



MONASH University

Information Technology

程序代写代做 CS 编程辅导

FIT2002



IT Project Management

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Lecture 2  
Organisational structures,  
Project and product lifecycles

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# Video 1:

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## Learning Objectives



- Describe the system of project management and how it applies to information technology (IT) projects
- Understand organisations, including the four frames, organisational structures and organisational culture

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# Projects Cannot Be Run in Isolation

- Projects must operate in a broad organisational environment
- Project managers need to use **systems thinking**:
  - taking a holistic view of carrying out projects within the context of the organisation
- Senior managers must make sure projects continue to support current business needs



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# A Systems View of Project Management

- A **systems approach** was developed in the 1950s to describe a more analytical approach to management and problem solving
- Three parts include:
  - **Systems philosophy**: an overall model for thinking about things as systems
  - **Systems analysis**: problem-solving approach
  - **Systems management**: address business, technological, and organisational issues before making changes to systems



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# Perspectives on organisations



## Structural frame

- Roles and responsibilities, coordination and control
- Organisational charts help describe this frame.

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## Human resources frame:

- Providing harmony between needs of the organisation and needs of people.

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Organisation

Frames  
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## Political frame

- Coalitions composed of varied individuals and interest groups
- Conflict and power are key issues.

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## Symbolic frame

- Symbols and meanings related to events.
- Culture, language, traditions, and image are all parts of this frame.



# Organisational Structures



- 3 basic organisational structures

- **Functional:** functional managers report to the CEO
- **Project:** program managers report to the CEO
- **Matrix:** middle ground between functional and project structures; personnel often report to two or more bosses; structure can be weak, balanced, or strong matrix

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# Functional, Project, and Matrix Organisational Structures

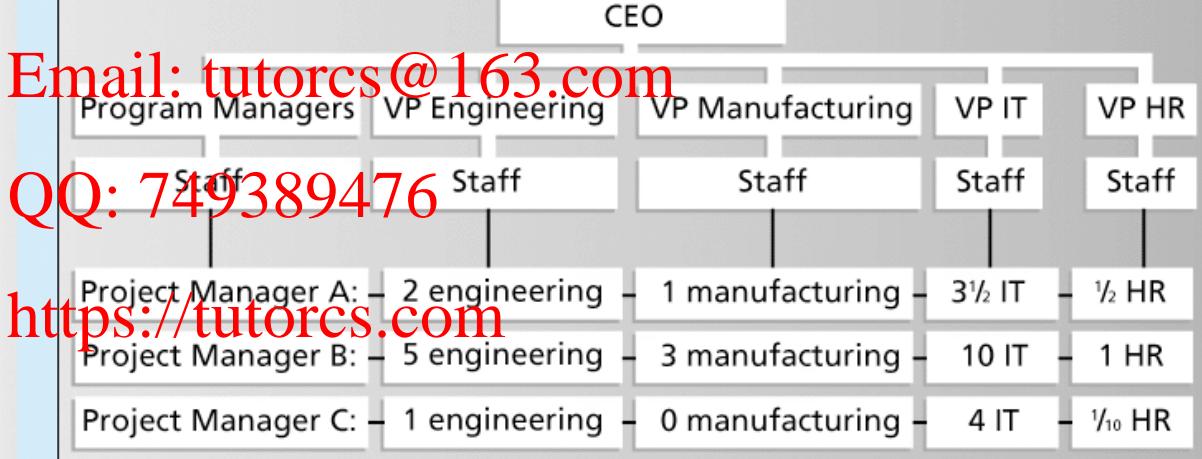
Functional

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# Organisational Structure Influences on Projects



Organizational Structure Type

Project Characteristics	Matrix	Project
	Weak Matrix	Balanced Matrix
Project manager's authority	Little or none	Limited
Percent of organization's personnel assigned full-time to project work	Virtually none	0–25% 15–60% 50–95%
Who controls the project budget	Functional manager	Functional manager Mixed
Project manager's role	Part-time	Part-time Full-time
Common title for project manager's role	Project coordinator/ team leader	Project coordinator/ team leader Project manager/ project officer
Project management administrative staff	Part-time	Part-time Full-time

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# Organisational Culture

- **Organisational culture** is a set of shared assumptions, values, and behaviours that characterize the functioning of an organisation
- Many experts believe the underlying causes of many companies' problems are not the structure or staff



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... but the **Culture !!**

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# Ten Characteristics of Organisational Culture

Project work is most successful in an organisational culture where these items are strong/high



- Member identity
- Group emphasis
- Risk tolerance\*
- Reward criteria\*
- Conflict tolerance\*
- Unit integration\*
- Open systems focus

