




# INT6940 Experiential Network Project

Module 1 (Week 1 – 2)  
Project Management Framework



# Course Learning Outcome Overview

## CLO 1

- Transform ideas to results using the appropriate cross-functional technical design and development solutions

## CLO 2

- Develop a “Strategic Consulting Mindset” to resolve business problems innovatively with design thinking









## CLO 3

- Integrate multidisciplinary teams, prioritize work, and deliver results using the appropriate Project Management Frameworks

## CLO 4

- Demonstrate successful delivery of continuous value by incorporating lean value management

# Course Learning Outcome Overview

Week	Focus	CLO1	CLO2	CLO3	CLO4
1 - 2	Project Management Framework				
3 - 4	Consulting Mindset & Research Methods				
5 - 6	Adaptive approach & Business Analytics				
7 - 8	User Center Design Business presentation				
9 - 10	Special Topic				
11 - 12	Operation Excellence Value Delivery				

Note: Lecture content may be adjusted based on actual learning needs of the experiential network project.

Share your project  
management or  
product  
management  
experiences and  
stories



# Portfolio, Program, & Projects

## Portfolio

Identifies, selects, prioritizes, optimizes, and balances programs and projects to meet strategic enterprise value.

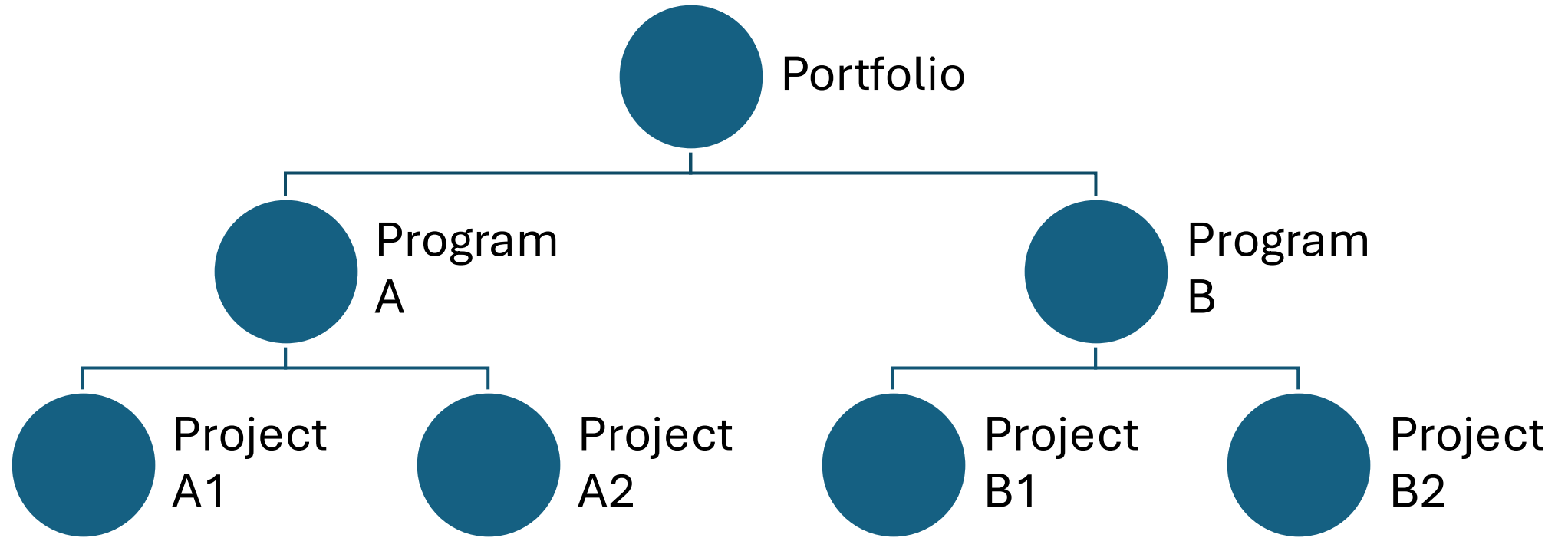
## Program

Coordinates management of related projects to achieve specific strategic business value.

## Project

Manages efforts to develop specific scope to support program or portfolio with a defined capability.

# Portfolio, Program, & Projects





# Project definitions

## Project Management Institute

- It's a temporary group activity designed to produce a unique product, service or result.

## Agile

- It is seen as a series of relatively small tasks conceived and executed by self-empowered team and modified as the situation demands in an adaptive manner rather than as a completely pre-planned process.

