

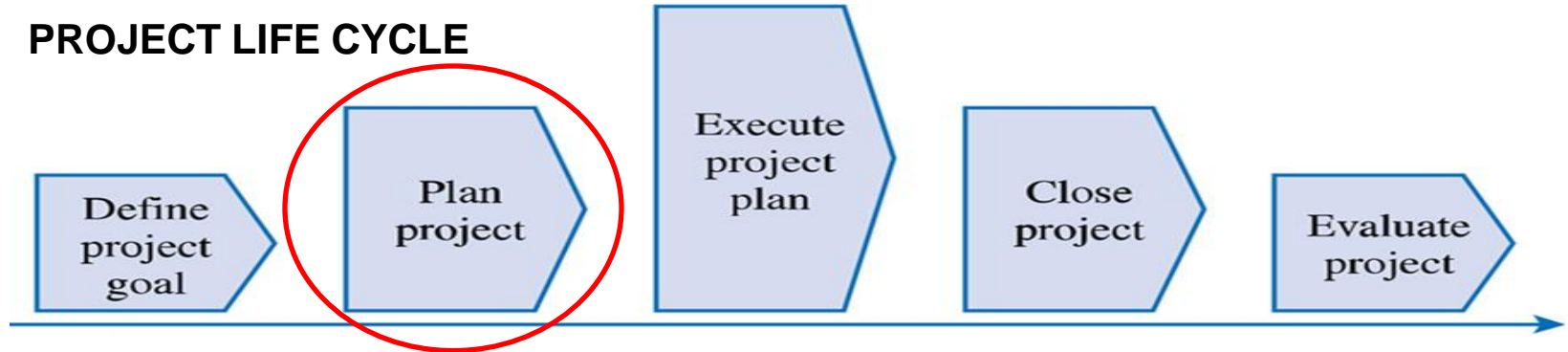
IT Project Management

CIS 8000

Session 4: Charter & Initiation

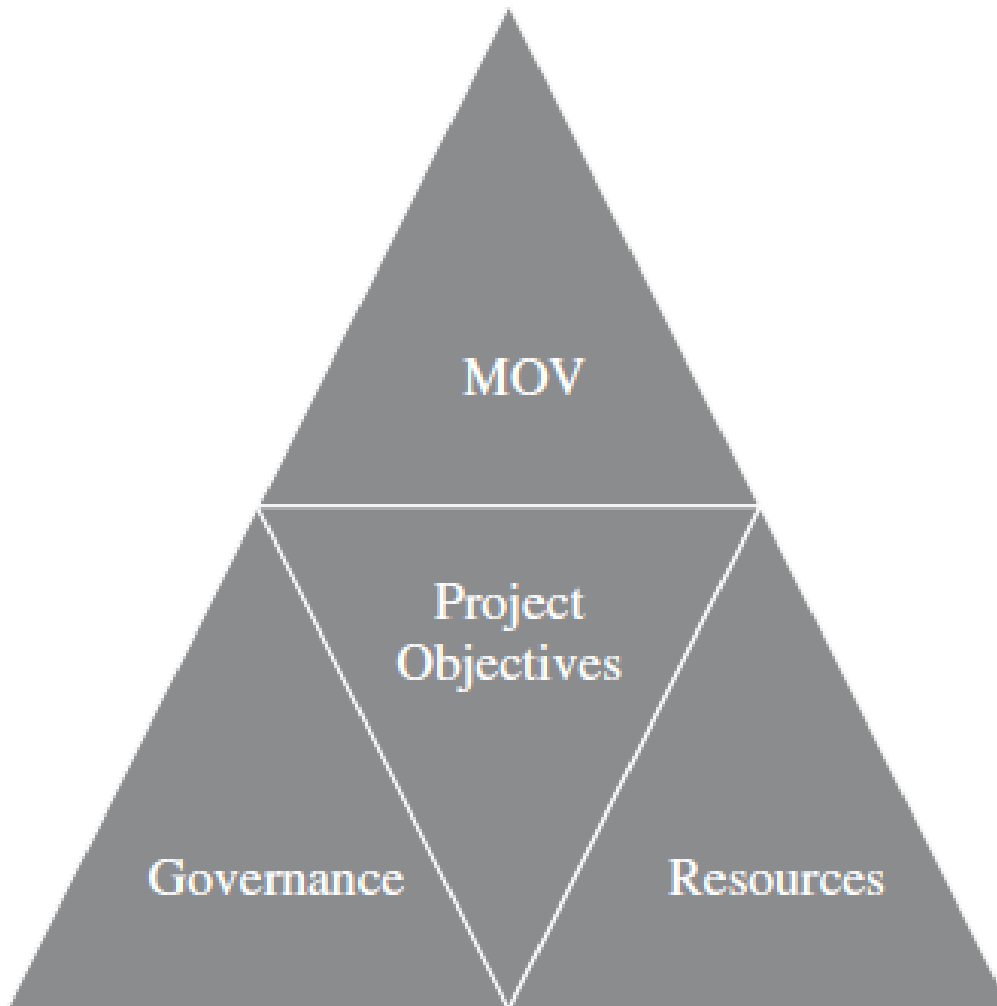
Project Planning

PROJECT LIFE CYCLE



- The Project Planning Phase Attempts to Answer the Following Questions:
 - ◆ What work needs to be done?
 - ◆ Who will do the work?
 - ◆ What resources will be needed to do the work?
 - ◆ When will they do the work?
 - ◆ How long will it take?
 - ◆ How much will it cost?
 - ◆ Does the time, money, and resources invested support the project's MOV?