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Project work is most successful in an organisational culture where these items are balanced

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- People focus
- Means-ends orientation
- Control



## Video 2:

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### Learning Obj



- Explain why stakeholder management and top management commitment are critical for a project's success
- Understand the concept of a project phase and the project life cycle, and distinguish between project development and product development

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# Stakeholder Management



- Project managers take time to identify, understand, and manage relationships with all project stakeholders – both the internal as well as the external stakeholders
- Using the four frames of organisations can help meet stakeholder needs and expectations  
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- Senior executives/top management are very important stakeholders  
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- Project Stakeholder Management will be covered in greater depth in Lecture 8  
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# The Importance of Top Management Commitment



- People in top management positions are key stakeholders in projects
- A very important factor in helping project managers successfully lead projects is the level of commitment and support they receive from top management
- Without top management commitment, many projects will fail.
- Some projects have a senior manager called a **champion** who acts as a key proponent for a project.

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# How Top Management Can Help Project Managers



- Providing adequate resources
- Approving unique project needs in a timely manner  
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- Getting cooperation from other parts of the organisation
- Mentoring and coaching on leadership issues  
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# Importance of IT Governance



- **IT governance** adds the authority and control for key IT activities in organizations, including IT infrastructure, IT use, and project management.
- A lack of IT governance can be dangerous, as evidenced by three well-publicized IT project failures in Australia:  
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**Sydney Water's Customer Relationship Management System**,  
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**RMIT Academic Management System**, and  
**QQ: 749389476**  
**One.Tel's billing system**  
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# 程序代写代做 CS 编程辅导 Need for Organisational Commitment to Information Technology (IT)



- If the organisation has a negative attitude toward IT, it will be difficult for an IT project to succeed
- Having a Chief Information Officer (CIO) at a high level in the organisation helps
- Assigning non-IT people to IT projects and increase involvement from end users may also encourage more commitment

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# 程序代写代做 CS编程辅导 Need for Organisational Standards



- Standards and guidelines help project managers be more effective
- Senior management can encourage
  - the use of standard forms and software for project management **WeChat: cstutorcs Assignment Project Exam Help**
  - the development and use of guidelines for writing project plans or providing status information **Email: tutorcs@163.com**
  - the creation of a project management office or center of excellence **QQ: 749389476** <https://tutorcs.com>

## Video 3:

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## Learning Obj



- Understand the concept of a project phase and the project life cycle, and distinguish between project development and product development

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# Project Phases and the Project Life Cycle



- A **project life cycle** is a collection of project phases that defines
  - what work will be performed in each phase
  - what deliverables will be produced and when
  - who is involved in each phase, and
  - how management will control and approve work produced in each phase
- A **deliverable** is a product or service produced or provided as part of a project

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# More on Project Phases



- In early phases of a project life cycle
  - resource needs are usually lowest
  - the level of uncertainty (risk) is highest
  - project stakeholders have the greatest opportunity to influence the project
- In middle phases of a project life cycle
  - the certainty of completing a project improves
  - more resources are needed
- The final phase of a project life cycle focuses on
  - ensuring that project requirements were met
  - the sponsor approves completion of the project



# The Importance of Project Phases and Management



- A project should ~~should~~ fully pass through each of the project phases in order to continue on to the next
- Management reviews, also called **phase exits** or **kill points**, should occur after ~~each phase~~ **Assignment Project Exam Help** to evaluate the project's progress, likely success, and continued compatibility with organisational goals

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# Phases of the Traditional Project Life Cycle



