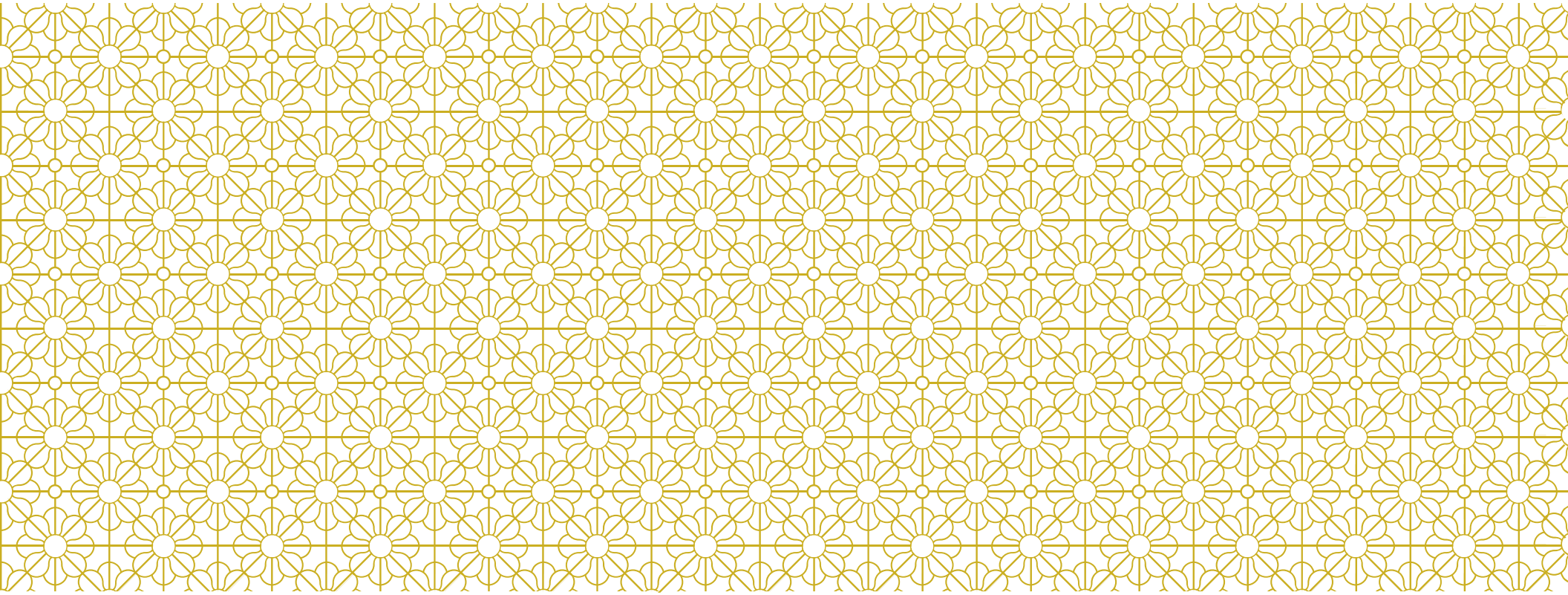


03 – PROJECT MANAGEMENT :

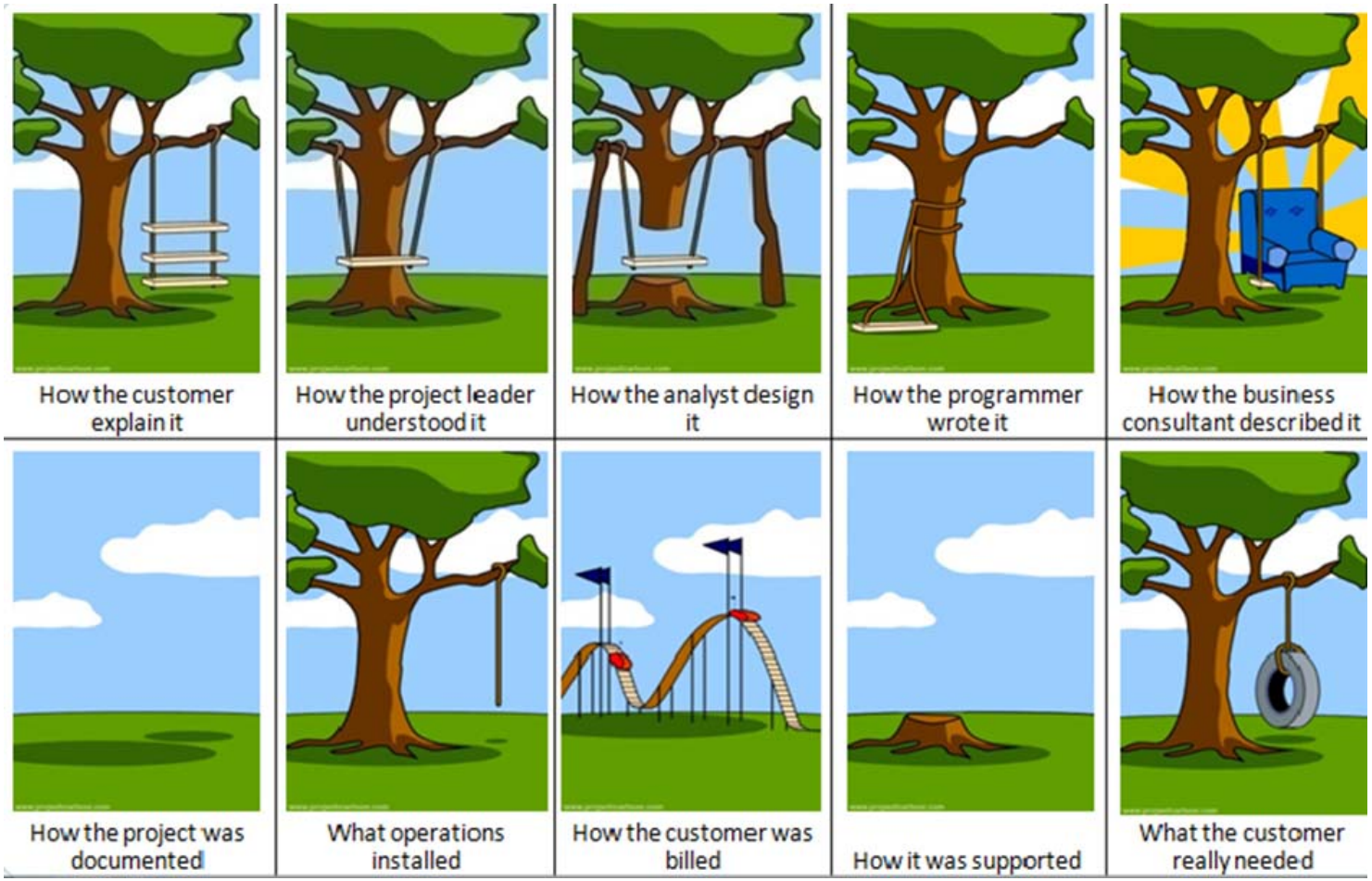
Royana Afwani
Teknik Informatika
FT Unram
2019

https://www.theserverside.com

> The source of these failures has been well-documented: incomplete requirements, unreliable estimates and/or technical incompetence. What's amazing is that, year after year, organizations face the same problems. The only difference between the project that succeeds and the one that fails is that failures suffer from scope creep, poor planning and completely inadequate resources and expertise. These issues will always be there, and that's why project managers are so important.

https://www.objectstyle.com/agile/software-projects-failure-statistics-and-reasons

https://www.quora.com/What-percentage-of-software-projects-fail


How the customer explain it
How the project leader understood it
How the analyst design it
How the programmer wrote it
How the business consultant described it
How the project was documented
What operations installed
How the customer was billed
How it was supported
What the customer really needed

PROJECT MANAGEMENT LIFE CYCLE AND ORGANIZATION

Apa itu proyek ?

