



University of
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COMP3219 Week 6.2 Project Planning

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Text book

- Pinto, J (2019) Project Management: Achieving Competitive Advantage. 5th ed. Harlow: Pearson ---- Chapter 2, p66; Chapter 5; Chapter 7

Project Stakeholders

- Internal
 - Top management
 - Accounting
 - Other functional managers
 - Project team members
- External
 - Clients
 - Competitors
 - Suppliers
 - Environmental, political, consumer and other intervenor groups

Stakeholder Management

- Identify who they are
- Analyse their level of power and interests
- Plan communication based on the analysis outcome
- Engage with the stakeholders
- When the stakeholders are disengaged, it will be difficult to gain the trust and engage with them again.

Project Scope

- Project scope is everything about the project – work content as well as expected outcomes
- Project scope consists of naming all activities to be performed, the resources consumed, and the end products that result, including quality standards.
- Project scope includes a project's goals, constraints and limitations.

Scope Management – The Statement of Work (SOW)

- The statement of work (SOW) is a detailed narrative description of the work required for a project.
- Some elements in an effective SOW include:
 - Introduction and background
 - Technical description of the project
 - Time line and milestones

The elements in a comprehensive SOW can be found in Table 5.2 on Page 185 of Pinto (2019).

Scope Management – The Scope Statement

- Key steps in the scope statement process include:
 - Establishing the project goal criteria
 - Developing the management plan for the project
 - Establishing a Work Breakdown Structure (WBS)
 - Creating a scope baseline.
- A generic hierarchy for the WBS:
 - Level 1 (highest) – Project – The overall project under development
 - Level 2 – Deliverable – The major project components
 - Level 3 - Sub deliverable – Supporting deliverables
 - Level 4 (lowest) – Work package – Individual project activities

Scope Management – The Responsibility Assignment Matrix (RAM)

- Various RAM formats exist to document team member roles and responsibilities, the most common form is the RACI matrix: Responsible; Accountable; Consulted; Informed.

	Student	Supervisor	Client	Second Examiner
Project proposal	R, A	C	C	I
Project plan	R, A	C	C	I
Meeting client	R, A	I	R, A	
Meeting supervisor	R, A	R, A		

Project Risk

- An uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. ---- in modern sense
- An estimate of the probability of loss from a large population of unwanted circumstances. --- in the past
- Event Risk = (Probability of Event)(Consequences of Event)

Risk Management

- Risk management is to deal with “what if...” scenarios
- A four-stage process:
 - Risk identification
 - Analysis of probability and consequences
 - Risk mitigation strategies
 - Control and documentation

Risk Management – Risk Identification

- Financial risk
- Technical risk
- Commercial risk
- Execution risk
- Contractual or legal risk

Risk Management – Risk Identification

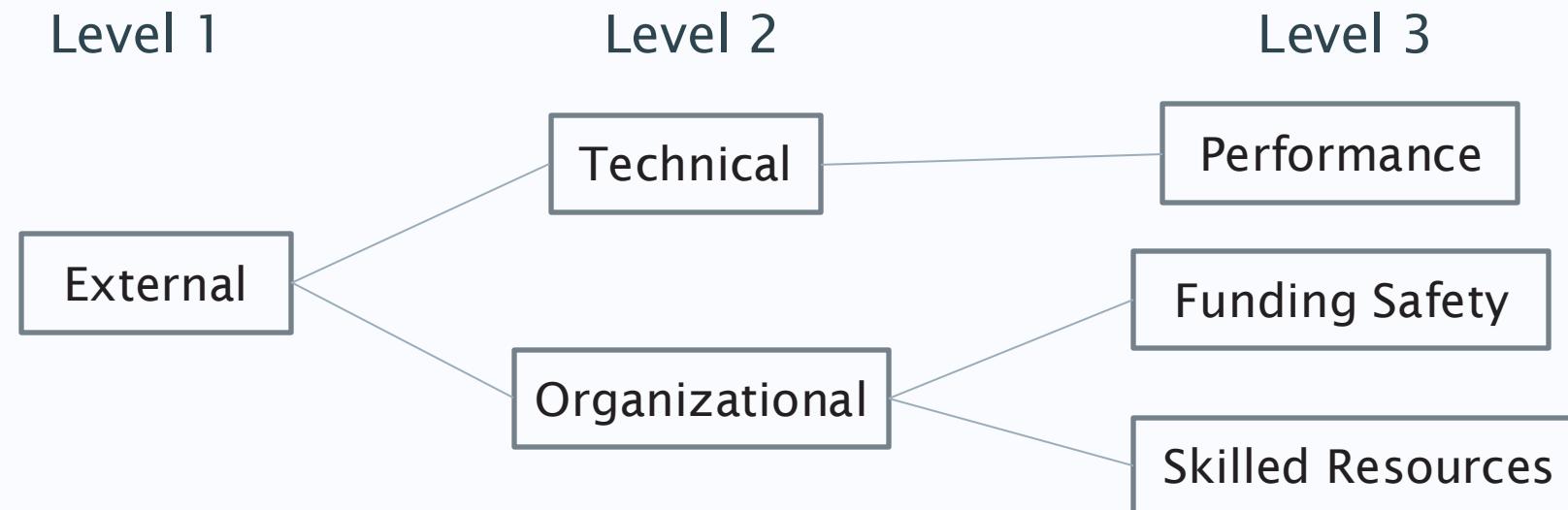
- Common forms of risk in projects:
 - Absenteeism
 - Resignation
 - Staff being pulled away by management
 - Additional staff/skills not available
 - Training not as effective as desired
 - Initial Specifications poor or incomplete
 - Work or change orders multiplying due to various problems
 - Enhancements taking longer than expected