Project Infrastructure



Documented in
Project Charter

Project Governance & Org. Governance

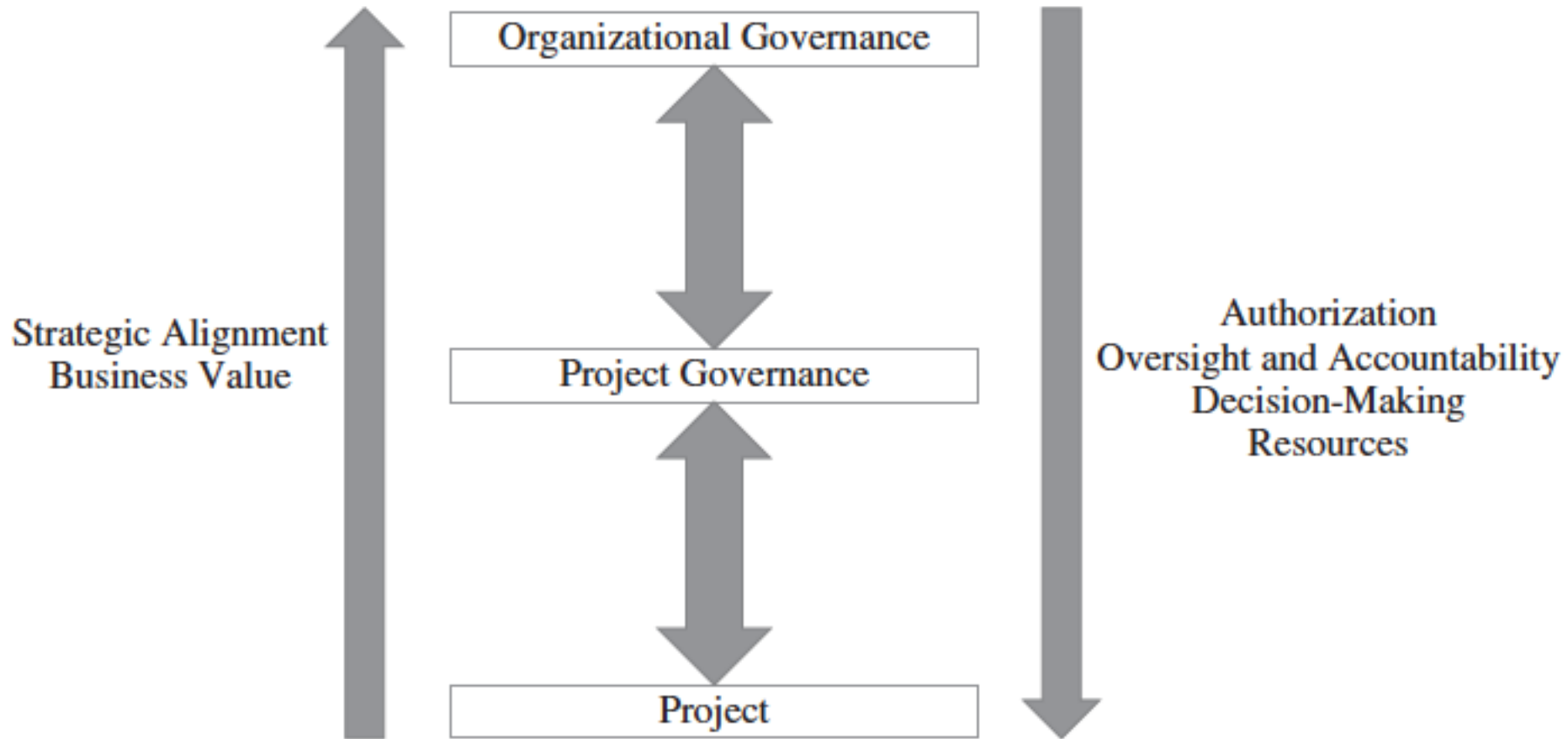
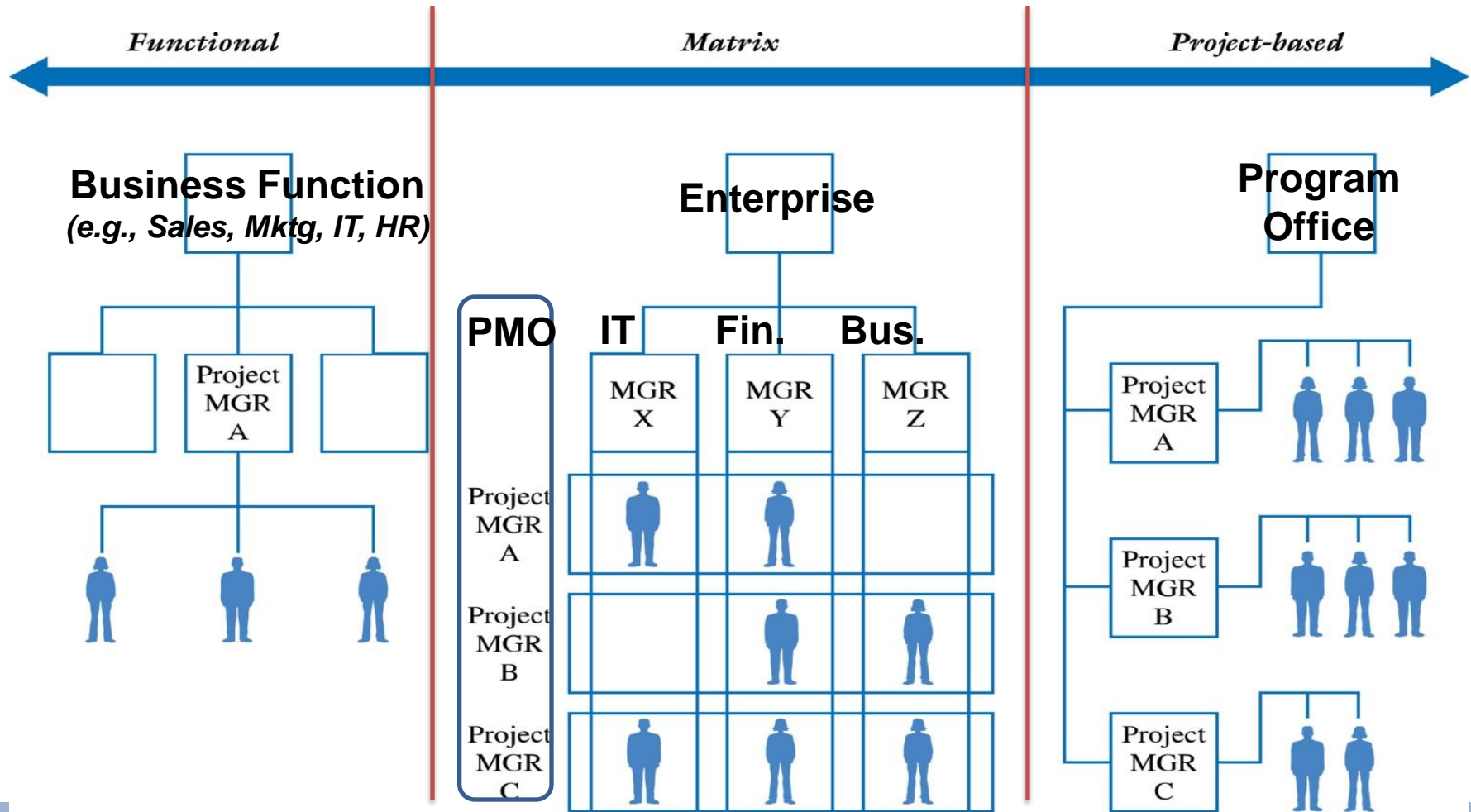