Karakteristik proyek ?

Proyek vs operasional.

Apa itu manajemen proyek ?

What is Project?

A project is a **temporary** endeavor undertaken to create a **unique product, service, or result**.

What is Project Management?

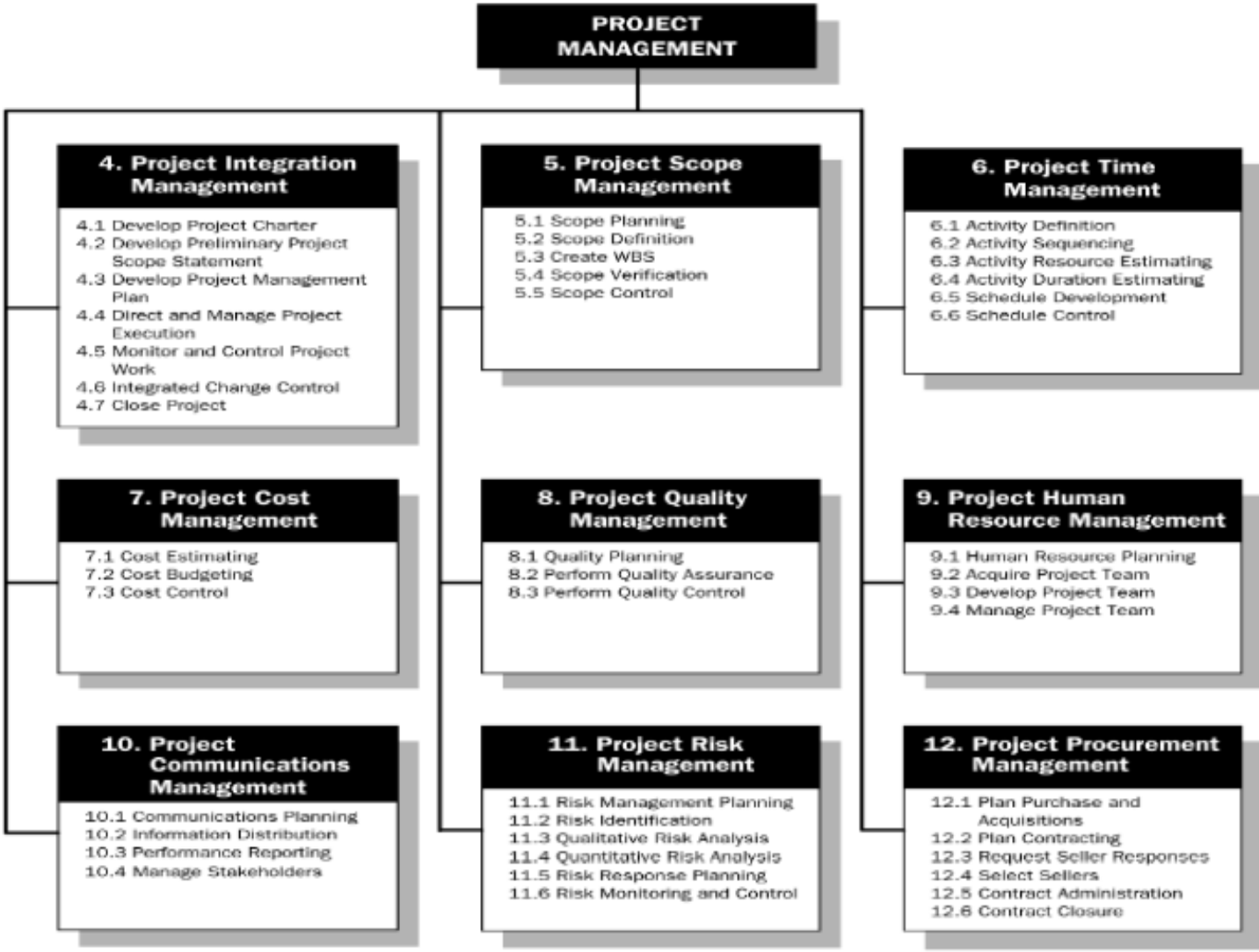
- **Project management** is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

- **Project Manager** is the person responsible for accomplishing the project objectives.

Managing Project

- Identifying **requirements**
- Establishing **clear and achievable objectives**
- **Balancing** the competing demands for **quality, scope, time and cost**
- **Adapting** the specifications, plans, and approach to the **different concerns** and expectations of the **various stakeholders**.

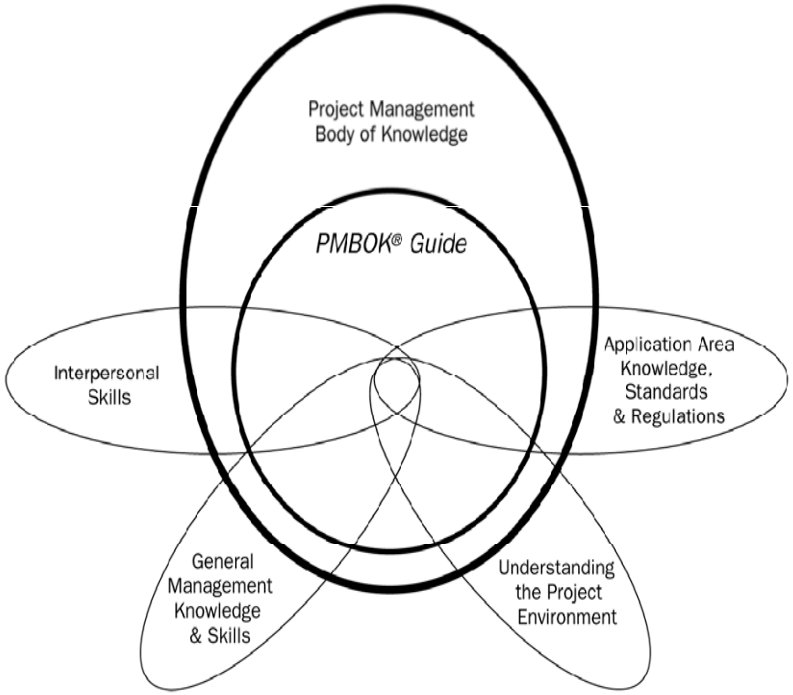
PROJECT MANAGEMENT KNOWLEDGE AREA



Five Area of Expertise:

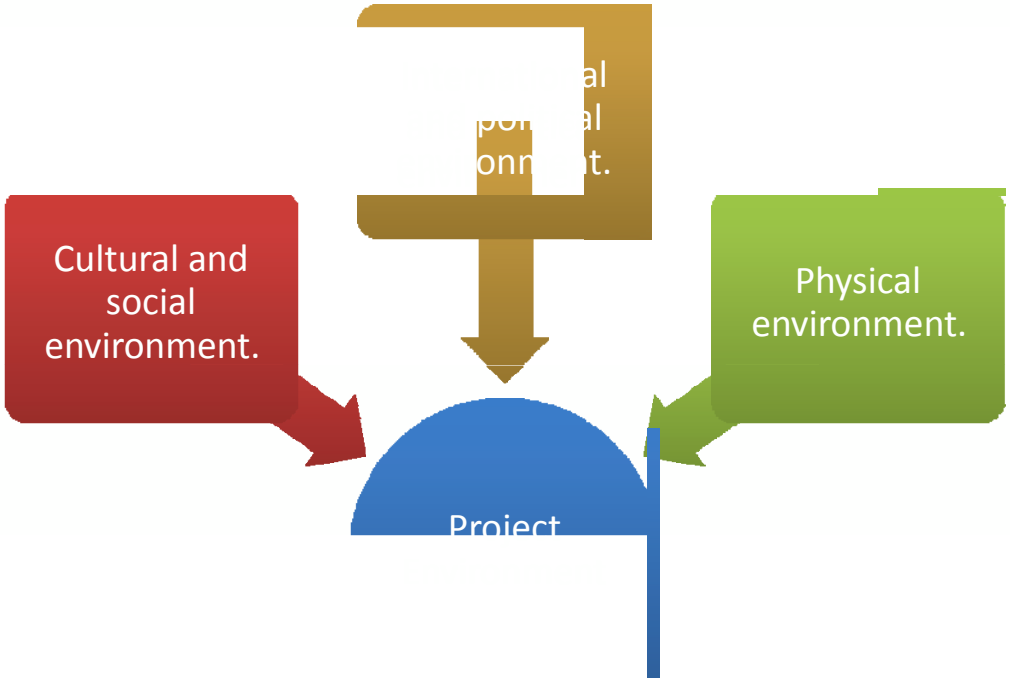
PM Body of Knowledge

- The Project Management Body of Knowledge describes knowledge unique to the project management field and that overlaps other management disciplines.
- The **knowledge of project management** described in the *PMBOK® Guide consists* of:
  - **Project life cycle definition**
  - **Five Project Management Process Groups**
  - **Nine Knowledge Areas**



Five Area of Expertise:

Project Environment



Five Area of Expertise:

General Management Skill

Five Area of Expertise:

Interpersonal Skill

- **Effective communication. The exchange of information**
- **Influencing the organization. The ability to "get things**
- **Leadership. Developing a vision and strategy,** achieve that vision and strategy
- **Motivation. Energizing people to achieve high levels** overcome barriers to change
- **Negotiation and conflict management. Conferring** terms with them or to reach an agreement
- **Problem solving. The combination of problem** identification and analysis, and decision-making.

Portfolio and Portfolio Management

- **A portfolio** is a **collection of projects or programs** and other work that are grouped together to facilitate **effective management** of that work to meet strategic business objectives.

- The projects or programs in the portfolio **may not necessarily** be **interdependent or directly related**.

PMO

- A project management office (PMO) is **an organizational unit to centralize and coordinate the management of projects under its domain**.
- A PMO can also be referred to as a "program management office," "project office," or "program office."
- A PMO oversees the management of projects, programs, or a combination of both.

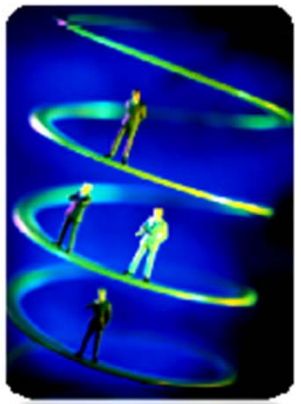
PMO Role

- **Shared and coordinated resources** across all projects administered by the PMO
- Identification and development of **project management methodology, best practices, and standards**
- Clearinghouse and management for **project policies, procedures, templates**, and other **shared documentation**
- **Centralized configuration management** for all projects administered by the PMO
- **Centralized repository and management** for both shared and unique risks for all projects
- **Central office for operation and management** of **project tools**, such as **enterprise-wide project management software**
- **Central coordination of communication management** across projects
- **A mentoring platform for project managers**
- **Central monitoring** of all PMO project timelines and budgets, usually at the enterprise level
- **Coordination of overall project quality standards** between the project manager and any internal or external quality personnel or standards organization.

Differences between Project Managers and a PMO (1)

- **Project managers and PMOs pursue different objectives** and, as such, **are driven by different requirements**. All of these efforts, however, are aligned with the strategic needs of the organization.
- A **project manager** is responsible for **delivering specific project** objectives within the constraints of the project, while a **PMO is an organizational structure** with specific mandates that can **include an enterprisewide perspective**.
- The **project manager focuses on the specified project objectives**, while the **PMO manages major program scope changes** and can view them as **potential opportunities to better achieve business objectives**.

Differences between Project Managers and a PMO (2)



- The **project manager controls the assigned project resources** to best meet project objectives, while the **PMO optimizes the use of shared organizational resources across all projects**.
- The **project manager manages the scope, schedule, cost, and quality of the products** of the work packages, while the **PMO manages overall risk, overall opportunity**, and the **interdependencies among projects**.
- The **project manager reports on project progress** and other project specific information, while the **PMO provides consolidated reporting** and **an enterprise view of projects** under its purview.

Project Life Cycle

- Project managers or the organization can **divide projects into phases** to provide **better management control** with appropriate links to the ongoing operations of the performing organization.
- Collectively, **these phases are known as the project life cycle**.
- Many organizations identify a specific set of life cycles for use on all of their projects.

No best life cycle!

- **There is no single best way** to define an ideal project life cycle.

- Some organizations have established policies that ***standardize all projects with a single life cycle***, while **others** ***allow the project management team to choose the most appropriate life cycle*** for the team's project.

What are defined in Project Life Cycle?

- **What** technical work to do in each phase (for example, in which phase should the architect's work be performed?)
- **When** the deliverables are to be generated in each phase and how each deliverable is reviewed, verified, and validated
- **Who** is involved in each phase (for example, concurrent engineering requires that the implementers be involved with requirements and design)
- **How** to control and approve each phase.

Common Characteristic of Project Life Cycle

- **Phases** are generally **sequential** and are **usually defined by some form** of technical information transfer or technical component handoff.
- **Cost and staffing levels** are low at the start, peak during the intermediate phases, and drop rapidly as the project draws to a conclusion.
- The **level of uncertainty is highest** and, hence, risk of failing to achieve the objectives is greatest at the start of the project. The certainty of completion generally gets progressively better as the project continues.
- The **ability of the stakeholders to influence** the final characteristics of the project s product and the final cost of the project is **highest at the start**, and **gets progressively lower as the project continues**. A major contributor to this phenomenon is that the cost of changes and correcting errors generally increases as the project continues.