Project delivery

Project acquisition

Concept

Development

Implementation

Close-out

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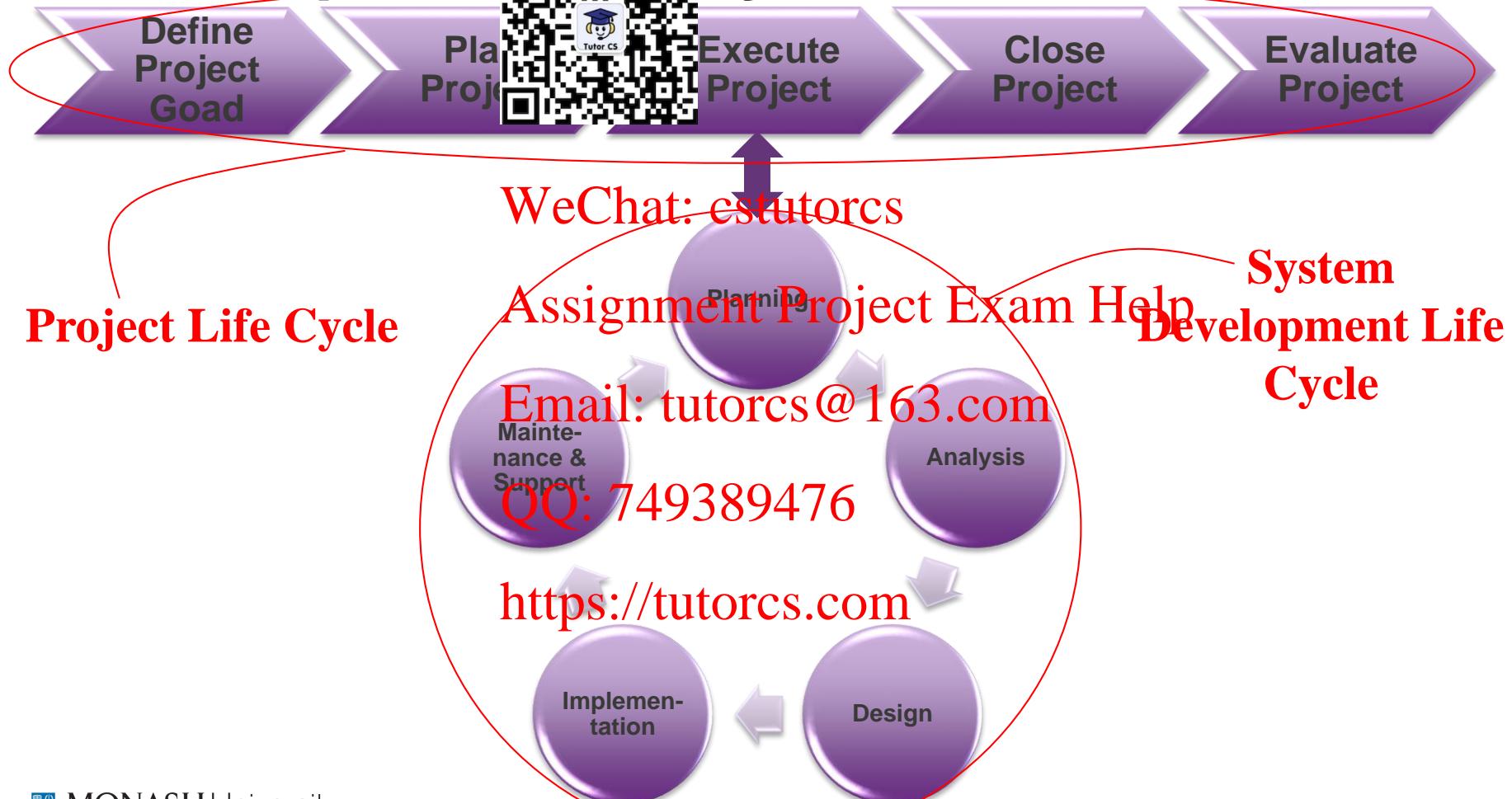
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Sample  
deliverables  
for each  
phase

Business case	Project management plan	Execution of work packages	Completed work
Preliminary cost estimate	Budgetary cost estimate	Definitive cost estimate	Lessons learned
2-level WBS	3+ level WBS	Performance reports	Customer acceptance



# Project Life Cycle (PLC) and Systems Development Cycles



# Product Life Cycles

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- Products also have life cycles
- The **Systems Development Life Cycle (SDLC)** is a framework for describing the phases involved in developing and maintaining information systems
- Systems development projects can follow
  - **Predictive life cycle**: the scope of the project can be clearly articulated and the schedule and cost can be predicted  
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  - **Adaptive Software Development (ASD) life cycle**: requirements cannot be clearly expressed, projects are mission driven and component based, using time-based cycles to meet target dates



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# Predictive Life Cycle Models



- **Waterfall model:** shows defined, linear stages of systems development and delivery.
- **Spiral model:** shows that software is developed using an iterative or spiral approach rather than a linear approach
- **Incremental build model:** provides for progressive development of operational software
- **Prototyping model:** used for developing prototypes to clarify user requirements
- **Rapid Application Development (RAD) model:** used to produce systems quickly without sacrificing quality

# Waterfall and Spiral Life Cycle Models



Waterfall

Analysis

Design

Construction

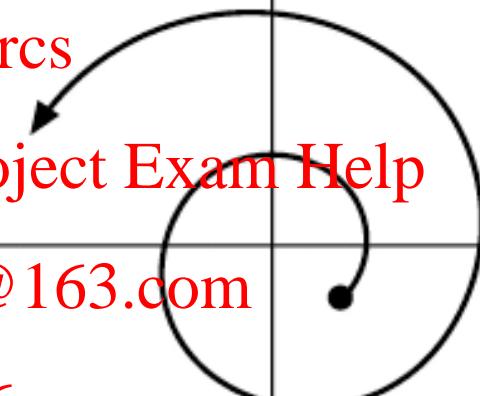
Testing

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Spiral model

Implementation

Design



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# Agile Software Development



- Examples of ASD:
  - extreme programming, feature driven development, dynamic systems development model, scrum, etc
- Agile software development has become popular to describe new approaches that focus on close collaboration between programming teams and business experts
- We will talk a bit more on agile methodology in the next video and also in Lecture 11.