Figure 4.3 – The Organization and Project Resources



The Functional Organization

- Advantages

- ◆ Increased Flexibility
- ◆ Breadth & Depth of Knowledge & Experience
- ◆ Less Duplication

- Disadvantages

- ◆ Determining Authority & Responsibility
- ◆ Poor Response Time
- ◆ Poor Integration

The Project-Based Organization

- Advantages

- ◆ Clear Authority & Responsibility
- ◆ Improved Communication
- ◆ High Level of Integration

- Disadvantages

- ◆ Project Isolation
- ◆ Duplication of Effort
- ◆ “Projectitis”

The Matrix Organization

- Advantages

- ◆ High Level of Integration
- ◆ Improved Communication
- ◆ Increased Project Focus

- Disadvantages

- ◆ Higher potential for conflict
 - Team members may wonder “Who’s my boss?”
- ◆ Poorer Response Time

Project Management Office & Project Manager

PMO

- Rules & Governance
- Consolidated status across all projects
- PMO-Lite
- PMO-Heavy

Project Manager

- Management Responsibilities
 - ◆ Planning
 - ◆ Organizing
 - ◆ Controlling
 - ◆ Other Administrative functions
- Leadership Responsibilities
 - ◆ Communication
 - ◆ Negotiating
 - ◆ Building/sustaining relationships

Project Resources

- What resources does your project team need?
- Separate *resources for PROJECT* from *resources for PRODUCT the project creates.*

Project

- People (Bus./IT, SME, backfill)
- \$
- Project SW/HW tools
- Facility (proj. workspace)
- Time
- Etc...

Product

- Software (e.g., OS version)
- Hardware environment
- Training/education
- Maintain (backups, upgrades, repair/replace HW)
- Etc...

Procuring External Project Resources

Why do organizations engage 3rd parties?

Managed Resources

- Available on demand
- Cover short term need
- Special skills/expertise
- Backfill

Tasks or Service

- Lower Cost
- Transfer risk

Outsourcing options

Full
Insourcing

Selective
Outsourcing

Full
Outsourcing



Project resources are acquired internally. The project team is responsible for all project processes and delivery of the project.

Specific project resources are acquired internally and the project team is responsible for many of project processes. The remaining resources and project processes are outsourced externally.

Project resources and processes are the responsibility of external sources.

Outsourcing Questions?

- In what ways do 3rd party's increase risk?
- In what ways to 3rd party's decrease risk?
- How to decide to Insource or Outsource?
- How many competitive bids/proposals are needed? (why?)
- How do you compare and evaluate the proposals? (is it just \$?)
- How is negotiating with a big company (e.g., J&J, WalMart) different than negotiating with a small company?
- What are hidden costs in outsourcing?
- What is an exit strategy?

Contract

Contract – a legal binding document that defines the terms and conditions of the buyer-seller relationship.

General Categories of Procurement-Type Contracts -

- Fixed-Priced or Lump Sum
- Cost-Reimbursable
 - ◆ Cost-Plus Fee (CPF) or Cost-Plus-Percentage-of-Cost (CPPC)
 - ◆ Cost-Plus-Fixed-Fee (CPFF)
 - ◆ Cost-Plus-Incentive-Fee (CPIF)
- Time and Material (T&M)

Contract

Cost-Plus-Percentage of Cost - Example

Parts	\$100
Labor	\$40
Subtotal	\$140
Plus 20% of cost	\$28
Total	\$168

Cost-Plus-Fixed Fee - Example

Parts	\$100
Labor	\$40 (fixed)
Total	\$140

What if you've found a cheaper parts?



Cost-Plus-Fixed Fee - Example

Parts	\$80
Labor	\$40 (fixed)
Total	\$120

Cost-Plus-Incentive - Example

Parts	\$100
Labor	\$40
Subtotal	\$140
Incentive to finish early	\$30
Total	\$170

Time and Material - Example

Parts	\$20/gallon
Labor	\$40 / hour

What if the job needs 5 gallons and takes 4 hours?



