Workshop 3 – PM Process Group

Chapter Objectives:

- Describe the five project management process groups, the typical level of activity for each, and the interactions among them
- Understand how the project management process groups relate to the project management knowledge areas
- Discuss how organizations develop information technology project management methodologies to meet their needs
- Review a case study of an organization applying the project management process groups to manage an information technology project
- Understand the contribution that effective project initiation, project planning, project execution, project control, and project closing make to project success

Tutorial Activities

You are to prepare answers to the following questions. You can discuss with your peers, research on the Internet, or use the textbook.

1. SCRUM:
    a. Watch the video "Introduction to SCRUM" in the course website and make some notes if necessary.

- Scrum is a management framework that teams use to organize themselves and work towards a common goal. It describes a set of meetings, tools, and roles for effective project delivery. Like a sports team practicing for a big game, Scrum methods allow teams to self-manage, learn from experience, and adapt to change. Software teams use Scrum to solve complex problems efficiently and sustainably.

- The three core values of the Scrum model

    1. Transparency

Open and transparent communication is essential for successful implementation of Scrum, allowing everyone to come up with solutions to improve work efficiency.

2. Inspection

Testing should be done regularly to ensure quality and avoid a large difference between the actual and desired product. It should be done by qualified individuals at critical points in the work to support Scrum development.

3. Adaptation

Scrum is a flexible model that responds to changes in a positive way, resulting in a successful product return.

b. List the advantages and disadvantages of having fixed sprints

Advantages	Disadvantages
- Provide stability and predictability of the scrum framework. - Sprint planning becomes easier - Tracking velocity is easier - On the time course corrections - Maximizes responsiveness to customer	- A longer duration may lead to end goals changing - Complexity and risks may arise there by leading to more costs and unpredictability - Greater chances of sprint getting canceled - More uncertainty as risks and team problems may het addressed slowly

c. How do the team roles in Scrum differ from those you may find in 'traditional' project teams? What are the advantages and disadvantages of Scrum's approach to team roles?

- "Traditional" project management focuses on creating a fixed scope, cost and schedule for a project whereas Scrum encourages iterative decision making based on real-time data. In addition, classic project management calls for project managers to look at the development as a whole whereas Scrum has no problem dividing it up into segments.
- Advantages and disadvantages

Advantages	Disadvantages
- The sprint process allows for "good enough" development that results in a saleable product even while the project is in full swing - Allows teams to change the scope or direction of the project at any point - Although the deadline and budget are fixed variables, the project requirements are not - Works well for fast-moving development projects - The team get clear visibility through scrum meetings - Scrum can be help teams complete project deliverables quickly and efficiently - Scrum, being agile, adopts feedback from customers and stakeholders	- It can be difficult for the Scrum master to plan, structure and organize a project that lacks a clear definition - Scrum limitations also include that the daily Scrum meetings and frequent reviews require substantial resources - Quality is hard to implement until the team goes through an aggressive testing process - The framework can be successful only with experienced team members - Adopting the Scrum framework in large teams is challenging

2. Why do organizations need to tailor project management concepts, such as those found in the PMBOK guide, to create their own?

☐ Because each project is unique; not every process, tool, technique, input, or output identified in the PMBoK® Guide is required on every project.

Tailoring should address the competing constraints of scope, schedule, cost, resources, quality, and risk. In addition, consideration of whether the customer of the project is internal or external to the organization may affect project management tailoring decisions. Sound project management methodologies take into account the unique nature of projects and allow tailoring, to some extent, by the project manager. However, the tailoring that is included in the methodology may still require additional tailoring for a given project. And that brings us to the end of Tailoring.

3. Let's play Crossword Puzzle in the Tutorial.