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## Video 4:

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### Learning Objectives



- Discuss the unique challenges and diverse nature of IT projects
- Describe recent trends affecting IT project management, including globalization, outsourcing, virtual teams, and agile project management

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# The Context of IT Projects



- IT projects can be very diverse in terms of size, complexity, products produced, location area, and resource requirements
- IT project team members often have diverse backgrounds and skill sets
- IT projects use diverse technologies that change rapidly. Even within one technology area, people must be highly specialized

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# Recent Trends Affecting IT Project Management



- Globalization
- Outsourcing:
  - **Outsourcing** is when an organisation acquires goods and/or sources from an outside source.
  - **Offshoring** is sometimes used to describe outsourcing from another country
- Virtual teams: A **virtual team** is a group of individuals who work across time and space using communication technologies
- Agile project management

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# Important Issues and Suggestions Related to Globalization

## ■ Issues

- Communication
- Trust
- Common work practices
- Tools



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## ■ Suggestions

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- Employ greater project discipline
- Think global but act local
- Consider collaboration over standardisation
- Keep project momentum going
- Use newer tools and technology

# Outsourcing

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- Organisations remain competitive by using outsourcing to their advantage, such as always to reduce costs
- Their next challenge is to make strategic IT investments with outsourcing by improving their enterprise architecture to ensure that IT infrastructure and business processes are integrated and standardised
- Project managers should become more familiar with negotiating contracts and other outsourcing issues

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# Virtual Teams Advantages



- Increasing competition and responsiveness by having a team of workers available 24/7
- Lowering costs because many virtual workers do not require office space or support beyond their home offices.
- Providing more expertise and flexibility by having team members from across the globe working any time of day or night
- Increasing the work-life balance for team members by eliminating fixed office hours and the need to travel to work.

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# Virtual Team Disadvantages

- Isolating team members
- Increasing the potential for communications problems
- Reducing the ability for team members to network and transfer information informally
- Increasing the dependence on technology to accomplish work
- Some of the factors that help virtual teams succeed:
  - team processes,
  - trust/relationships,
  - leadership style, and
  - team member selection



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# Agile Project Management



- Agile means being able to move quickly but does project management allow this?
- Early software development projects often used a waterfall approach. However, this is becoming a challenge.
- Agile uses a method based on iterative and incremental development, in which requirements and solutions evolve through collaboration.  
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- But, what about the triple constraint?  
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## Agile Makes Sense for Some Projects..., But Not All



- Many seasoned project management warn people not to fall for the hype associated with Agile.
- For example, J. Leroy Ward, Executive Vice President at ESI International, said that
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\*J. Leroy Ward, “The Top Ten Project Management Trends for 2011,” [projecttimes.com](http://projecttimes.com) (January 24, 2011).

## Video 5: Learning Obj

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- Discuss what is the best practice for Agile Software Development
- Understanding Agile project management

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# Manifesto for Agile Software Development

- In February 2001, a group of 17 people that called itself the Agile Alliance developed and agreed on the Manifesto for Agile Software Development as follows:  
  
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  - Individuals and interactions over processes and tools  
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  - Working software over comprehensive documentation  
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  - Customer collaboration over contract negotiation  
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  - Responding to change over following a plan”\*
- “We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

\*Agile Manifesto, [www.agilemanifesto.org](http://www.agilemanifesto.org).

# 程序代写代做 CS 编程辅导

# Agile Project Management



- What exactly is Agile Project Management?
- Process by which projects can be managed and implemented in **small deliverables**.
- Deliver value to the business in frequent small deliveries of product called **features**
- Recommended when **business needs are frequently changing** or when the business wants to receive **product benefits earlier**
- Items are created in small logical chunks of work called **iterations or sprints**.

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# Characteristics of Agile Projects

- Sprints are normally weeks long
- Communication is Face-to-face is encouraged
- Teams should be co-located (or at least virtually)
- 100% Sponsor commitment
- Changes to requirements are anticipated and accommodated
- As with traditional approach:
  - Having a vision for the end goal
  - Clear understanding of the requirements
  - Follow a universally accepted project lifecycle
  - A dedicated team...and communication..communication..