Time and Material - Example

Parts	\$100 (\$20 x 5)
Labor	\$160 (\$40 x 4)
Total	\$260

The Project Charter

- Serves as an agreement and as a communication tool for all of the project stakeholders
- Documents the project's MOV
- Defines the project's infrastructure
- Summarizes the details of the project plan
- Defines the project's governance structure
- Shows explicit commitment to the project

Project Charter Outline

Project Name or Identification

Project Stakeholders

- Names
- Titles or roles
- Phone numbers
- E-mail addresses

Project Description

- Background
- Description of the challenge or opportunity
- Overview of the desired impact

Measurable Organizational Value (MOV)

- Statement or table format

Project Scope

- What will be included in the scope of this project
- What will be considered outside the scope of this project

Project Schedule Summary

- Project start date
- Project end date
- Timeline of project phases and milestones
- Project reviews and review dates

Project Budget Summary

- Total project budget
- Budget broken down by phase

Quality Issues

- Specific quality requirements

Resources Required

- People

- Technology
- Facilities
- Other
- Resources to be provided
 - Resource
 - Name of resource provider
 - Date to be provided

Assumptions and Risks

- Assumptions used to develop estimates
- Key risks, probability of occurrence, and impact
- Constraints
- Dependencies on other projects or areas within or outside the organization
- Assessment project's impact on the organization
- Outstanding issues

Project Administration

- Communications plan
- Scope management plan
- Quality management plan
- Change management plan
- Human resources plan
- Implementation and project closure plan

Acceptance and Approval

- Names, signatures, and dates for approval

References

Terminology or Glossary

Appendices (as required)

At Home Assignment 1

(Individual Assignment)

- Install MS Project 2019 Software & create a project:
 - ◆ <https://azureforeducation.microsoft.com/devtools>
 - Login with your GSU Student ID and Password
 - If have MAC, install VM first before installing MS Project (Refer to instructions in assignment folder. Stop by RCB 305 – Christian Ford or his team if have questions.)
 - ◆ MS Project Tutorial 1 (Assignment Folder on Class Page)

Submit Your Individual Project File to “At-Home Assignment 1” folder by Saturday, **May 21st**

- File Naming Convention: AT-HOME-ASSIGNMENT 1 – (Your Name)
- Save A Copy For Future Assignments

For Next Class (May 14th)

- Bring questions to next class for concepts that are still not clear.
- **Test 1: Chapters 1 through 4**
- We'll start the online class at 1:15pm via WebEx on iCollege
(You will not be able to take the test if arriving past 1:30pm)

Need to Install Respondus Lockdown Browser Before 5/14
“Assessment” – “Quizzes” – “Lockdown Browser Install Test”

Test Preparation

- True/False and Multiple Choice
 - Read the question carefully!
- Sometimes a “perfect” is not available – choose the best.
- Study the book chapters (Ch. 1-3) and lecture materials
- NOT TESTED: PRINCE2® and IT Terminologies

Test Logistics

Exam 1: Saturday, May 14th

- No Make-Up Test! (Any absence must receive excused absence approval from Office of Dean of Students Affairs)
- **Must Install Respondus Lockdown Browser prior to class!!!** (Look for “Lockdown Browser Install” on iCollege class page-assessment-quizzes)
- Test will start promptly at 1:15pm. (In order to be considerate of everyone’s time, if you arrive later than 1:30pm, you will not be able to take the test.)
- Have a simple calculator (**No smartphone allowed during exam**)
- Open Book / Open Notes – No Collaboration with Others!

Home Work

- Complete At-Home Assignment 1 (Due 5/21 class)
- Complete Team Assignment 3: Business Case (Due 5/21 class)
- Start working on your team self-select project (Due 6/10 class)
 - ◆ Proposal due by 5/21 in dropbox (Proposal Only – 1 page max.)

Team Self-Select Project

- Any publicly well-known case study involving IT Project Management
 - ◆ E.g., Delta / Northwest Merger, IBM divested PC company, Heinz and Kraft, Exxon and Mobil, AT&T and Time Warner, GE divested appliance business to Haier
- Deliverables –
 - ◆ Project Charter
 - ◆ Business Case (e.g., alternatives, costs/benefits analysis, recommendations, etc...)
 - ◆ Project Plan
 - ◆ Work Breakdown Structure, DSC, UCD
 - ◆ Risk Analysis
 - ◆ Recommendations
- Data – Publicly available data for chosen case study or research on most relevant market data
- 1-Pager Proposal Due Saturday, May 21st