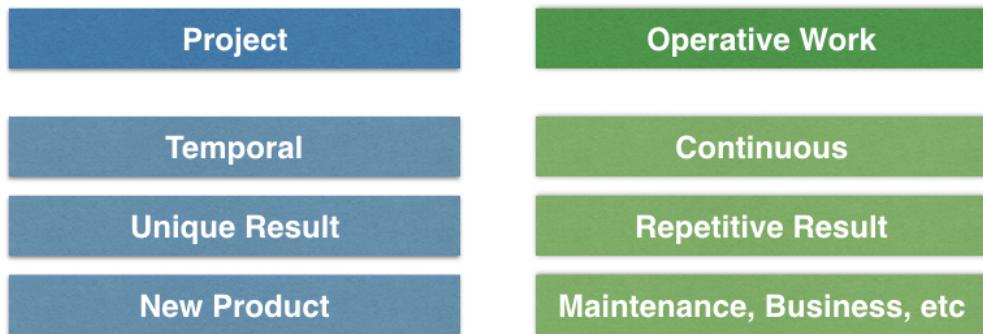
In reference to the unique feature, each project could be a part of a product, service, improvements or results.

Project vs Operative Work



At this moment, one important aspect is the differentiation between projects and operative work.

Project vs Operative Work



The main difference between projects and operative works refers to the duration. The projects are timeframed into a temporal scale (weeks, months, years). As contrary, operative work is a repetitive work during time.

Another difference is in the type of outcome. In the projects there is a unique result (software, report, etc). However, the operative work as name indicates is based on repetitive results (same result over time).

The third main difference is the type of outcome. In case of the projects, the type of outcome commonly refers to a newer product. As contrary, operative work refers to maintenance tasks, audits, etc.

Project vs Operative Work (Exercise)

Exercise



Exercise. The Ipad product is a project or an operative work?

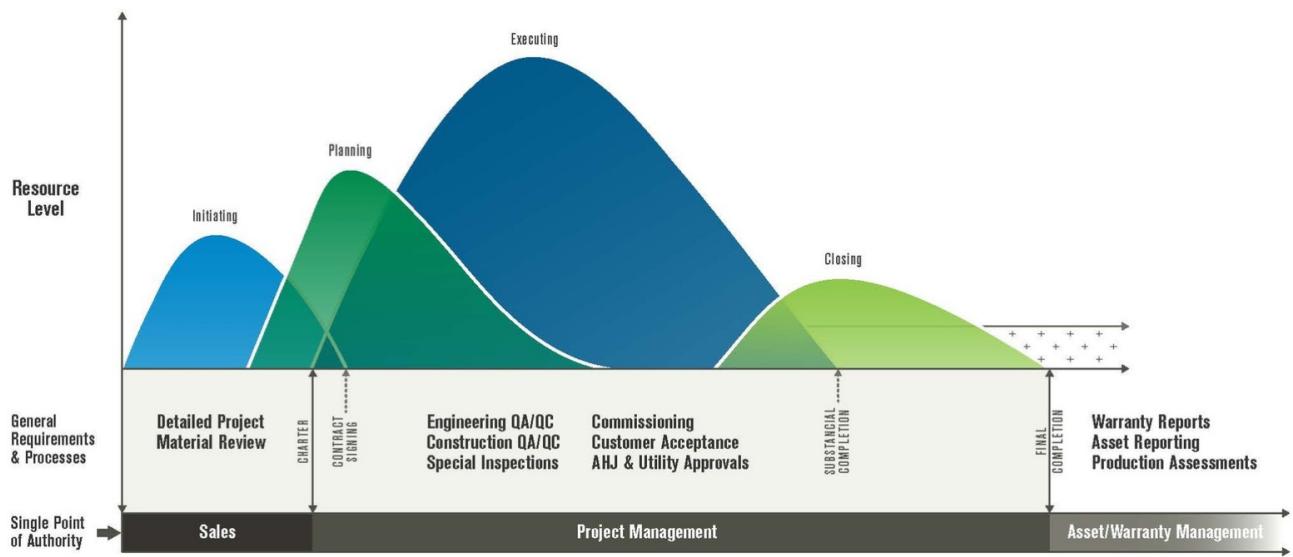
Depends



It depends to which process we focus on. If we think on the Ipad conception, it is a project. However, if we think in the Ipad production, it is an operative work.