Common Characteristic:

Cost and staffing level

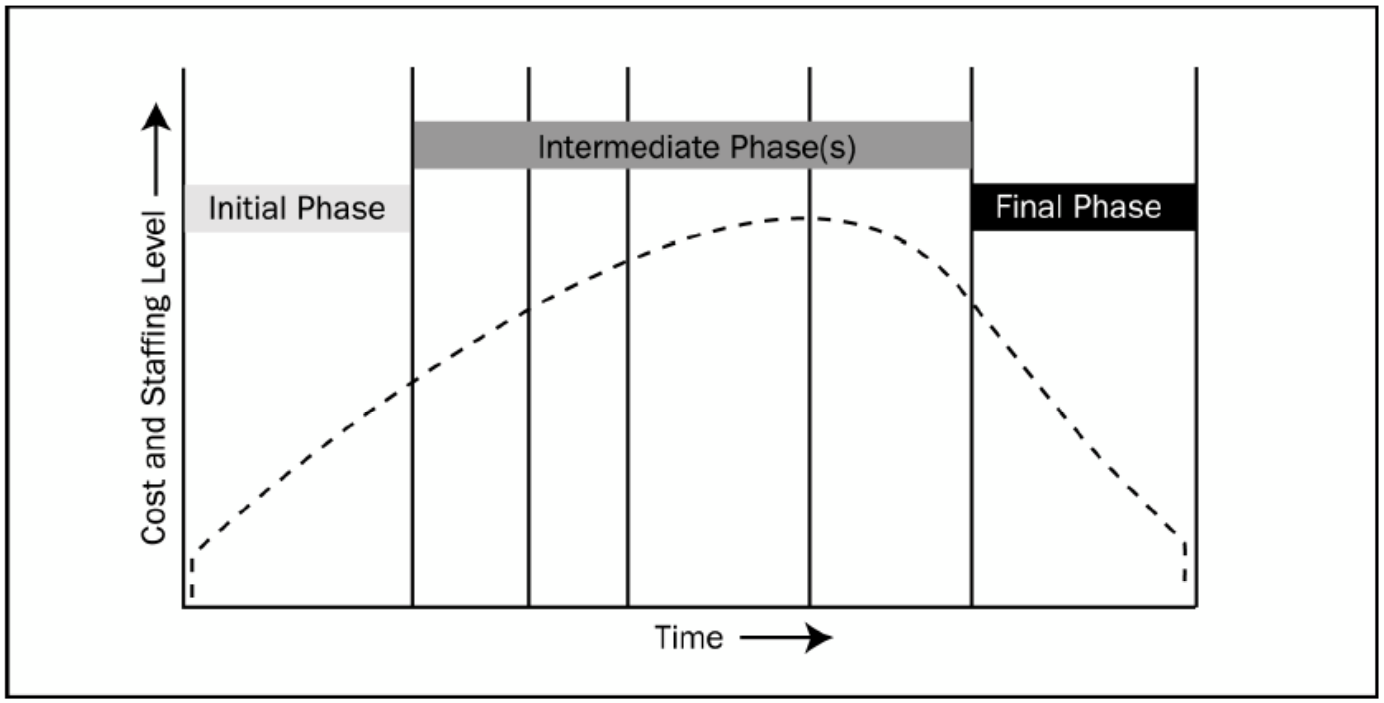


Figure 2-1. Typical Project Cost and Staffing Level Across the Project Life Cycle

Common Characteristic:

Stakeholders Influence Capability

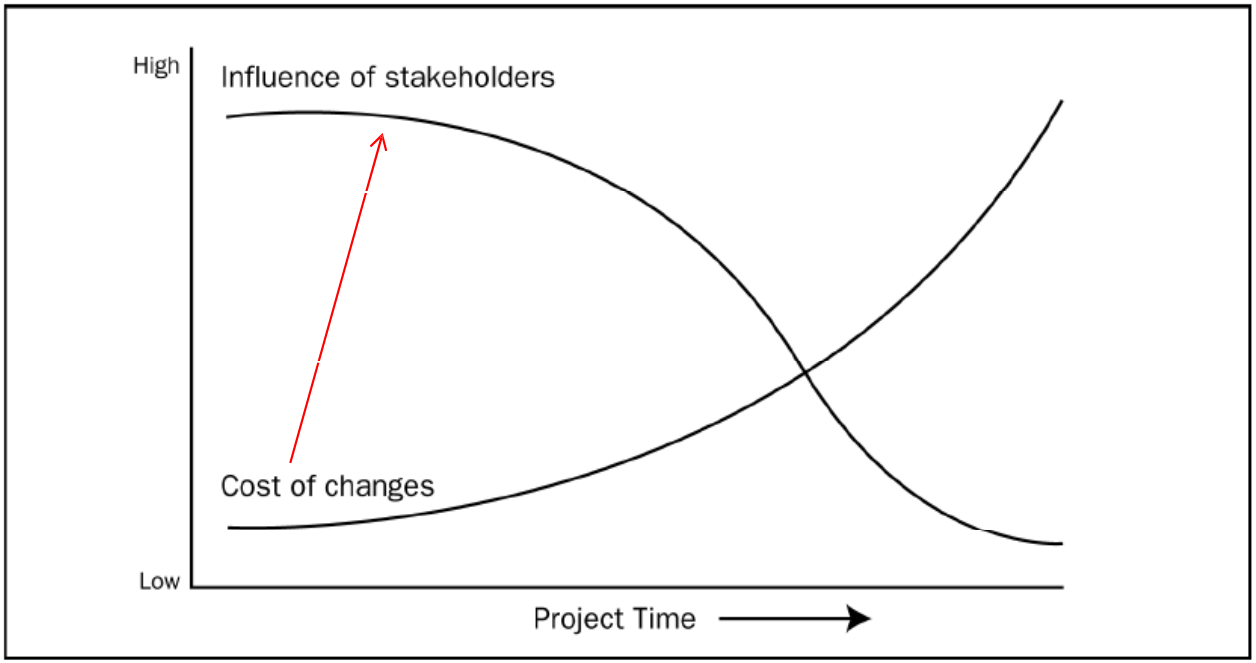


Figure 2-2. Stakeholders' Influence Over Time

Typical Project Life Cycle sequence

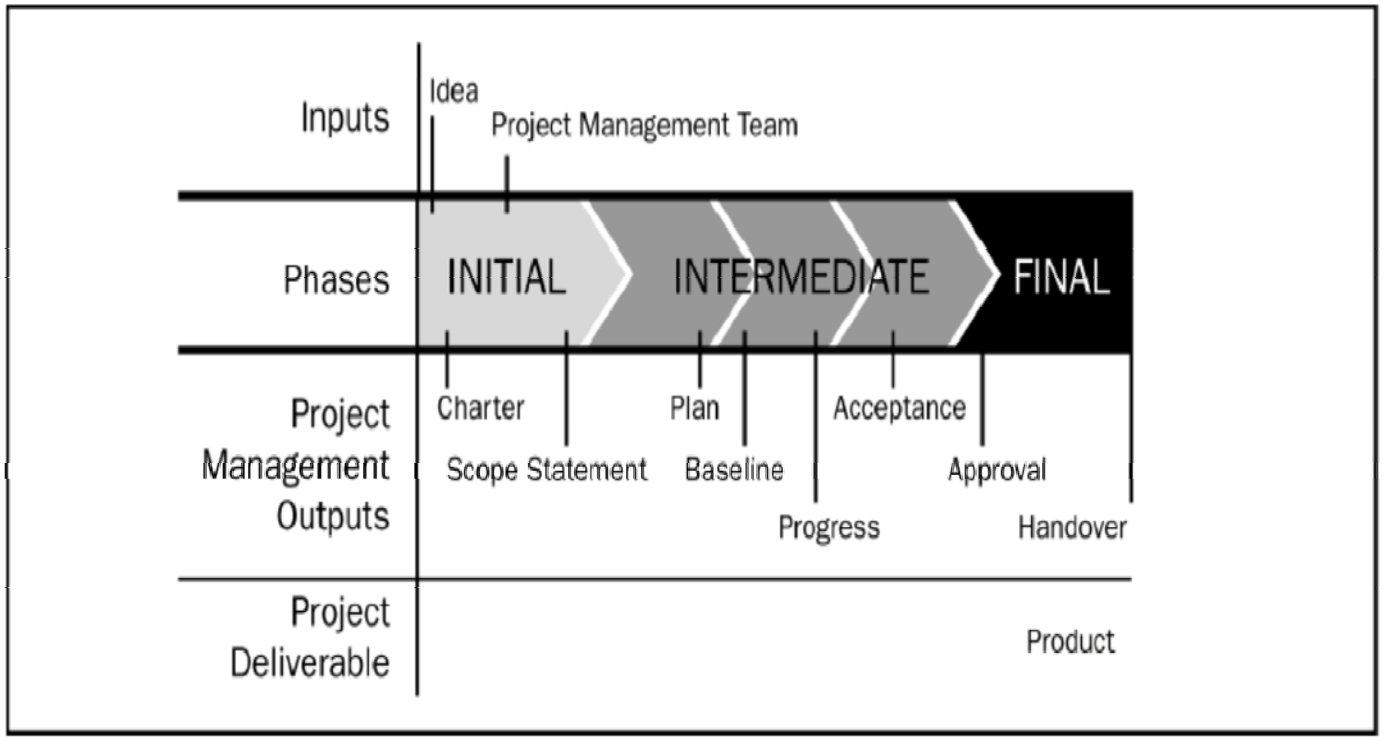
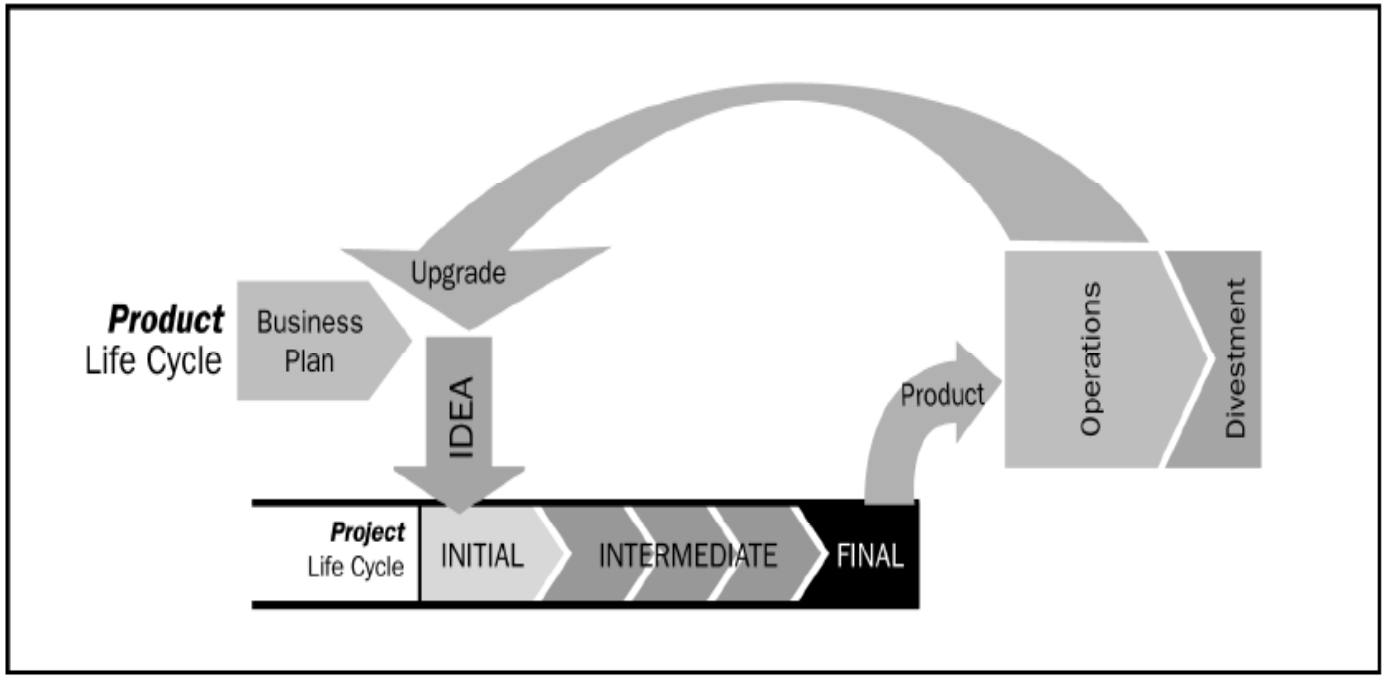


