

LOOK THIS NEW AGILE THING:
TO DEAL WITH
UNPREDICTABLE EVENTS AND
THINGS WE CANNOT CONTROL
IN OUR PROJECTS



Dilbert characters Scott Adams Inc.

WE CAN PRIORITIZE, REDUCE
THE SCOPE, CHANGE
REQUIREMENTS AT ANY TIME
AND INCREASE THE CHANCES
OF SUCCESS OF THE PROJECT



Punch your own at <http://dilbert.com>

LOOK, THIS IS YOUR NEW
PROJECT, WITH FIXED
DEADLINE, FIXED SCOPE AND
FIXED QUALITY: YOU CAN BE
“AGILE” INSIDE THIS
TRIANGLE !!!



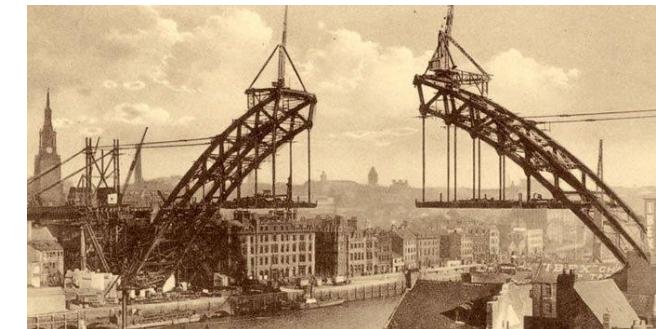
Recap: Week 1

S	Specific What will be accomplished? What actions will you take?
M	Measurable What data will measure the goal? (How much? How well?)
A	Achievable Is the goal doable? Do you have the skills and resources?
R	Relevant Why is it important? Does the goal align with broader goals?
T	Time-bound What is the time frame for accomplishing the goal?

- A project is a temporary endeavour undertaken to create a unique product service or result.
- Projects (e.g. 3YP) full of **uncertainty**
- Manage **time, scope, cost**



- Set clear **goals**
 - What defines **success?** →
 - Be **SMART**





This session is being recorded.



CS352 Project Management for Computer Scientists

2. Project Initiation



interact at:

warwick.ac.uk/pm4cs/2

Dr. Ian Saunders

Overview



SMART Quiz



Group Work and
Peer Assessment



The Balancing Act
(Iron Triangle)



PMBOK Guide



Project Initiation
(Mandate, Charter)



Stakeholders



What does A stand for in S.M.A.R.T.?

1. Assignable
2. Actionable
3. Achievable
4. Appropriate



What does R stand for in S.M.A.R.T.?

1. Reporting
2. Realistic
3. Relevant
4. Responsible



Why is this not a SMART objective?

"Alice will get a summer placement"

Vote for up to 3 choices

1. Not Specific
2. Not Measurable
3. Not Achievable
4. Not Relevant
5. Not Time-bound



Why is this not a SMART objective?

“Bob will do research into potential sorting algorithms in week 2”

Vote for up to 2 choices

1. Not Specific
2. Not Measurable
3. Not Acheivable
4. Not Relevant
5. Not Time-bound



Why is this not a SMART objective?

“Charlie will review the literature on compiler optimisation in Term 1 to ensure complete knowledge of the subject”

Vote for up to 3 choices

1. Not Specific
2. Not Measurable
3. Not Acheivable
4. Not Relevant
5. Not Time-bound



Leaderboard



Position	Participants	Score
1	John Doe, Jane Smith, Michael Johnson	120
2	Sarah Williams, David Lee, Emily Green	115
3	Robert Brown, Linda Taylor, Charles White	110
4	Sarah Williams, David Lee, Emily Green	105
5	Robert Brown, Linda Taylor, Charles White	100
6	John Doe, Jane Smith, Michael Johnson	95
7	Sarah Williams, David Lee, Emily Green	90
8	Robert Brown, Linda Taylor, Charles White	85
9	John Doe, Jane Smith, Michael Johnson	80
10	Sarah Williams, David Lee, Emily Green	75
11	Robert Brown, Linda Taylor, Charles White	70
12	John Doe, Jane Smith, Michael Johnson	65
13	Sarah Williams, David Lee, Emily Green	60
14	Robert Brown, Linda Taylor, Charles White	55
15	John Doe, Jane Smith, Michael Johnson	50
16	Sarah Williams, David Lee, Emily Green	45
17	Robert Brown, Linda Taylor, Charles White	40
18	John Doe, Jane Smith, Michael Johnson	35
19	Sarah Williams, David Lee, Emily Green	30
20	Robert Brown, Linda Taylor, Charles White	25
21	John Doe, Jane Smith, Michael Johnson	20
22	Sarah Williams, David Lee, Emily Green	15
23	Robert Brown, Linda Taylor, Charles White	10
24	John Doe, Jane Smith, Michael Johnson	5
25	Sarah Williams, David Lee, Emily Green	0

Overview



SMART Quiz



Group Work and
Peer Assessment



The Balancing Act
(Iron Triangle)



PMBOK Guide



Project Initiation
(Mandate, Charter)



Stakeholders

Week	Lectures		Seminars			Individual Report		
	Topic	Guest	Case Study	Exercises	Submission	Chapter	Submission	Marking
1	Specification			Specification				
2	Initiation		Selection		Pitch			
3	Scope / Time			Scope/Time				
4	PRINCE2	PRINCE2	Initiation			Ch.1 Initiation		
5	Budgeting			Budgeting				Self-assess
6	Lean/Agile 1	Waterfall / Agile	Planning					
7	Lean/Agile 2	Lean		Scrum/Kanban			Ch.1-2	
8	Risk	Risk / Finance	Monitoring			Ch.3 Execution		Review Ch.1-2
9	Teamwork	Large Projects	Prepare Presentation	Risk				
10	Revision				Presentation			
11						Ch.4 Monitoring	Ch.1-4	
Term 2								Review Ch. 1-4



Any seminar issues?

Vote for up to 2 choices

1. No issues
2. Not enrolled yet
3. Not assigned to a seminar yet
4. Timetable clash



Peer Assessment

- **Peer Evaluation:**
 - Seminars are **compulsory** – your team mates need you!
 - For fairness, you will **evaluate** your team mates (and they will evaluate you) on your teamwork skills.
- **Peer Assessment:**
 - To develop your critical skills, you will **assess** the work produced by other teams.
- **Is it for credit?**
 - You will get the chance to practice peer marking during the module. Practice is also **compulsory**, and carries **penalties**.
 - The final **peer evaluation** and **peer assessment** grades will count towards your final mark

warwick.ac.uk/pmcs/assignments/peer_assessment



Peer-Based Assessment

What is it?