Project vs Product Lifecycle

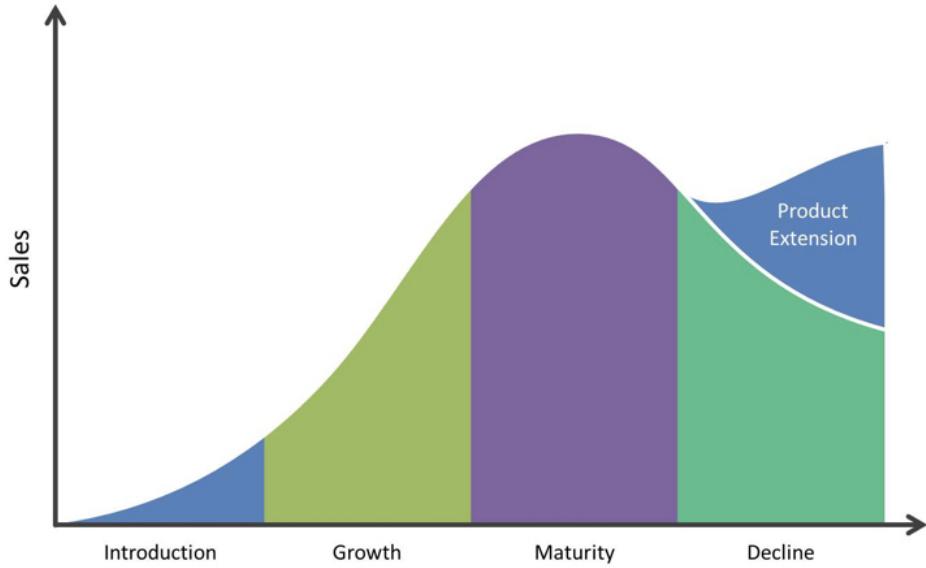
Project Lifecycle



Inside the companies, we usually have projects and products. Projects and products have different lifecycles. Project lifecycle is the process to generate this newer product. The project lifecycle starts with a project idea (initial idea/customer need to make a response). Based on this idea, the project is planned along the time and with their corresponding efforts. The plan is the general guide for the execution, in which the newer product is materialised. During the execution we need constantly to monitor and control the project to finalise it in the required time, with the established efforts and also with the expected quality. Once the project is finalised, the closing stage focuses on launching the newer product to the market or give them to the corresponding customer.

Once the project lifecycle ends, it starts its own product lifecycle.

Product Lifecycle



The product lifecycle directly depends on the sales. It begins with the introduction aimed at market outreach. Then, the product is going to gain market share and give benefits to the company (growth). The sales growth arrives when the product is established in the market (sales establishment). When this happens, the product is on the maturity. Finally the product starts to lose market due to other products gains your marketshare. This stage is called "decline". When the product starts to decline it needs a renewal to maintain it in the market. If not, the product will die.

Nowadays, this product lifecycle is terribly short (1-2 years) and it needs that companies have to be very flexible to be competitive and do not die as well. To avoid this the companies have to elaborate a great variety of products to be present in different markets and maintain their own lifecycle.

Project vs Product Lifecycle Summary



To sum up, the main difference between projects and products lifecycles are:

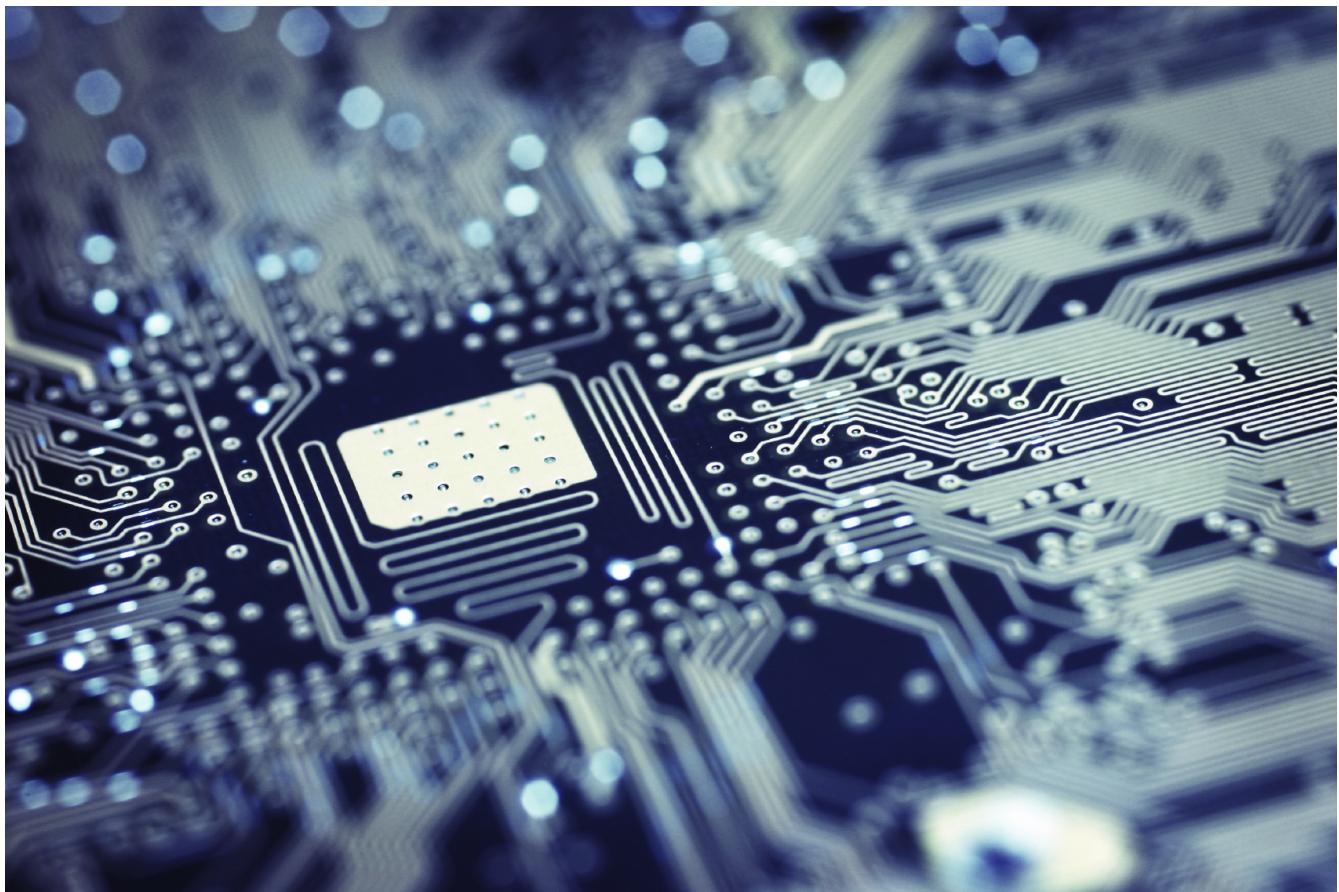
- Product Lifecycle is longer (in time) than Project Lifecycle.
- Product Lifecycle starts when Project ends.
- Product Lifecycle could include multiple Project Lifecycle.

Why a project starts?

Business Need



Technology



Clients



Legal/Governance



During this session, we talked about the companies, the projects and the products. However, we didn't mention how the projects are created. Mainly, the projects are created by considering the following circumstances: - Business Need. This refers to the market need for an specific solution or product. - Technologic Advancement. The project is driven by the introduction of newer technology inside the market. - Client Need. Our customers needs some specific solution. - Legal Requirement. Governance or Laws changes and newer products could be derived from them.

Now is time to know project management



In the next chapters, we will explain in depth project management basis, aspects to consider and how to select a software development models for our projects. That means, we will focus on the planning part of the project.