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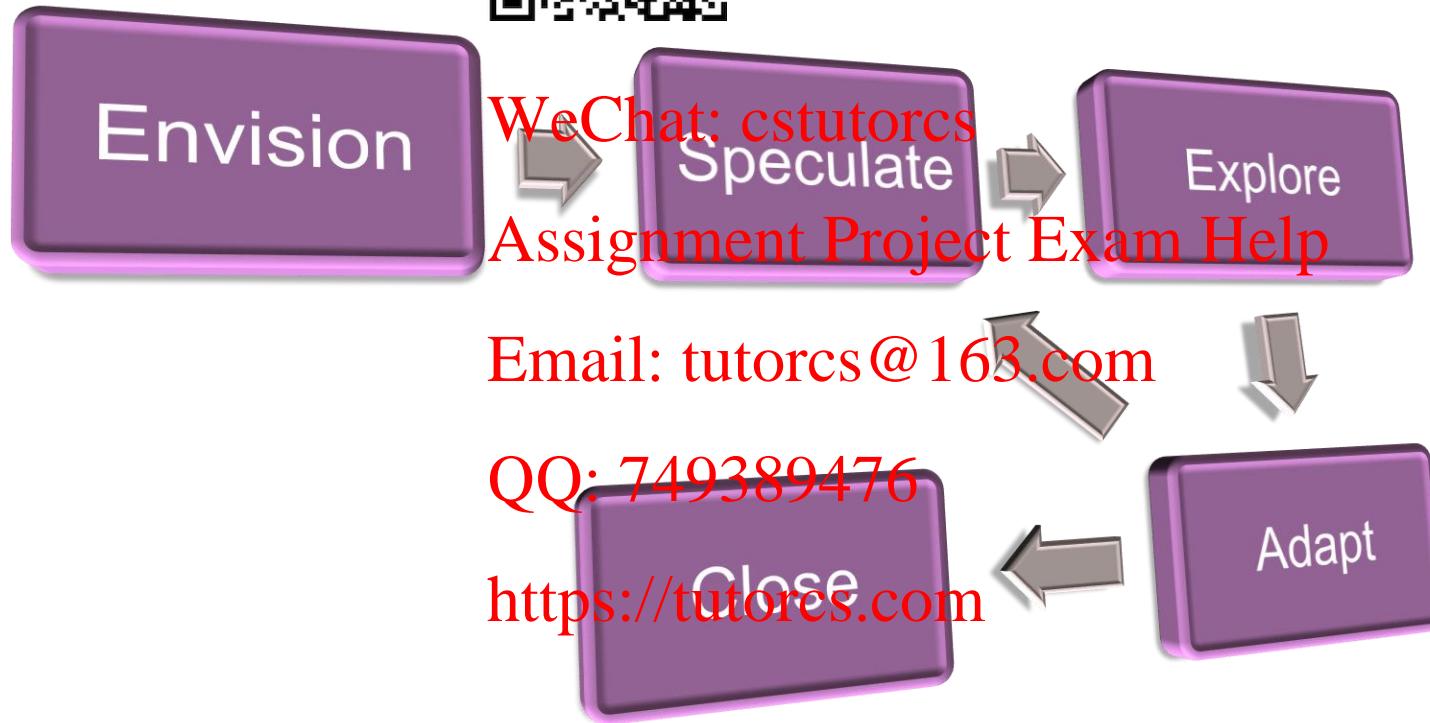
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# The Agile Lifecycle



# Scrum

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- What is Scrum?
- The leading agile development method for completing projects with a complex, innovative scope of work.
- The term was coined in 1986 in a Harvard Business Review study
- Scrum was initially applied to software development projects, but today other types of projects use this technique
- Watch the Axosoft video "749389476 10 Minutes," by Hamid Shojaee, an experienced software developer

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# Scrum Framework

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- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- etc.

Product backlog



Daily Scrum  
24 hours

Repeat steps 1–4  
until complete

- 1.
- 2.

Sprint backlog

Sprint  
2–4 weeks

Potentially  
shippable  
product  
increment

Sprint  
review

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1. Product owner creates prioritized wish list or backlog

2. Project team creates sprint backlog

3. Teams have daily Scrum meetings during each 2–4 week sprint

4. Sprint results in a useful product



# Kanban

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- Technique that can be used in conjunction with scrum
- Developed in Japan by Toyota Motor Corporation
- Uses visual cues to guide workflow
- Kanban cards show new work, work in progress, and work completed

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