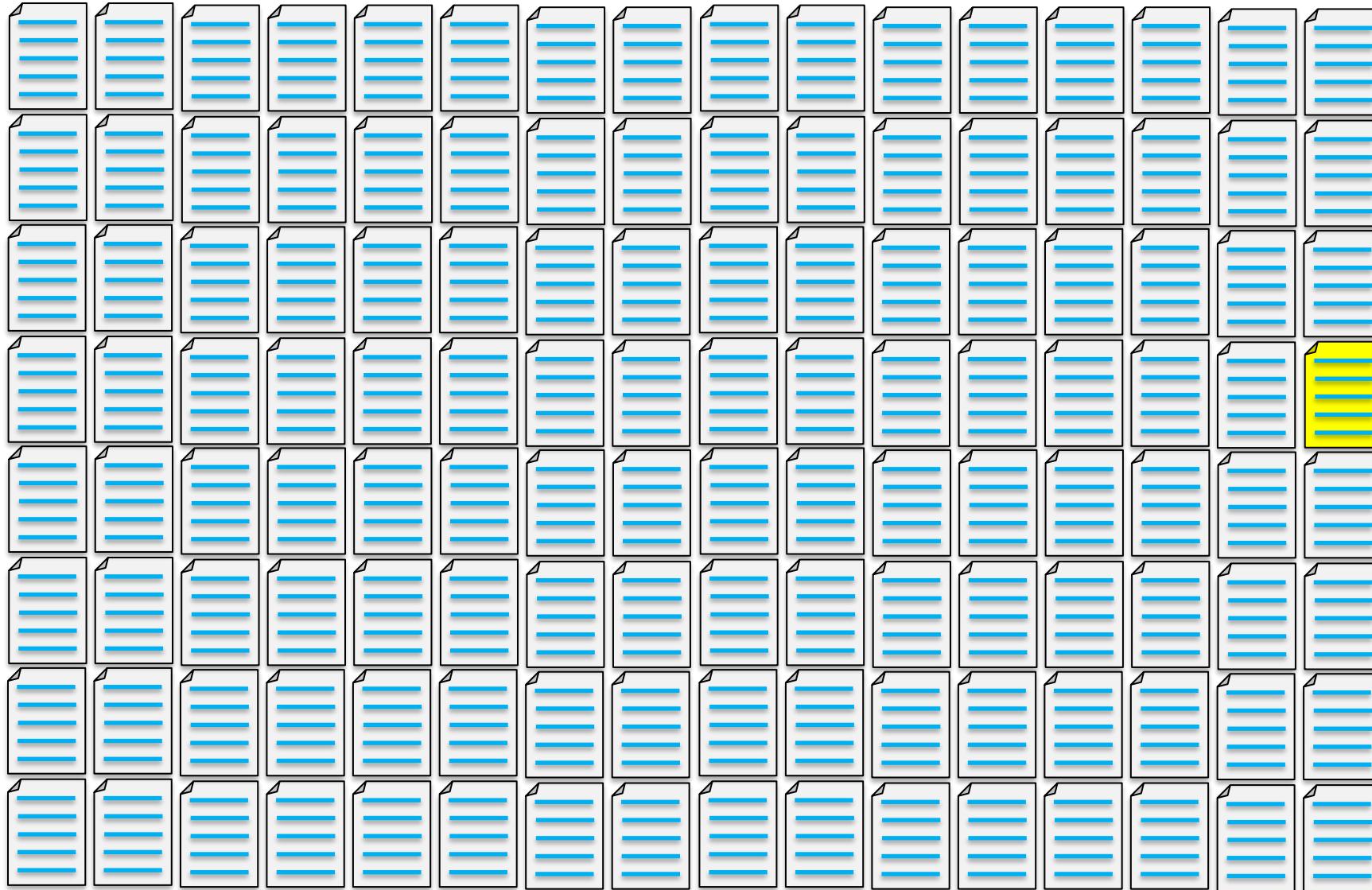


You

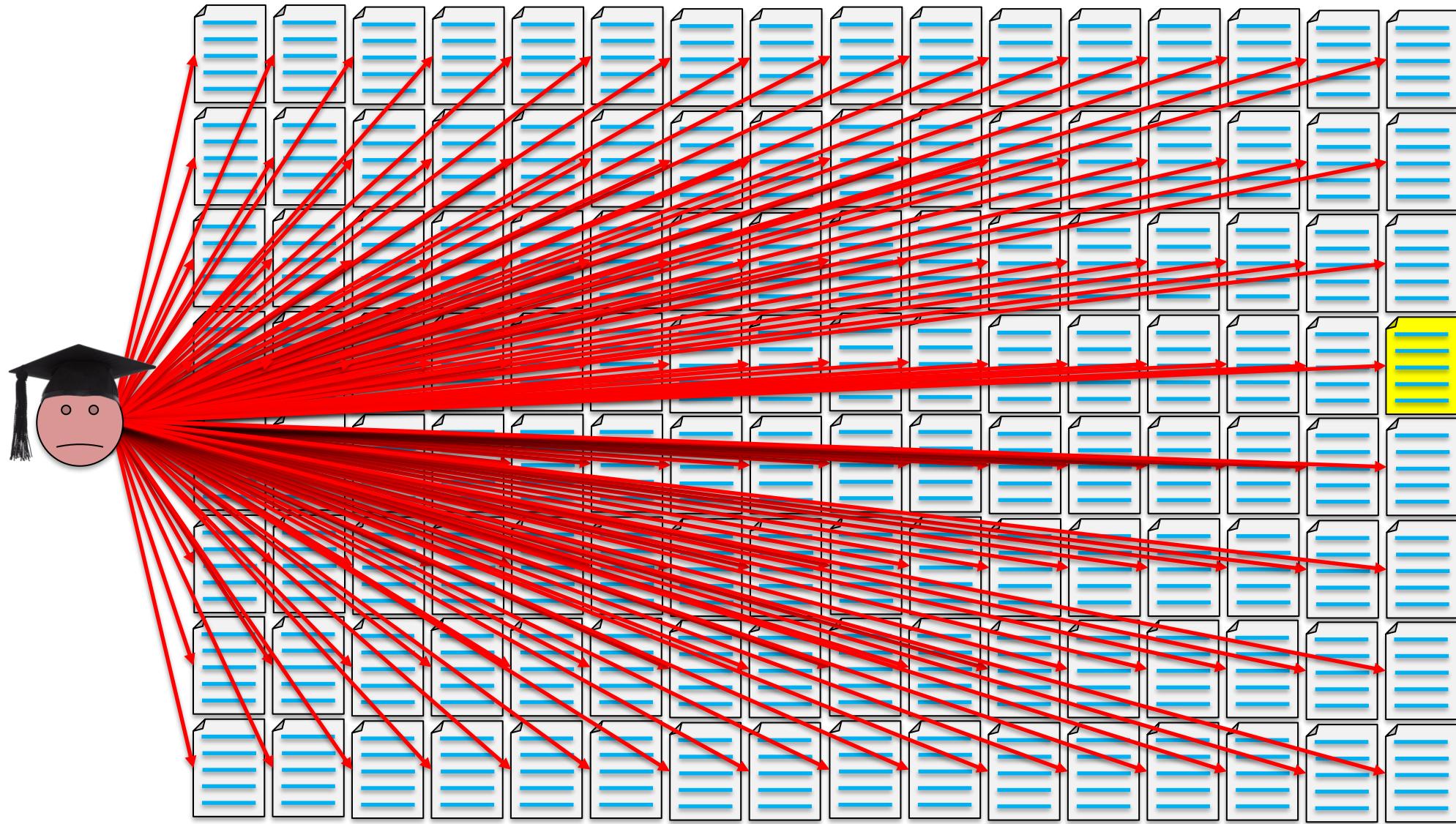


Your Essay

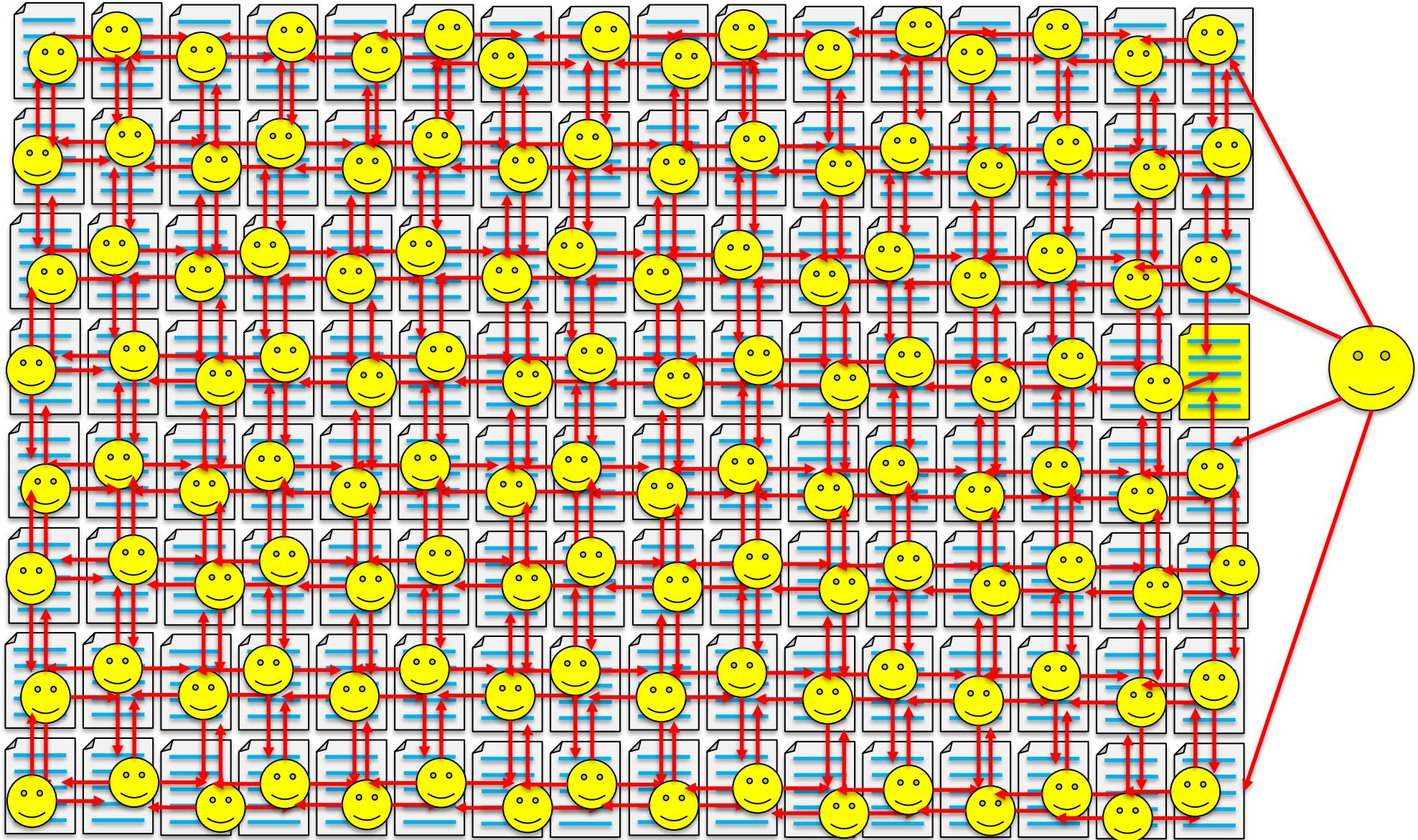
Tutor Marking



Tutor Marking



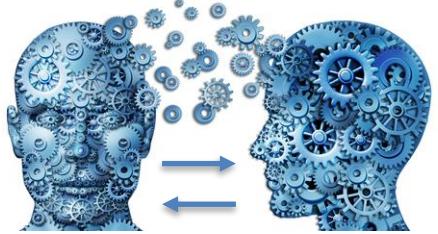
Peer Marking





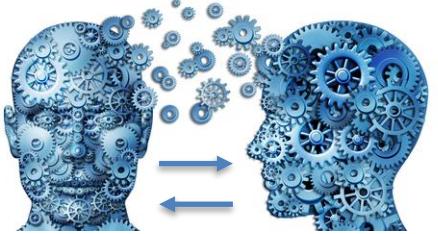
Peer-Based Assessment

Benefits for Everyone



Benefits

- Knowledge Transfer
 - Via essays and the giving/receiving of feedback



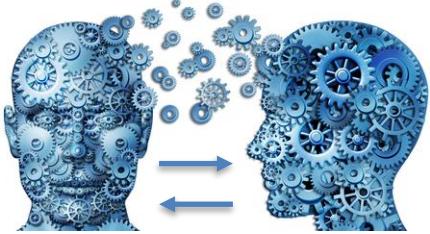
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- Knowledge Transfer
 - Via essays and the giving/receiving of feedback

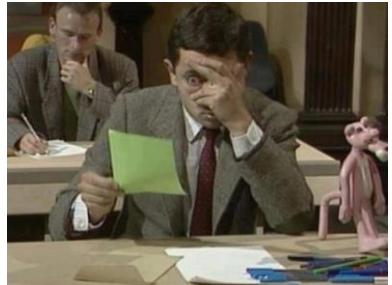


- Assessment Literacy
 - Learn what is expected of you

Benefits



- Knowledge Transfer
 - Via essays and the giving/receiving of feedback



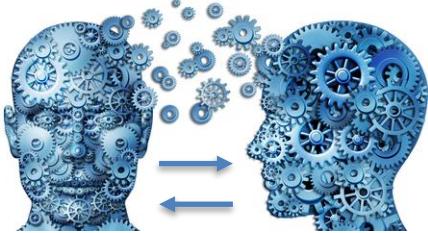
- Assessment Literacy
 - Learn what is expected of you



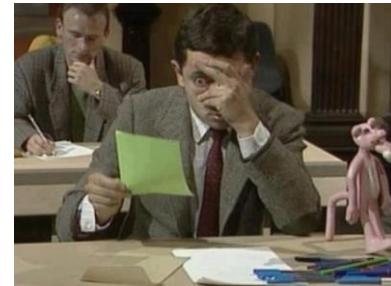
Critical / Evaluation Skills

- Seeing / appreciating / evaluating different perspectives
- The core of a good project manager

Benefits

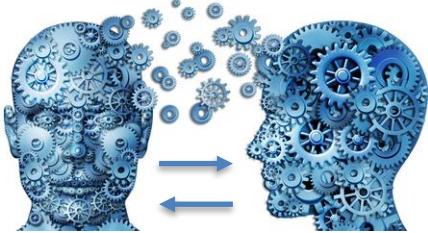


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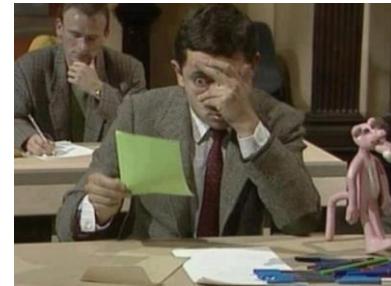


- ### Critical / Evaluation Skills
- Seeing / appreciating / evaluating different perspectives
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Benefits



- Knowledge Transfer
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- Assessment Literacy
 - Learn what is expected of you



- Active Learning
 - Learning by engaging with the process

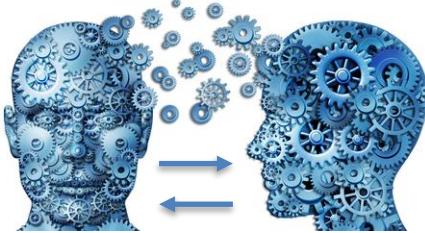


- Fairer, more accurate, unbiased
 - More eyes on each essay (crowdsourcing)

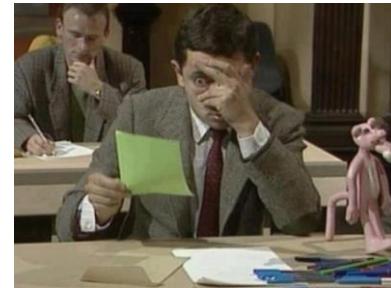


- ## Critical / Evaluation Skills
- Seeing / appreciating / evaluating different perspectives
 - The core of a good project manager

Benefits



- Knowledge Transfer
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 - Learn what is expected of you



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 - Learning by engaging with the process



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 - More eyes on each essay (crowdsourcing)



Critical / Evaluation Skills

- Seeing / appreciating / evaluating different perspectives
- The core of a good project manager

- Better learning outcomes
 - Higher grades!



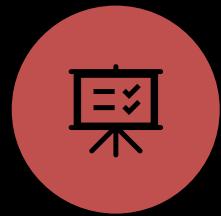
Any Questions?