Figure 2-3. Typical Sequence of Phases in a Project Life Cycle

Relationship between the Product and Project Life Cycle



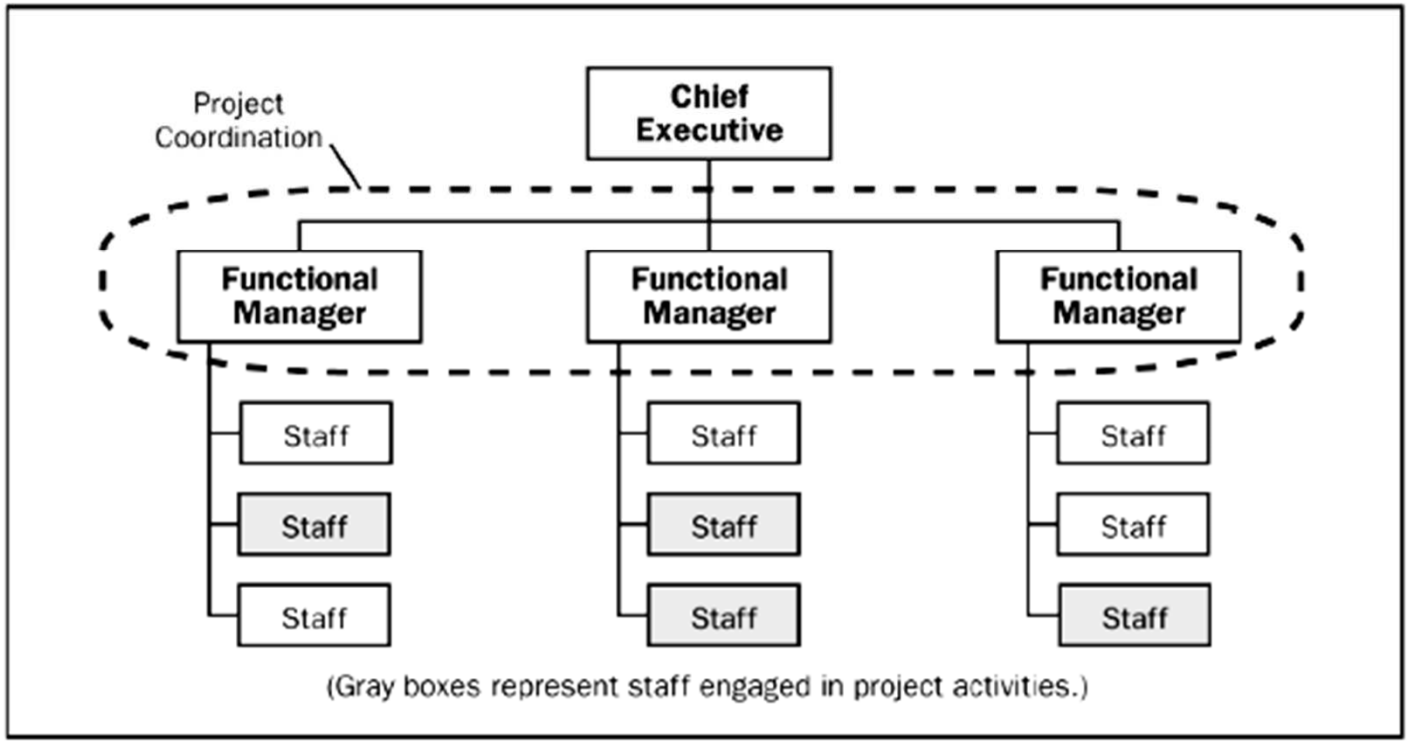
Key Stakeholders

Organization Culture and Styles

- Most organizations have developed **unique and describable cultures**.
- These cultures are reflected in numerous factors, including, but not limited to:
  - **Shared values**, **norms, beliefs**, and **expectations**
  - **Policies** and **procedures**
  - View of **authority relationships**
  - **Work ethic** and **work hours**.

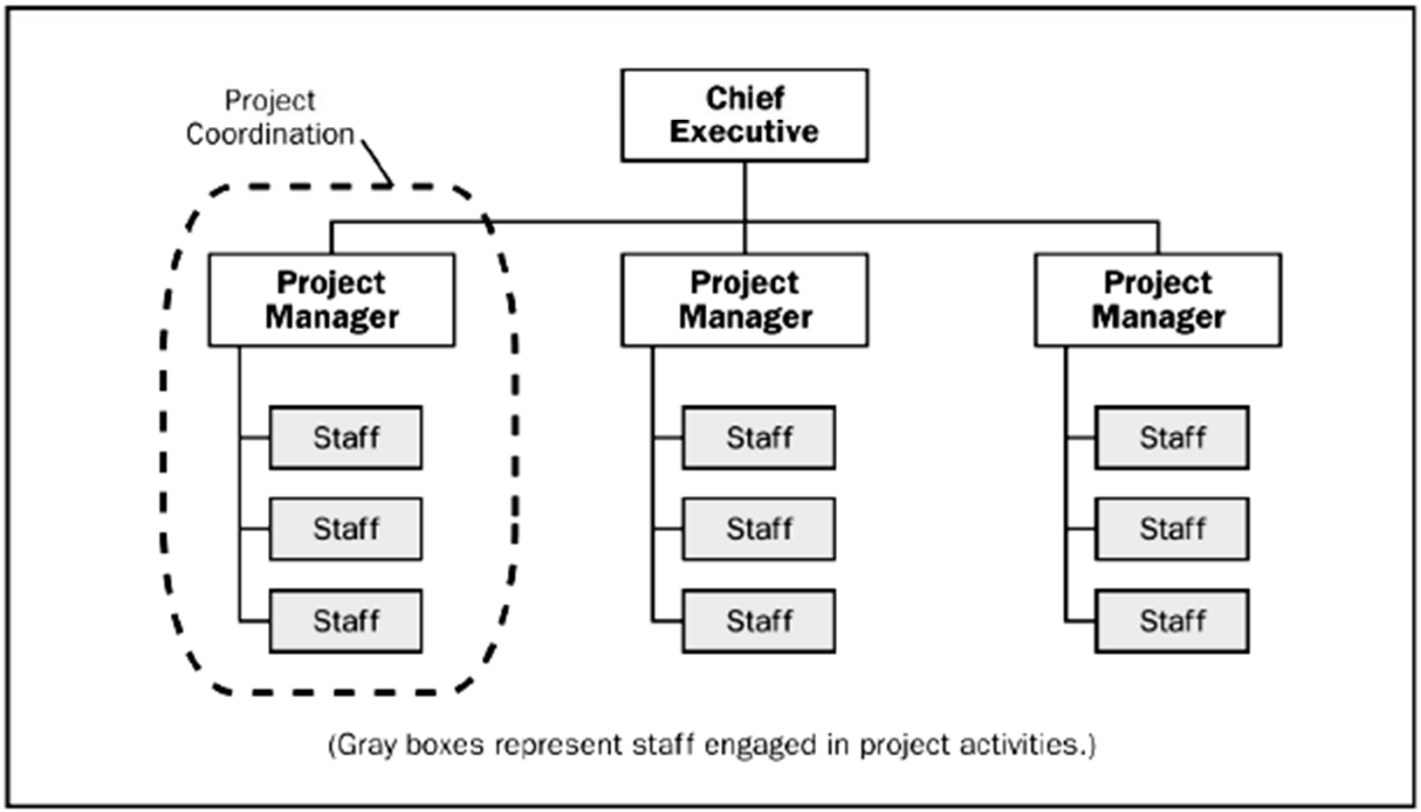
Project Organization:

Functional Organization



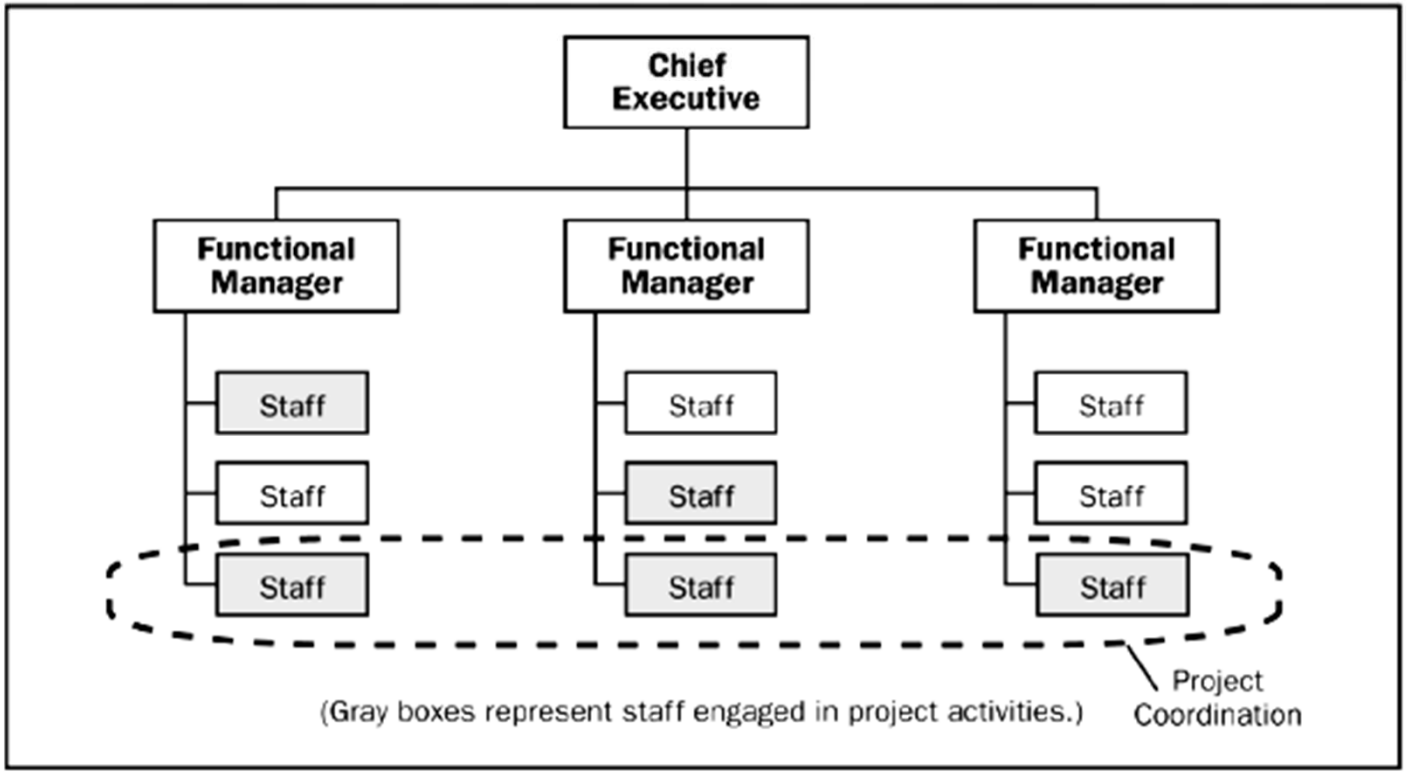
Project Organization:

Projectized Organization



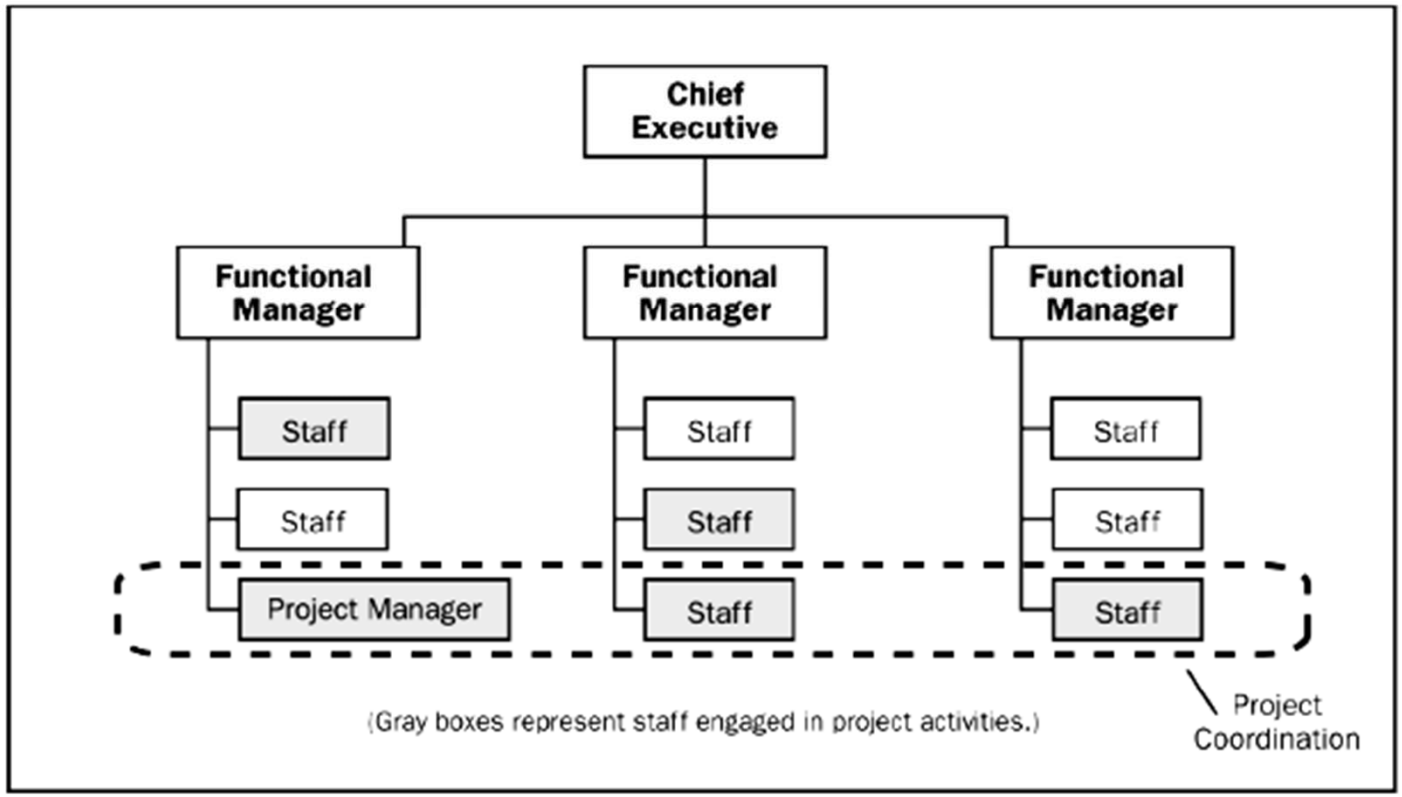
Project Organization:

Weak Matrix Organization



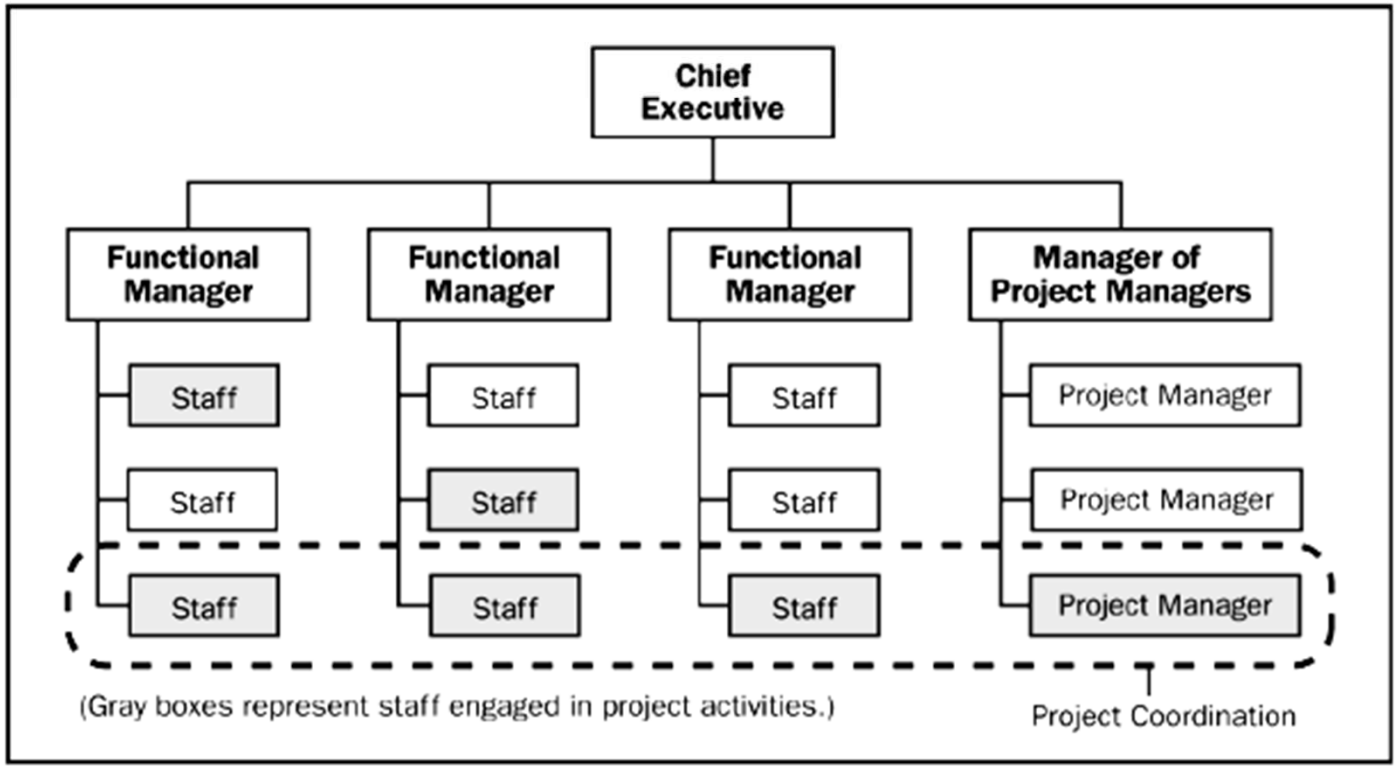
Project Organization:

Balanced Matrix Organization



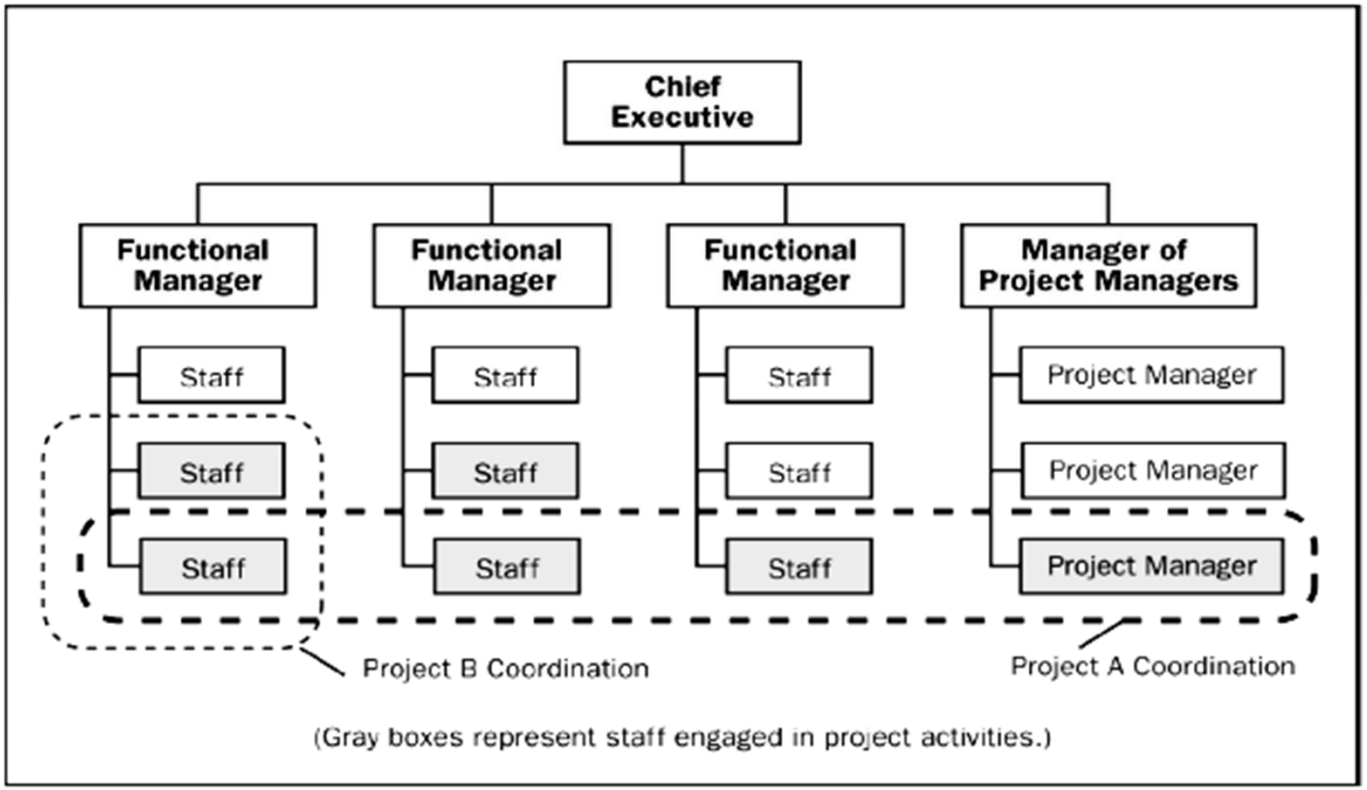
Project Organization:

Strong Matrix Organization



Project Organization:

Composite Organization



Organizational Structure and Projects

Organization Structure / Project Characteristics	Functional Organization Type	Matrix Organization Type			Projectized Organization Type
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Who controls the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

https://project-management.com/top-10-project-management-software/

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