PLUG IT IN 6

Project Management

1. Project Management for Information Systems Projects
2. The Project Management Process
3. The Project Management Body of Knowledge

>>>

1. Explain the relationship between the triple constraints on projects.

2. Describe the five phases of the project management process.

3. Review how each of the nine processes of the Project Management Body of Knowledge is necessary in order to ensure smooth project deployment.

- Building a Natural Gas Pipeline to Hong Kong
    1. What were the drivers of the new natural gas pipeline to Hong Kong?
    2. Describe the key factors contributing to the success of the pipeline project.
    3. Describe the triple constraints of Hong Kong's pipeline project.

PI6.1 Project Management (PM) for IS Projects

- Projects
- IS Project Management
- Triple Constraints of Project Management
  - Time
  - Cost
  - Scope

PI6.2 The Project Management (PM) Process

PM Process - Five Distinct Phases:

1. Project Initiation

2. Project Planning

3. Project Execution

4. Project Monitoring and Control

5. Project Completion
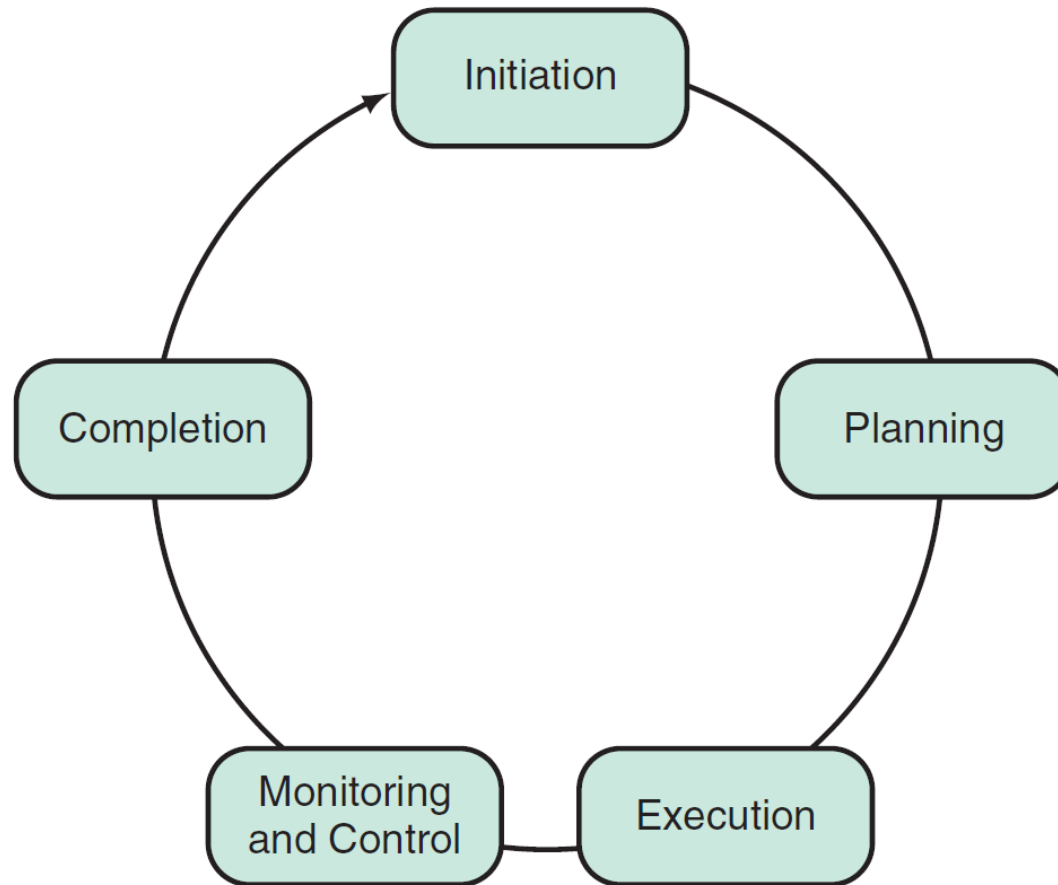
The Project Management (PM) Process

Figure PI6.1 The project management process.

Phase 1: Project Initiation

- Clearly define the problem the project will solve and the goals of the project
- Identify and secure resources necessary for the project
- Analyze the costs and benefits of the project
- Identify potential risks

Phase 2: Project Planning

- Each project objective and its associated activities must be identified and sequenced to avoid **scope creep**
- Several tools are used for sequencing activities
  - Dependence diagrams
  - Program evaluation and review (PERT)
  - Critical path Method (CPM)
  - Gantt Chart timeline diagrams

Phase 3: Project Execution

- Work defined in the Planning Phase is performed coordinating people and resources to accomplish the project's requirements.

- Users may be involved in project execution (e.g., prototype evaluation)

Phase 4: Project Monitoring and Control

Verify the project is progressing as planned

<u>Three Steps</u>:

1. *<u>Where are we</u>?* Monitor activities
2. *<u>Where should we be</u>?* Compare actual project variables with the project plan
3. *<u>How do we get back on track</u>?* Identify corrective actions if needed

Phase 5: Project Completion

- Project is formally accepted by the organization
- All activities are finalized and all contracts are fulfilled and settled
- All files are archived
- All "lessons learned" are documented

PI6.2 The Project Management (PM) Process (Continued)

- PM Failure
- Enabling PM Success

Project Management Failure

- Runaway Projects
- Four Groups of Issues Causing IT Project Failures
  - Lack of focus & unclear objectives
  - Content issues
  - Skill Issues
  - Execution Issues

Enabling Project Management Success

- Manage strategy and stakeholders
- Secure critical talent
- Build effective teams
- Excel at project management practices

PI6.3 The Project Management Body of Knowledge (PMBOK)

- Five Basic Process Groups
- Nine Knowledge Areas

PMBOK: Five Basic Project Groups

- Initiation
- Planning
- Execution
- Monitoring & Control
- Completion

PMBOK: Nine Knowledge Areas

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management

PMBOK: Nine Knowledge Areas (continued)

7. Project Communications Management

8. Project Risk Management

9. Project Procurement Management