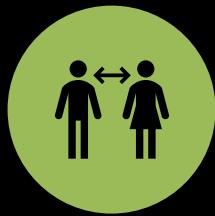
warwick.ac.uk/pm4cs/2



Overview



SMART Quiz



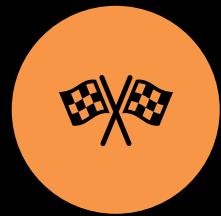
Group Work and
Peer Assessment



The Balancing Act
(Iron Triangle)



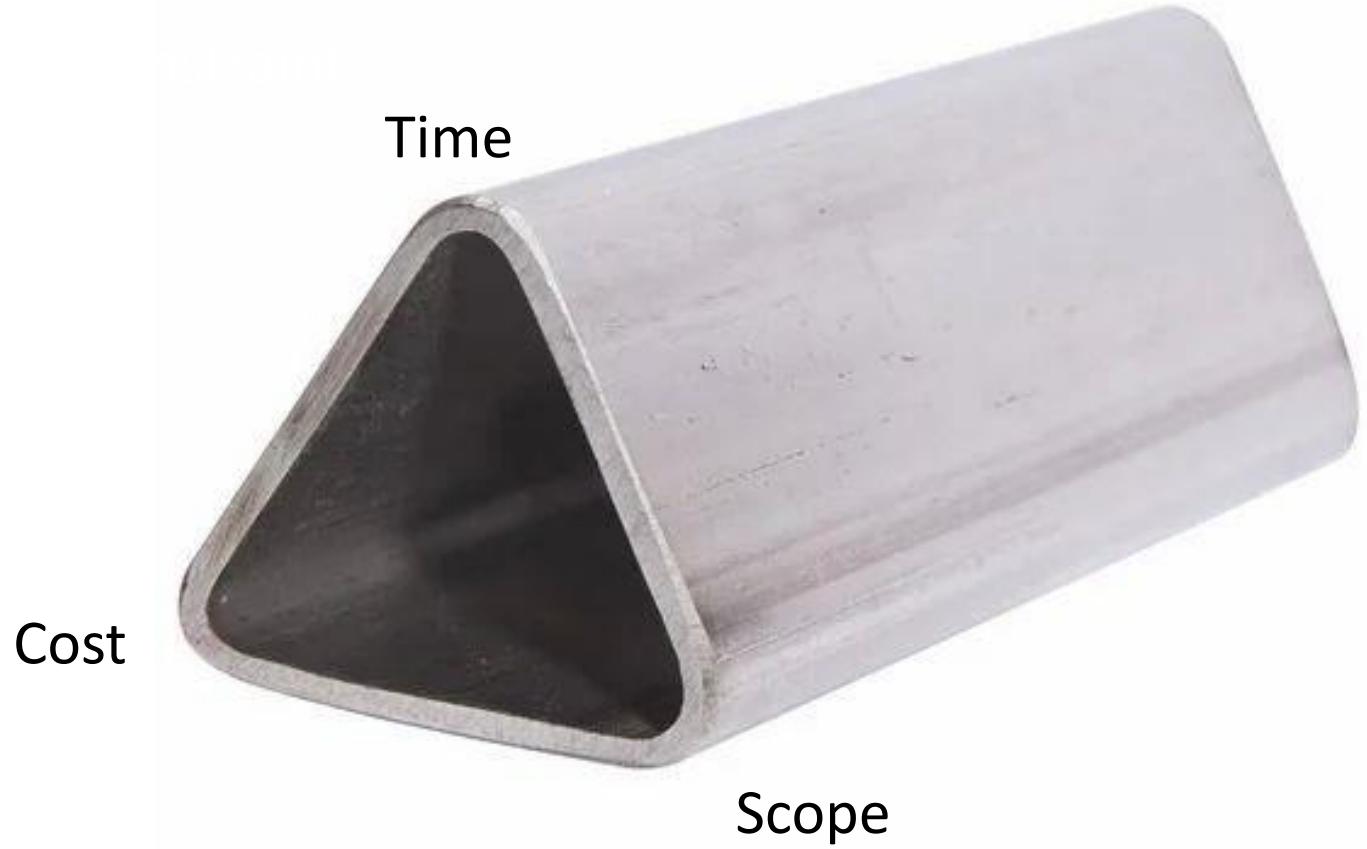
PMBOK Guide



Project Initiation
(Mandate, Charter)



Stakeholders



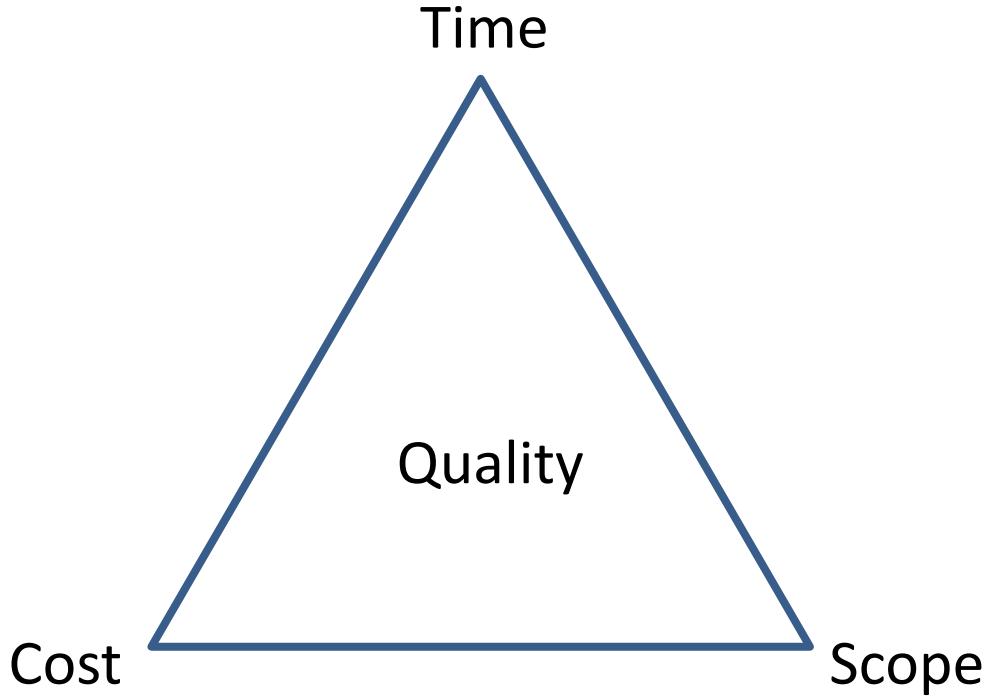
Time

Cost

Scope

The Iron
Triangle

The Triple
Constraint



- The triangle is **rigid**
- Quality is constrained by cost (budget), time (deadlines) and **scope** (features)

The Iron
Triangle

The Triple
Constraint

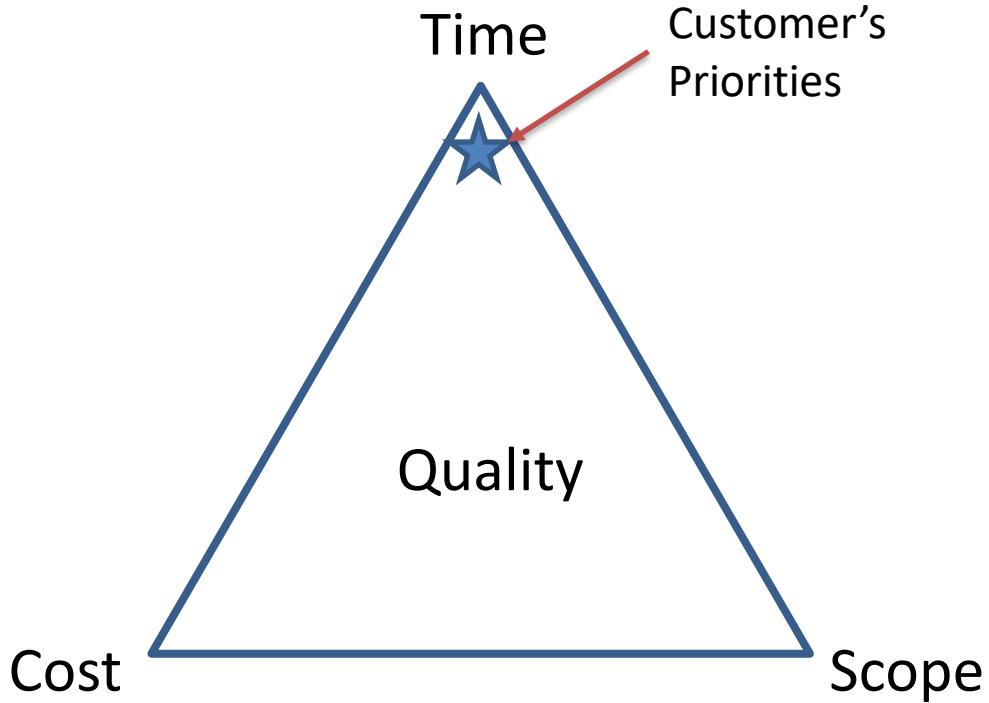
The 5th Wave

By Rich Tennant

©RICH TENNANT



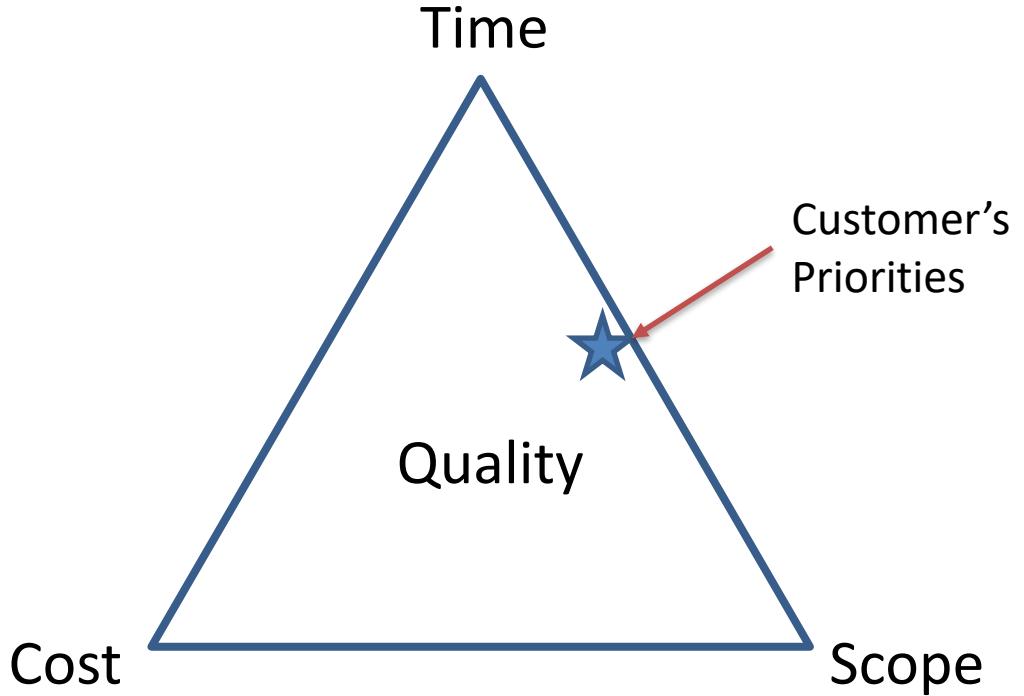
That's the Harrisons.
Their project started
out with big ideas but
had to be de-scoped to
meet the end date.



- The triangle is rigid
- Quality is constrained by cost (budget), time (deadlines) and scope (features)
- Where do customer's priorities lie within the triangle?

The Iron
Triangle

The Triple
Constraint



- The triangle is rigid
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- Where do customer's priorities lie within the triangle?