# Project Framework vs Methodology

Framework

General  
Principles  
Less detailed

Example: Agile approach

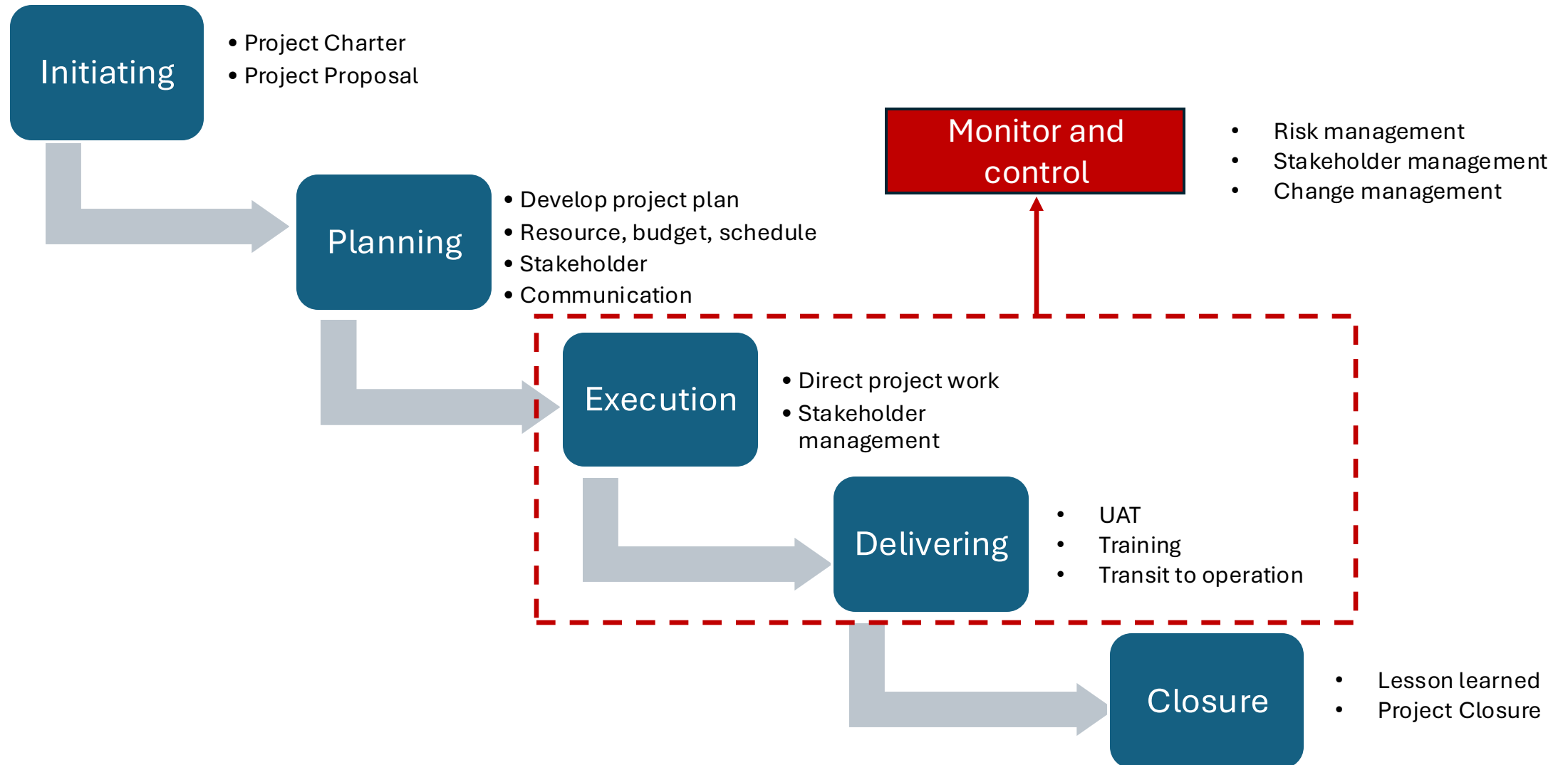
Methodology

Prescriptive  
Guidelines  
Structured

Example: Waterfall,  
Scrum, Kanban



# Waterfall



# Agile - Scrum



## Scrum Team

Scrum master

Scrum product owner

Developers (The team)



## Key artifacts:

Product backlog

SPRINT backlog



## Key events:

The SPRINT

SPRINT planning

Daily Scrum

Scrum review

Scrum retro

Additional reading: [Scrum guide](#)

# Which methodology to pick?

Waterfall – Predictive	Agile – adaptive and iterative
<ul style="list-style-type: none"><li>• Known scope with fixed budget and timeline</li><li>• Sequential events</li><li>• Repetitive</li></ul>	<ul style="list-style-type: none"><li>• Complex scope</li><li>• A lot of unknown</li><li>• Heavy UX driven design</li></ul>
Examples: <ul style="list-style-type: none"><li>• Move local solution to cloud based</li><li>• Data migration</li><li>• System upgrade</li></ul>	Examples: <ul style="list-style-type: none"><li>• Mobile app development</li><li>• Digital magazine</li><li>• Customer facing system</li></ul>

# Why project fails?

## Top 3 Reasons for project failure

- 37% of projects lack defined objectives
- 19% of projects had poor communications
- 18% of projects lack senior management communication

## Top 3 Impacts for project failure

- 31% of projects fail defined objectives
- 43% of projects over budget
- 48% of projects were not on time



# Project Manager Competencies

## Hard skills

- Technical knowledge
- In-depth understanding of project management methodologies and framework

## Soft skills

- Leadership
- Communication skill
- People skill
- Eyes for details
- Story telling skills



# Reading recommendation

Bent Flyvbjerg and Dan Gardner. (2023) How BIG Things Get Done.

- **Understand your odds.** If you don't know them, you won't win.
- **Plan slow, act fast.** Getting to the action quick feels right. But it's wrong.
- **Think right to left.** Start with your goal, then identify the steps to get there.
- **Find your Lego.** Big is best built from small.
- **Be a team maker.** You won't succeed without an "us."
- **Master the unknown unknowns.** Most think they can't, so they fail. Flyvbjerg shows how you can.
- **Know that your biggest risk is you.**