**Handout**

**Project Management Methods - „Mars Expedition“**

Fachhochschule Kufstein 26.01.2018

SPS bbM WS17/18

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**What is a Team?**

**Definition:** A group of people with a full set of complementary skills required to complete a task, job, or project. Team members operate with:

* A high degree of interdependence
* Share authority and responsibility for self-management
* Are accountable for the collective performance
* Work toward a common goal and shared rewards(s)[[1]](#footnote-1)

**Characteristic points of a team:**

* The purpose, mission or main objective is known and understood by all team members
* Communication in the team is open, direct and honest
* Sufficient leadership is available in the team
* Agreed organizational structure to the team
* Being available to help teammates
* Volunteering information to teammates who need it
* Coming to meetings prepared
* Keeping teammates advised of changes, developments and additional information

**Why use Teams?**

* Information flow is more effective
* Meetings are more productive and goal-oriented
* Better decisions are made
* Team members learn from each other
* Management work is shared
* Team problems are identified sooner and more clearly[[2]](#footnote-2)

**Basic Phases of Project Management**

1. **Project conception and initiation**

An idea for a project will be carefully examined to determine whether it benefits the organization. During this phase, a decision-making team will identify if the project can realistically be completed.

1. **Project definition and planning**

A project plan, project charter and/or project scope may be put in writing, outlining the work to be performed. During this phase, a team should prioritize the project, calculate a budget and schedule, and determine what resources are needed.

1. **Project execution**

Resources' tasks are distributed, and teams are informed of responsibilities. This is a good time to bring up important project related information.

1. **Project performance**

Project managers will compare project status and progress to the actual plan, as resources perform the scheduled work. During this phase, project managers may need to adjust schedules or do what is necessary to keep the project on track.

1. **Project close**

After project tasks are completed and the client has approved the outcome, an evaluation is necessary to highlight project success and/or learn from project history. Projects and project management processes vary from industry to industry; however, these are more traditional elements of a project. The overarching goal is typically to offer a product, change a process or to solve a problem to benefit the organization.[[3]](#footnote-3)

**Milestones**

**Definition:** Scheduled event that indicates the completion of a major deliverable event of a project. Milestones are measurable and observable and serve as progress markers.[[4]](#footnote-4)

A milestone is a specific point in time within a project lifecycle used to measure the progress of a project toward its goal. In project management, milestones are used as signal posts for:

* Project’s start or end date
* Need for external review or input
* Need for budget checks
* Submission of a major deliverable, and much more

Milestones have a fixed date but no duration.[[5]](#footnote-5)

**Usage**

* Benefit your project plans in several ways
* Set up deadline for different work packages
* Spot important dates[[6]](#footnote-6)

Traditional project management method in our example

Initiation:

* Create and discuss specification list
* Evaluate risk analysis
* Define goals (get over the 60cm obstacle)

Planning:

* Setup the milestone plan
* Determine resources
* Define work packages

Execution:

* Work off the planned work packages
* Document the progress (tickets in our github project)

Monitoring & Control:

* Control scope, progress, costs
* Readjust the project planning

Goal of traditional project management methods in our example

We want to get the best ratio between the three heavily depending constraints: time, cost and scope. At the same time, we must hold quite the quality, with the aim to produce a reliable product. But we are aware that we will build a prototype in this project. Also, the time (1.5 days for producing) and budget (40€) are very low, but we want to achieve the scope, which also will decrease the quality.

With the traditional project management method, we want to get the overview over the project to minimize the risks because of the hard conditions for this project and optimize the organisational work, so that we can be most efficient during the agile development.

Agile development in our example

Most of our development will be software development and computer aided design.

Because of that, agile development methods like scrum fit perfect for that phase of the project.

We easily can adopt issues which came up during the development and which were hard to see at the beginning.

Conclusion

Traditional project management method 🡪 overall planning

Agile project management method 🡪 development

1. Quelle: http://www.businessdictionary.com/definition/team.html [↑](#footnote-ref-1)
2. Quelle: http://courses.washington.edu/ie337/team.pdf; Seite: 1-5 [↑](#footnote-ref-2)
3. Quelle: https://www.projectinsight.net/project-management-basics/basic-project-management-phases [↑](#footnote-ref-3)
4. Quelle: http://www.businessdictionary.com/definition/milestone.html [↑](#footnote-ref-4)
5. Quelle: https://www.wrike.com/project-management-guide/faq/what-is-a-milestone-in-project-management/ [↑](#footnote-ref-5)
6. Quelle: https://www.teamgantt.com/blog/the-how-and-why-of-using-milestones-in-your-project-plan/ [↑](#footnote-ref-6)