The Iron Triangle

The Triple Constraint

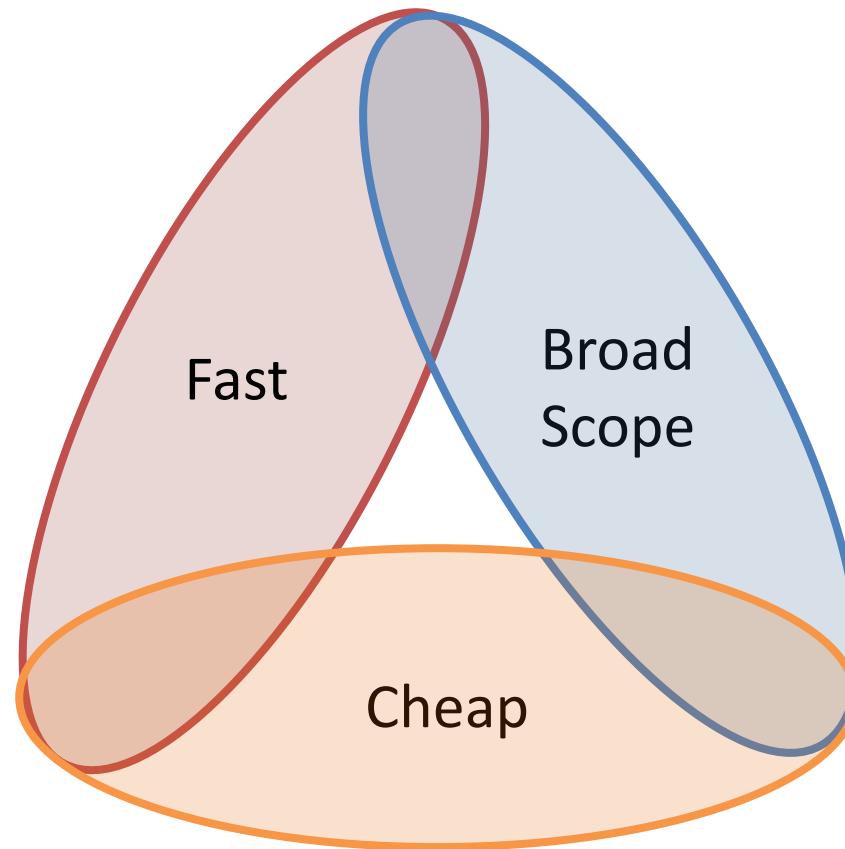


- The triangle is rigid
- Quality is constrained by cost (budget), time (deadlines) and scope (features)
- Where do customer's priorities lie within the triangle?