Risk Management – Risk Identification

- Risk identification methods (qualitative and quantitative)
 - Brainstorming meetings
 - Expert opinion
 - History
 - Multiple (or team-based) assessments

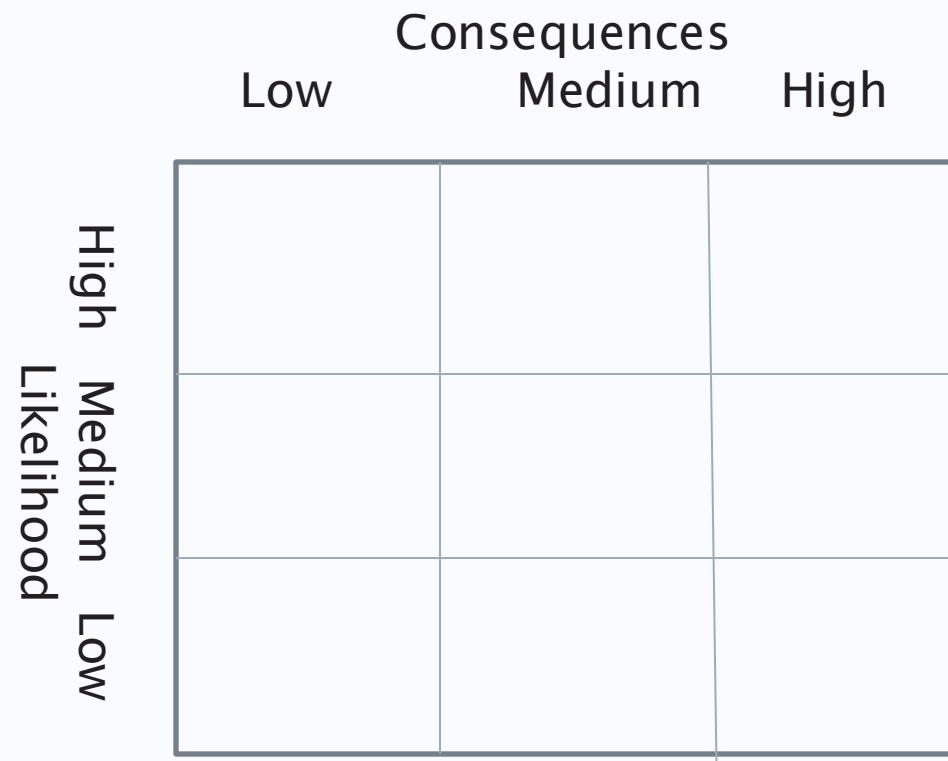
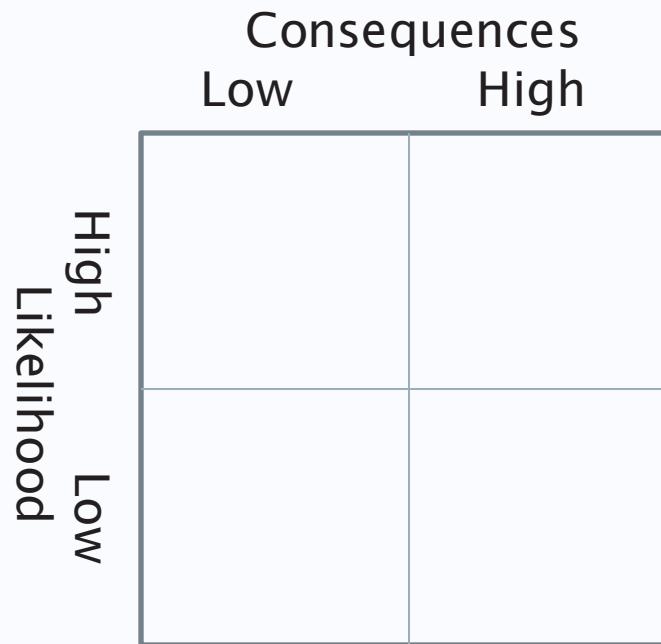
Risk Management – Risk Breakdown Structure (RBS)

- RBS is a useful tool in identifying and categorizing project risks, which is a source-oriented grouping of project risks that organises and defines that total risk exposure of the project.
- Similar as the Work Breakdown Structure (WBS), RBS creates a hierarchical representation of the project risks.



Risk Management – Analysis of Probability and Consequences

- Risk Impact Matrix



Risk Management – Risk Mitigation Strategies

- Accept risk
- Minimize risk
- Share risk
- Transfer risk
- Use of contingency reserves
 - Task contingency
 - Management contingency
 - Insurance
 - Workarounds

Risk Management – Control and Documentation

- Change/risk control
 - User driven --- hold end user accountable
 - Specification change --- off set by supplier
- Change/risk documentation
 - Yes do it
 - Defer --- need more information
 - No cannot do it