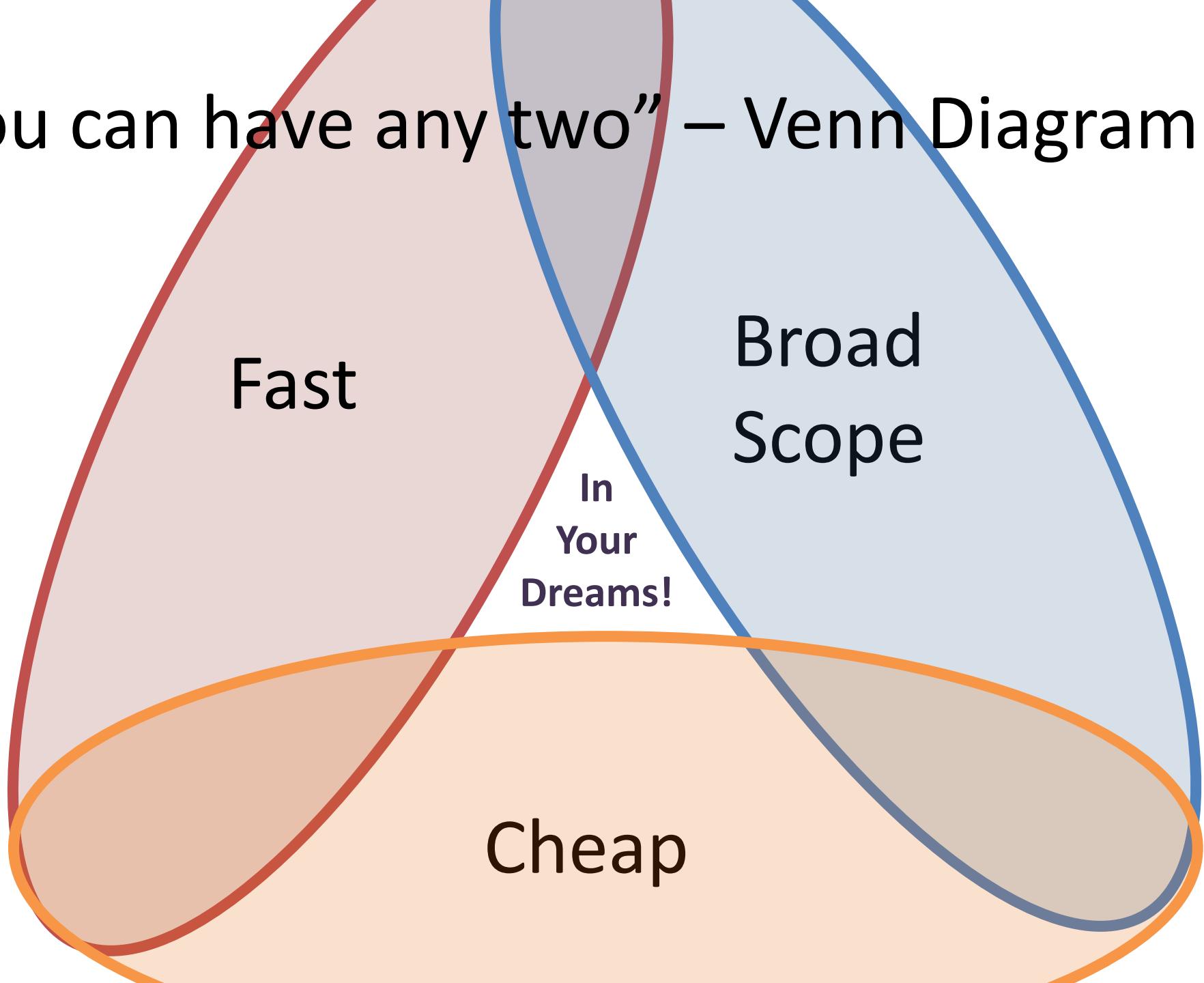
The Iron Triangle

The Triple Constraint

“You can have any two” – Venn Diagram



“You can have any two” – Venn Diagram

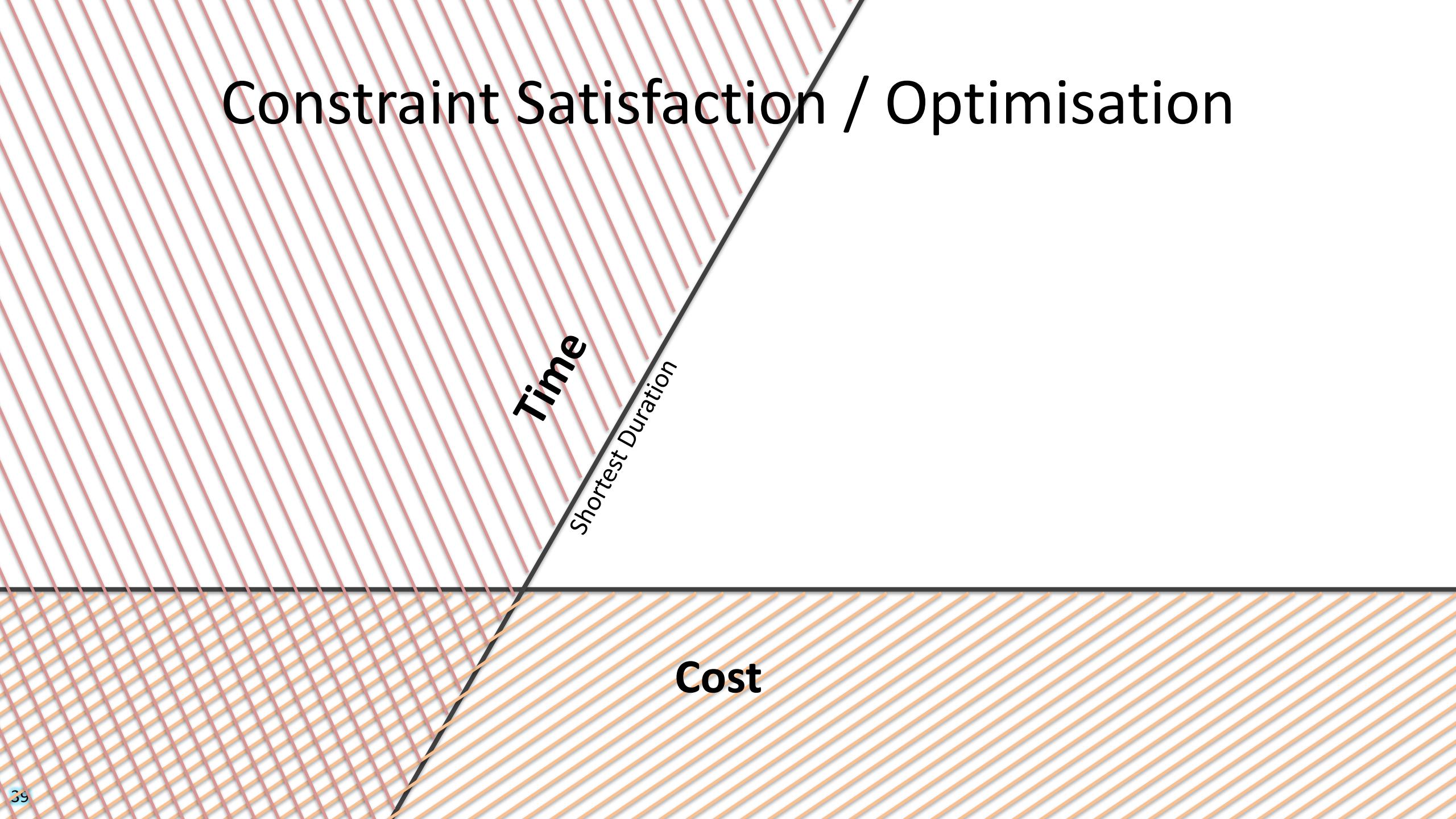


Constraint Satisfaction / Optimisation

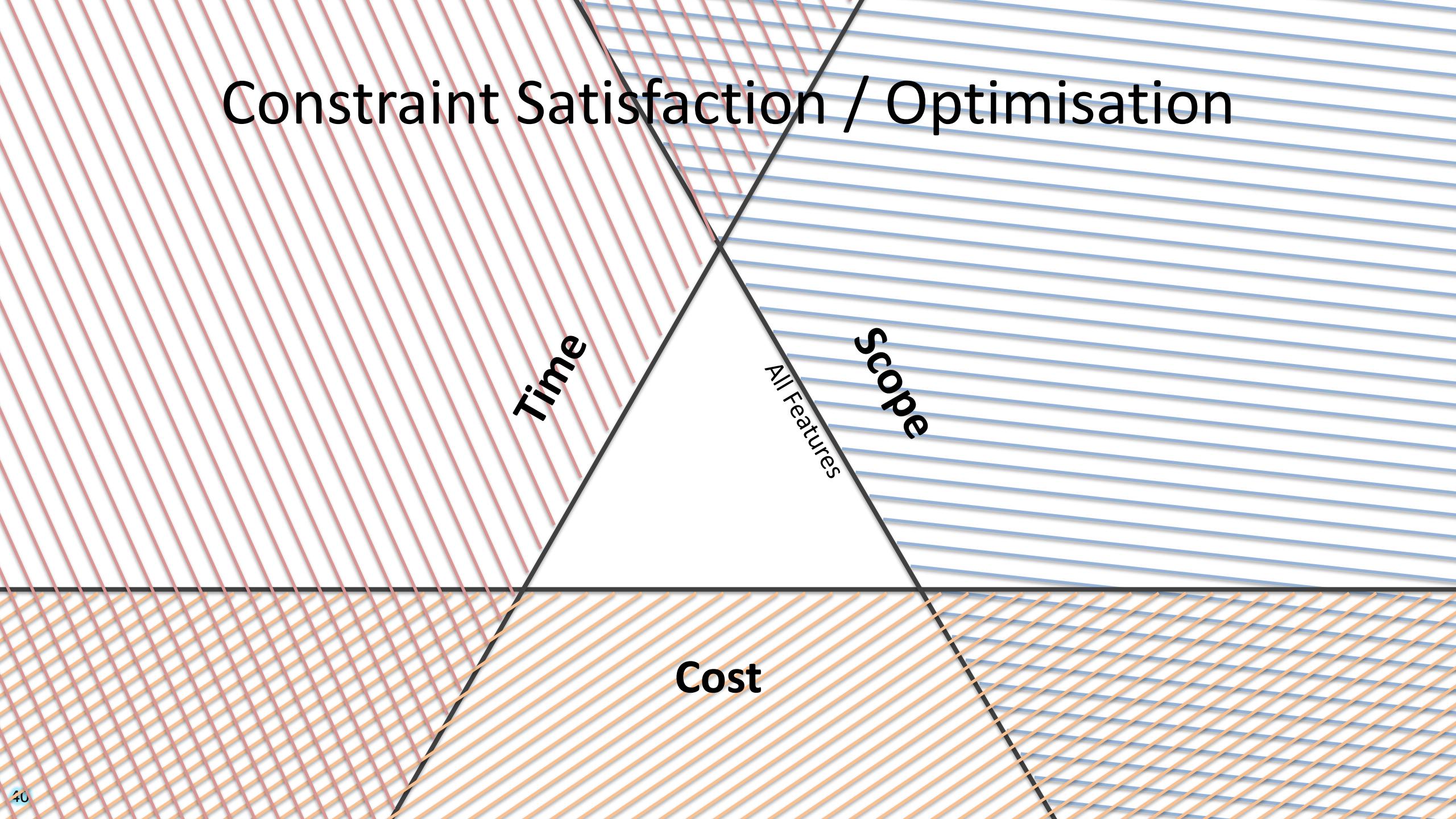
Lowest price

Cost

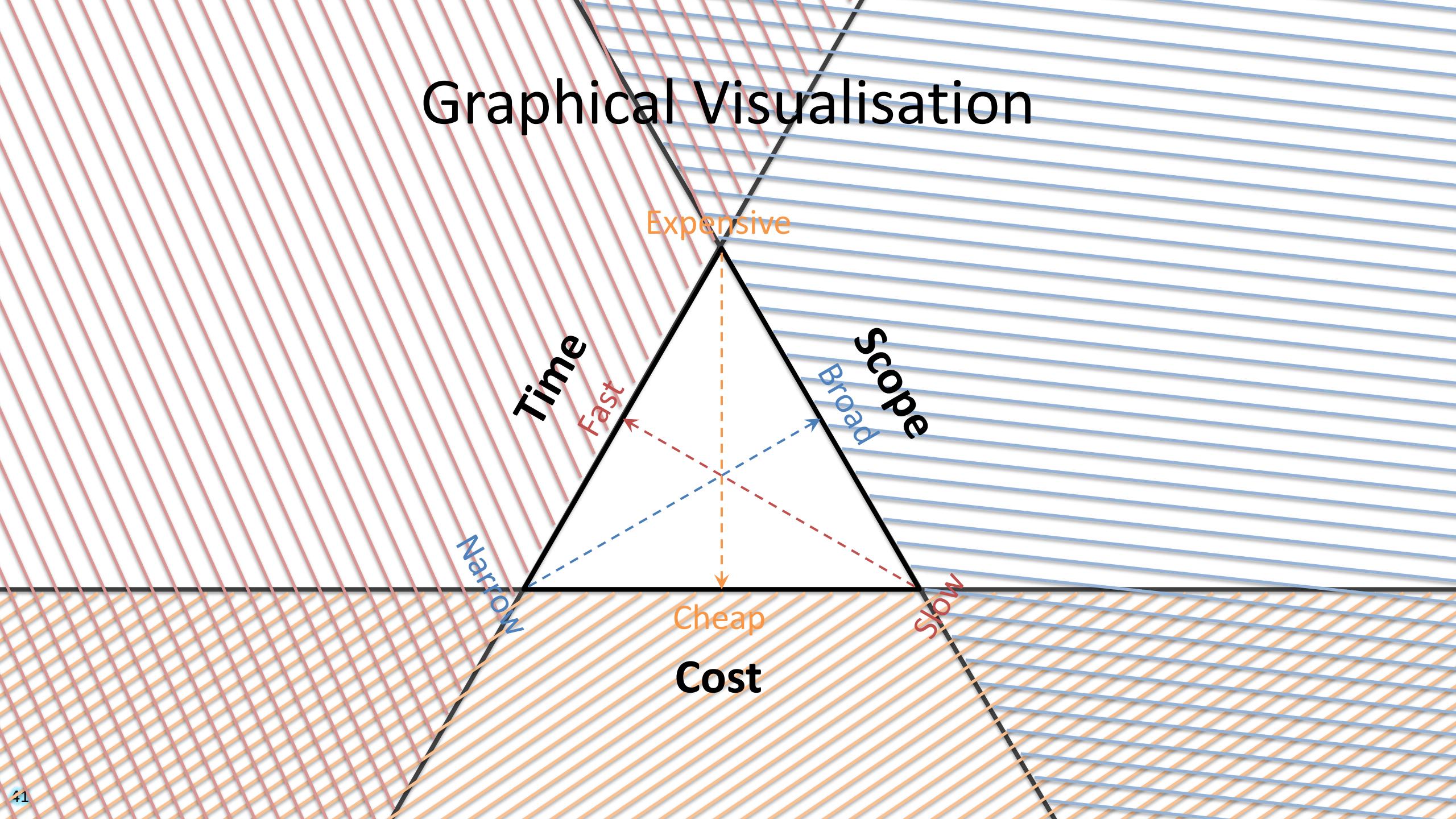
Constraint Satisfaction / Optimisation



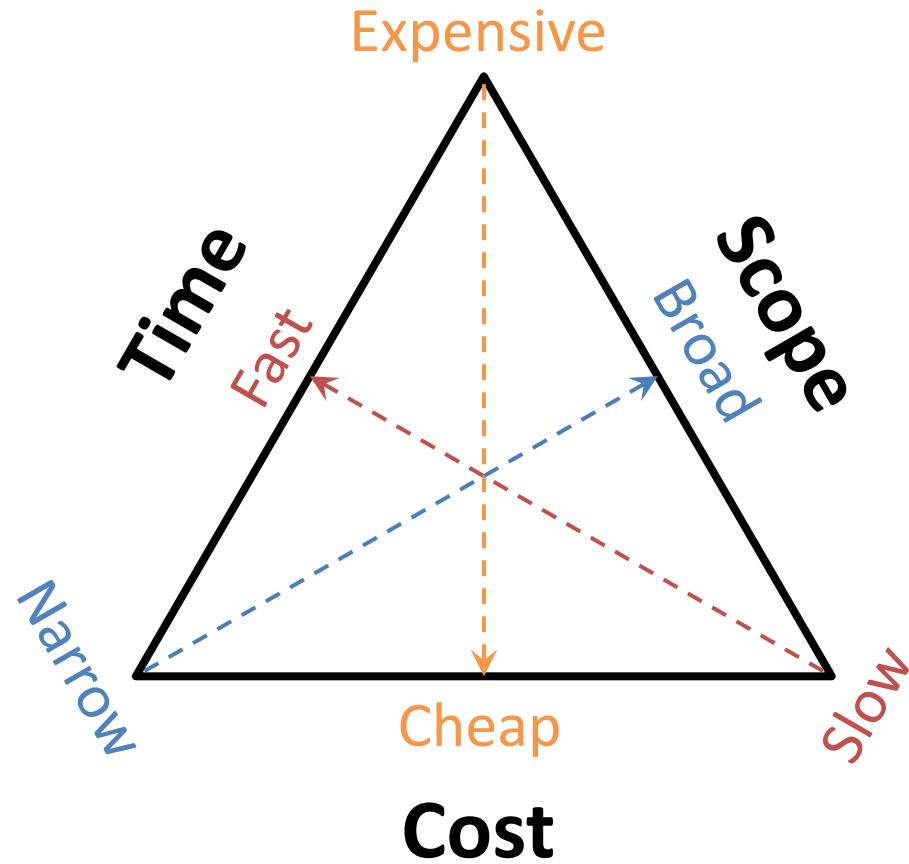
Constraint Satisfaction / Optimisation



Graphical Visualisation



Graphical Visualisation

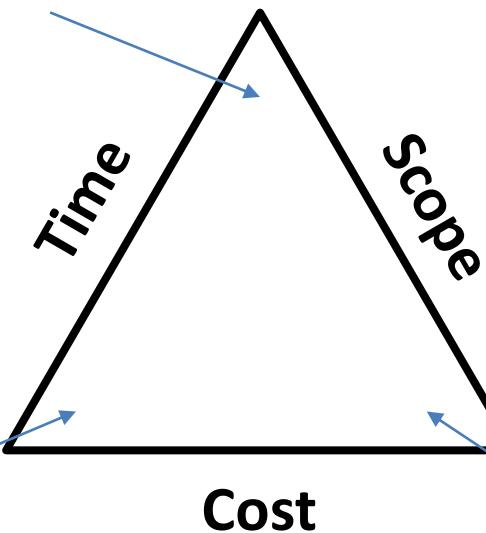


Iron Triangle Customer Preferences



- Fully-featured
- On time
- **Expensive**

- Low cost
- On time
- **Few features**



- Fully-featured
- Low cost
- **Late**



Iron Triangle Customer Preferences



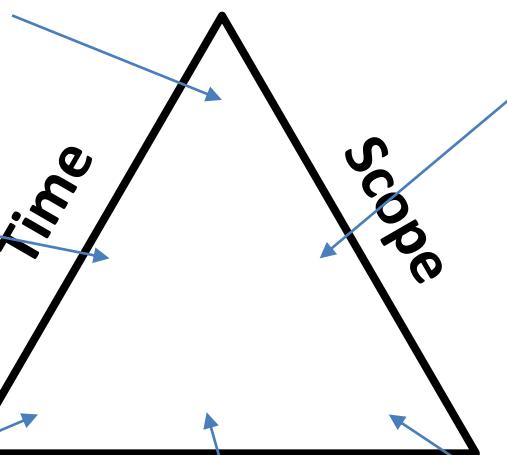
(You get what you pay for)

- On-time
- Trade-off cost/scope

- Fully-featured
- On time
- **Expensive**



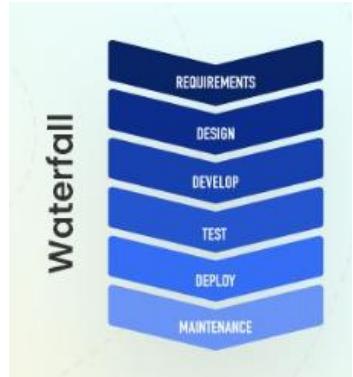
- Low cost
- On time
- **Few features**



- Low cost
- Trade-off scope/time

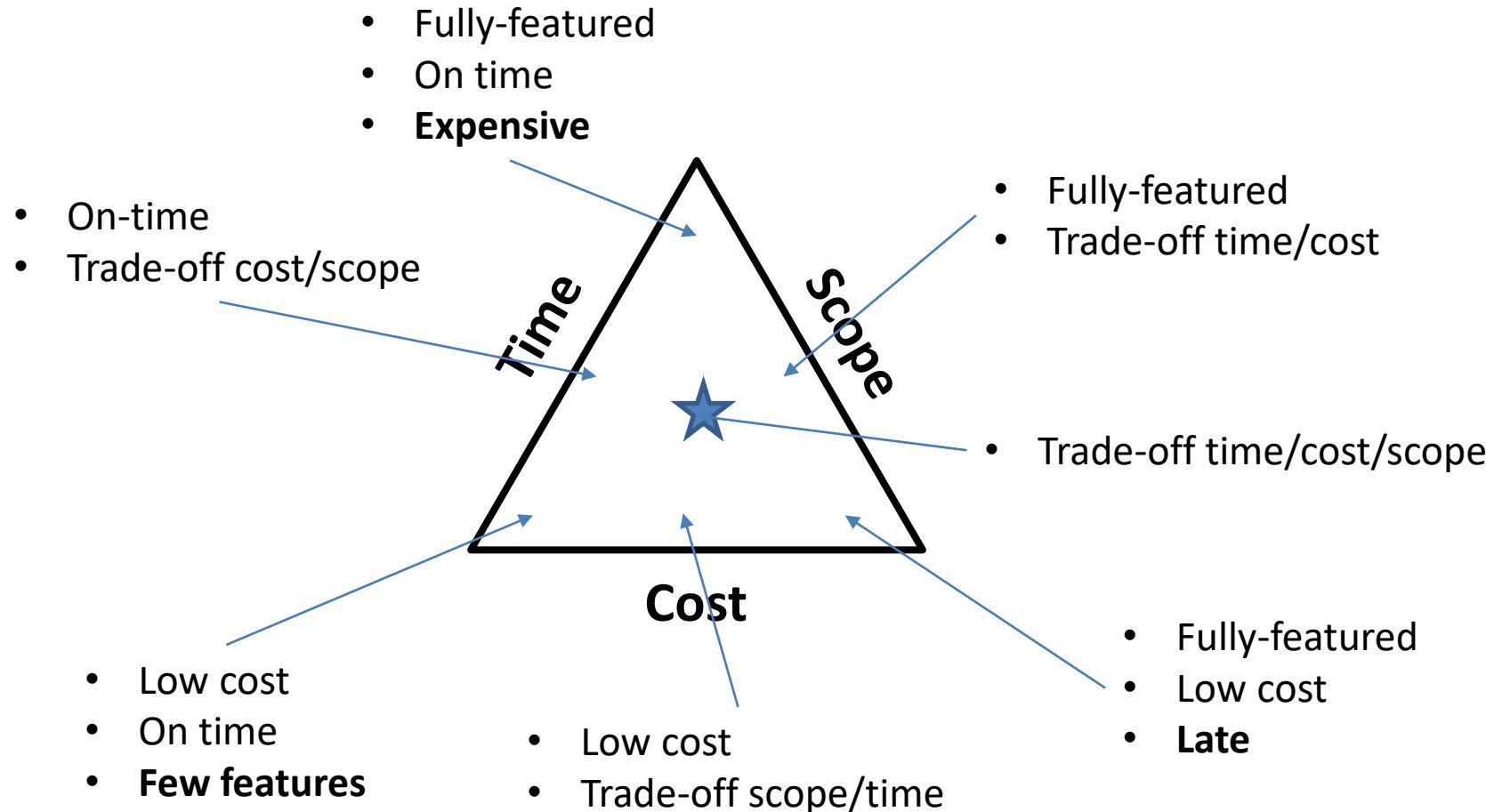
- Fully-featured
- Trade-off time/cost

- Fully-featured
- Low cost
- **Late**

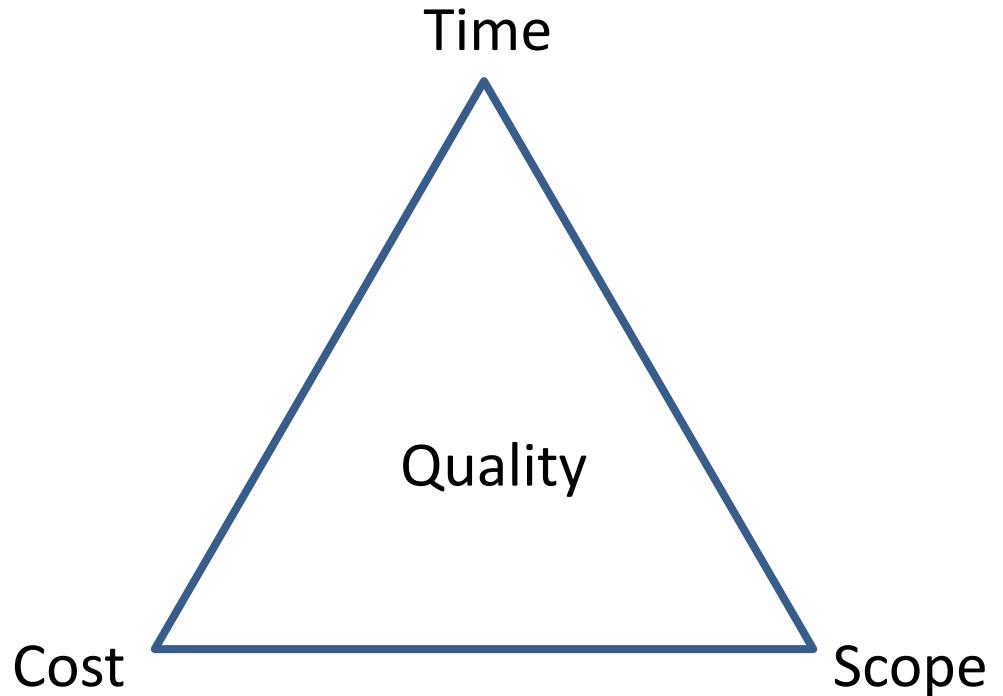


3YP

Iron Triangle Customer Preferences

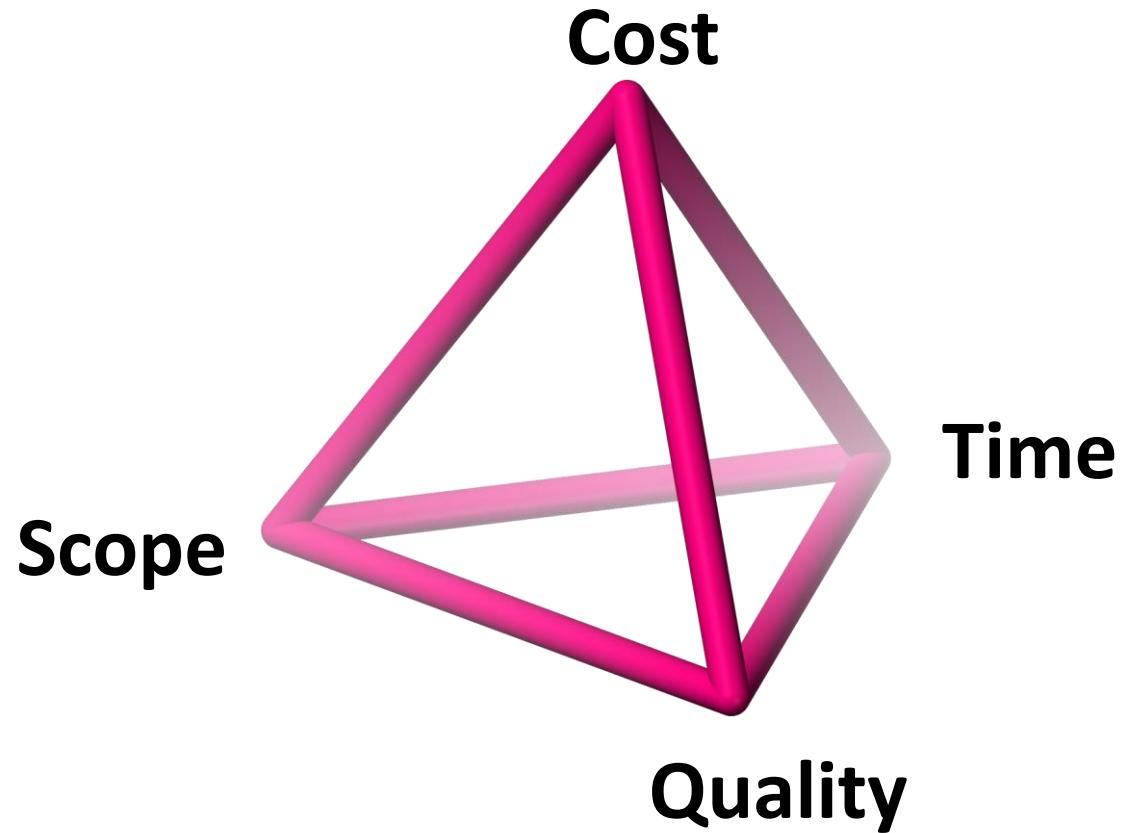


(Late, expensive,
compromised
scope!)



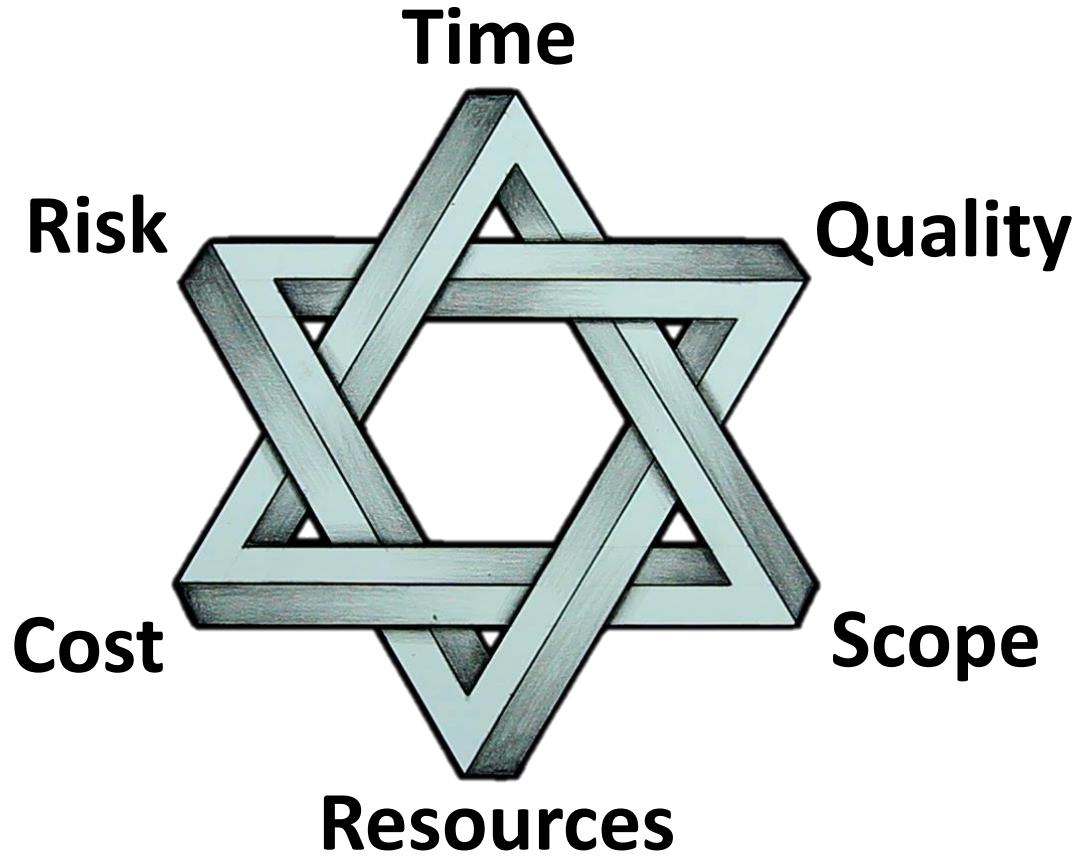
The Iron
Triangle

The Triple
Constraint



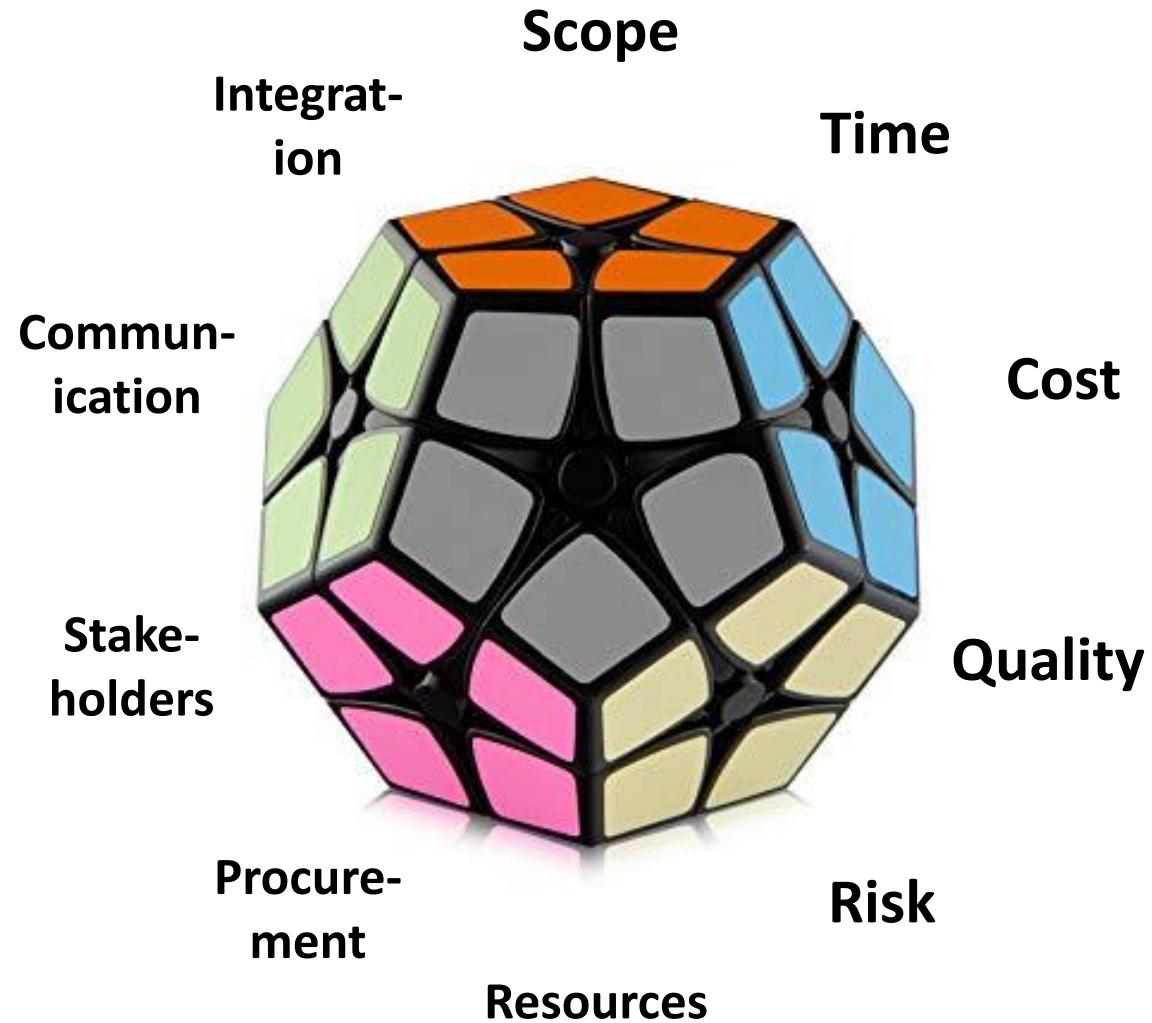
The
Titanium
Tetrahedron

The Quadruple
Constraint



The
Hard
Hexagram

The Sextuple
Constraint



The
Difficult
Dodecahedron

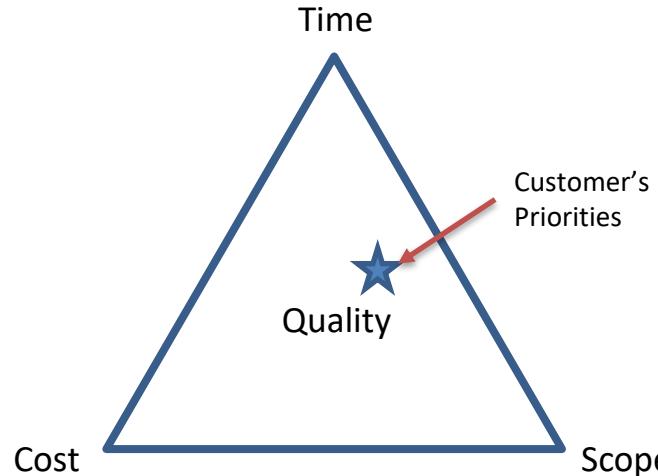
The Decuple
Constraint



Knowledge
Areas for
Managing
Projects

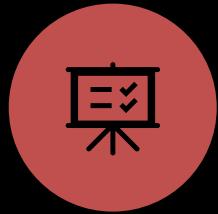
Formalized in
PMI PMBOK

Summary



- Management is about making trade-offs
- These decisions depend on the customer's priorities
- Beyond the standard constraints, there are many more factors constraining the project.
- Each of these 10 “Knowledge Areas” needs to be managed.
- Management is a “balancing act” between these competing constraints.

Overview



SMART Quiz



Group Work and
Peer Assessment



The Balancing Act
(Iron Triangle)



PMBOK Guide



Project Initiation
(Mandate, Charter)



Stakeholders

PMBOK Guide®

Project Management Body Of Knowledge
by Project Management Institute (PMI)



What is it?

- A **framework**
- Split into 10 **Knowledge Areas** (KAs)
- Split into 5 **Process Groups** (PGs)
- Identifies 49 individual **Processes**
- For each *Process*:
 - Inputs
 - **Tools, Techniques, Best Practices**
 - Outputs (document)



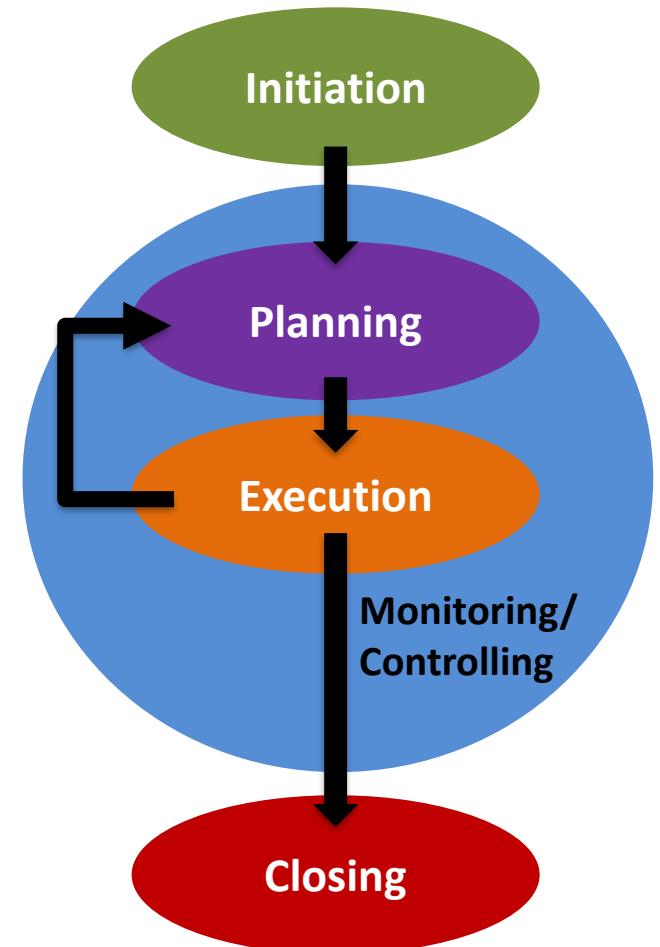
The Ten Knowledge Areas (KAs)

The ten knowledge areas are the skills a project manager must practice and master to manage a project efficiently.

- Project **Scope** Management
- Project **Time** Management
- Project **Cost** Management
- Project **Quality** Management
- Project **Risk** Management
- Project (Human) **Resource** Management
- Project **Procurement** Management
- Project **Stakeholder** Management
- Project **Communications** Management
- Project **Integration** Management

Process Groups (Stages)

- 1. Initiation:** Business Case - *Why* do the project?
- 2. Planning:** Balance Time, Cost, Scope, Risk...
- 3. Execution:** Where the *real work* gets done.
- 4. Monitoring and Controlling:** Monitor and review *progress*.
- 5. Closing:** delivery, audits and lessons learned.

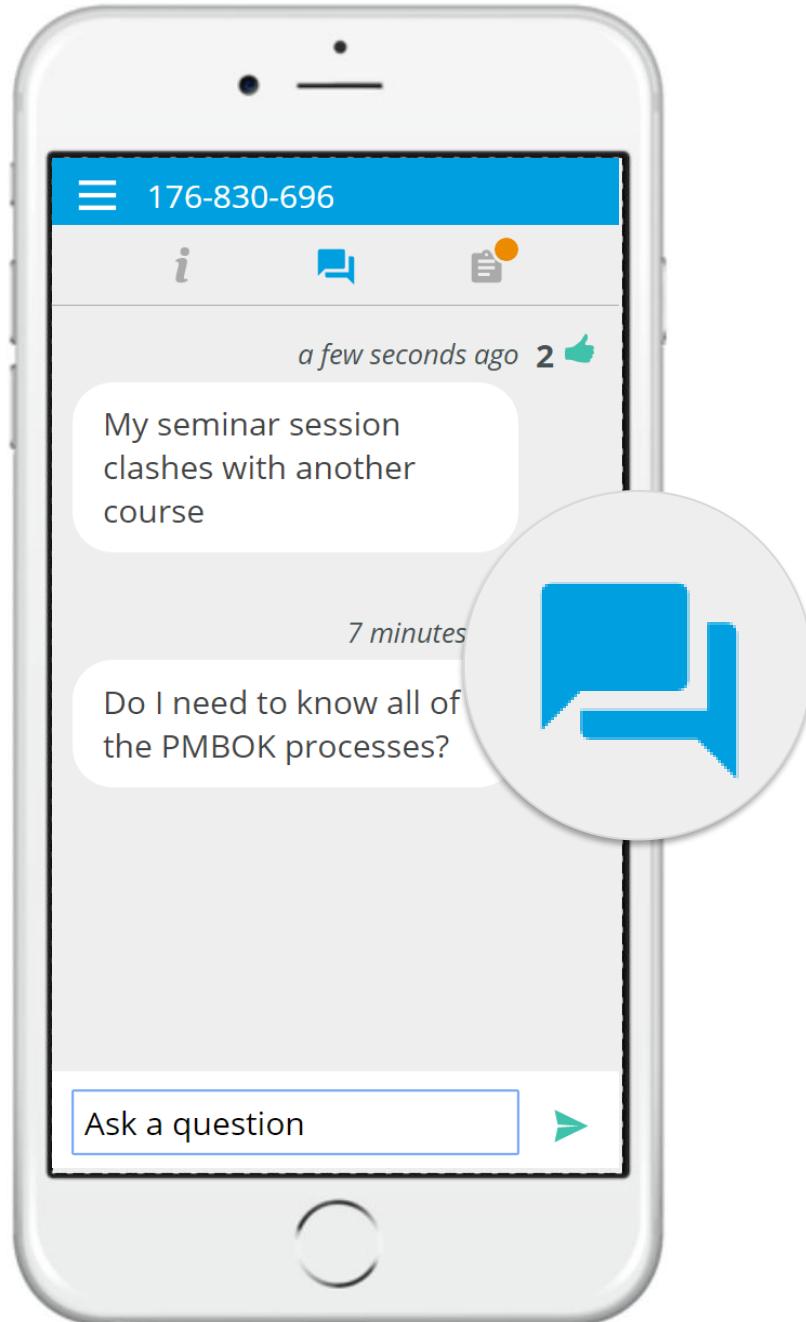


	Initiating	Planning	Executing	Monitoring/Controlling	Closing
Integration	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Work Manage Project Knowledge	Monitor and Control Project Work Perform Integrated Change Control	Close Project or Phase
Scope		Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope	
Time		Plan Schedule Management Define Activities Sequence Activities Estimate Activity Durations Develop Schedule		Control Schedule	
Cost		Plan Cost Management Estimate Costs Determine Budget		Control Costs	
Quality		Plan Quality Management	Manage Quality	Control Quality	
HR/Resources		Plan Resource Management Estimate Activity Resources	Acquired Resources Develop Team Manage Team	Control Resources	
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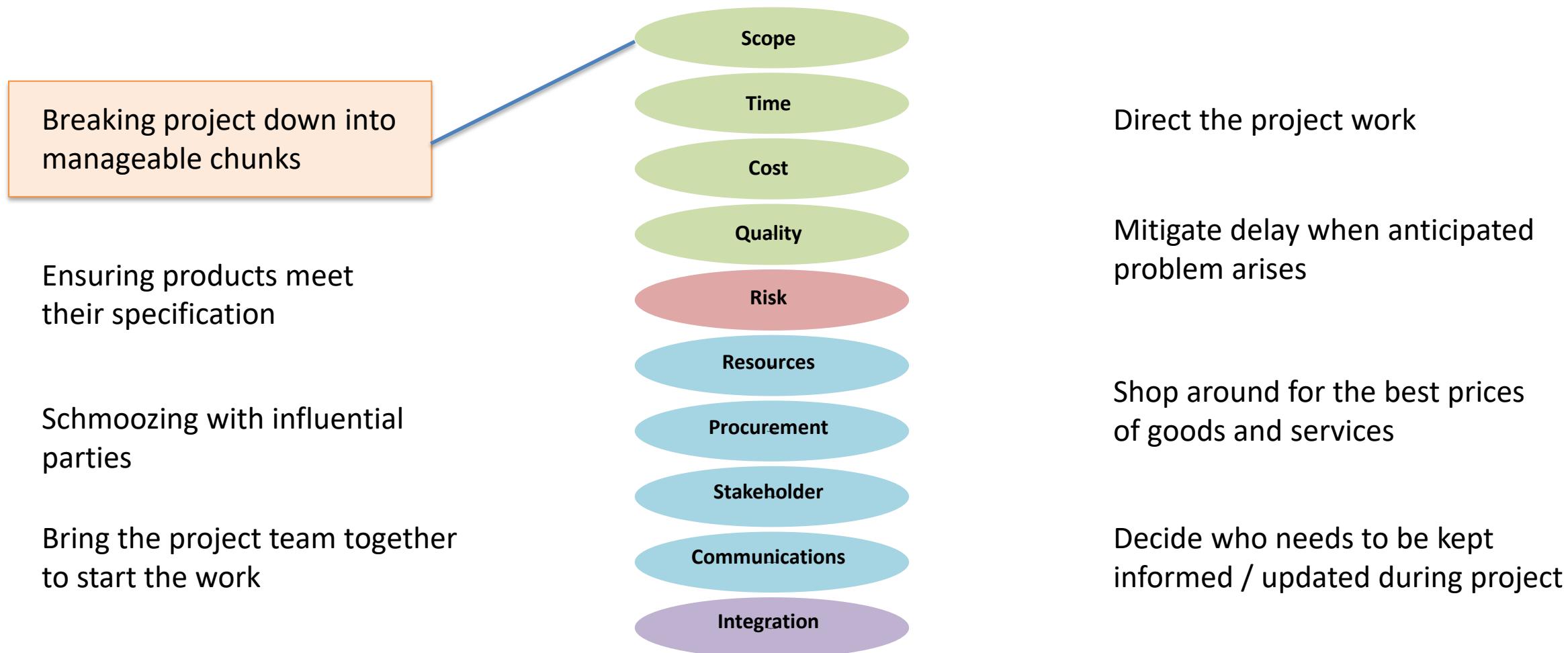
Vote / ask a question:
warwick.ac.uk/pm4cs/2



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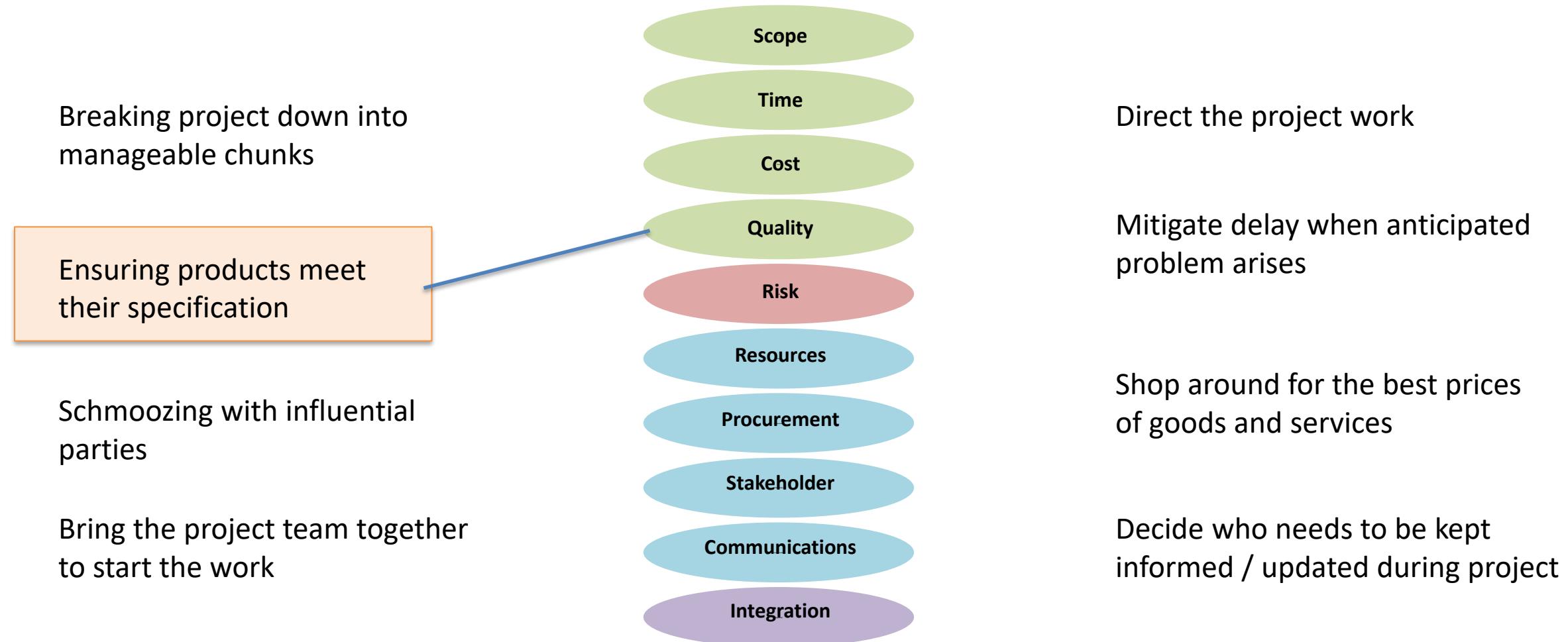
Exercise - Match activities to KAs

Match these activities to their PMBOK knowledge area:



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Match these activities to their PMBOK knowledge area:

Breaking project down into manageable chunks

Ensuring products meet their specification

Schmoozing with influential parties

Bring the project team together to start the work



Direct the project work

Mitigate delay when anticipated problem arises

Shop around for the best prices of goods and services

Decide who needs to be kept informed / updated during project

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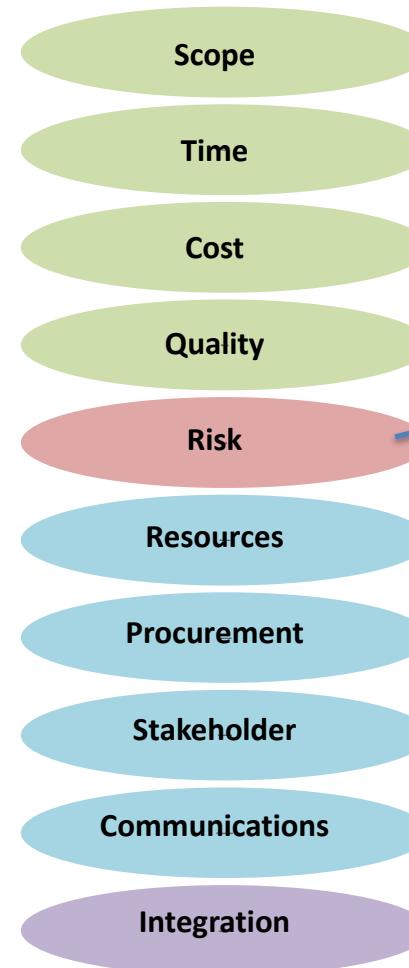
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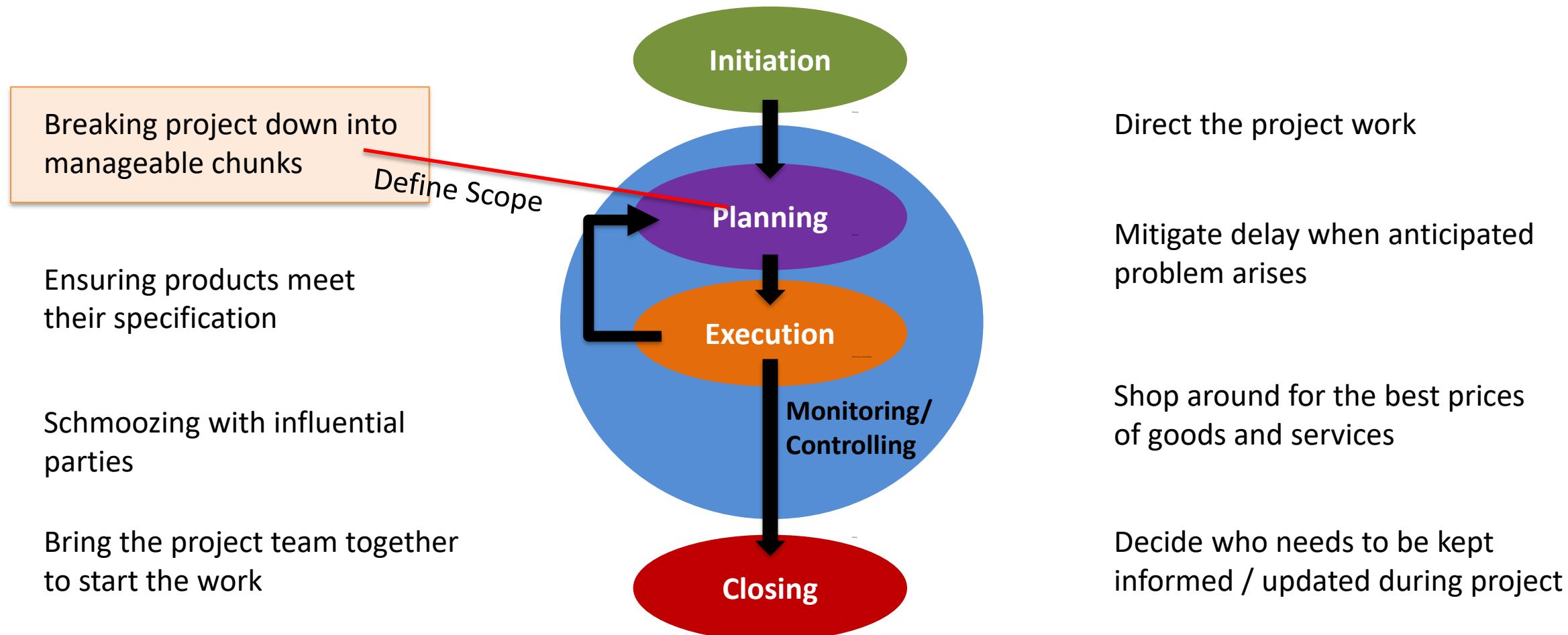
Leaderboard



Position	Participants	Score
1	John Doe, Jane Smith	120
2	David Johnson, Emily Davis	115
3	Michael Brown, Sarah Green	110
4	Christopher White, Natalie Blue	105
5	Robert Black, Lucy Grey	100

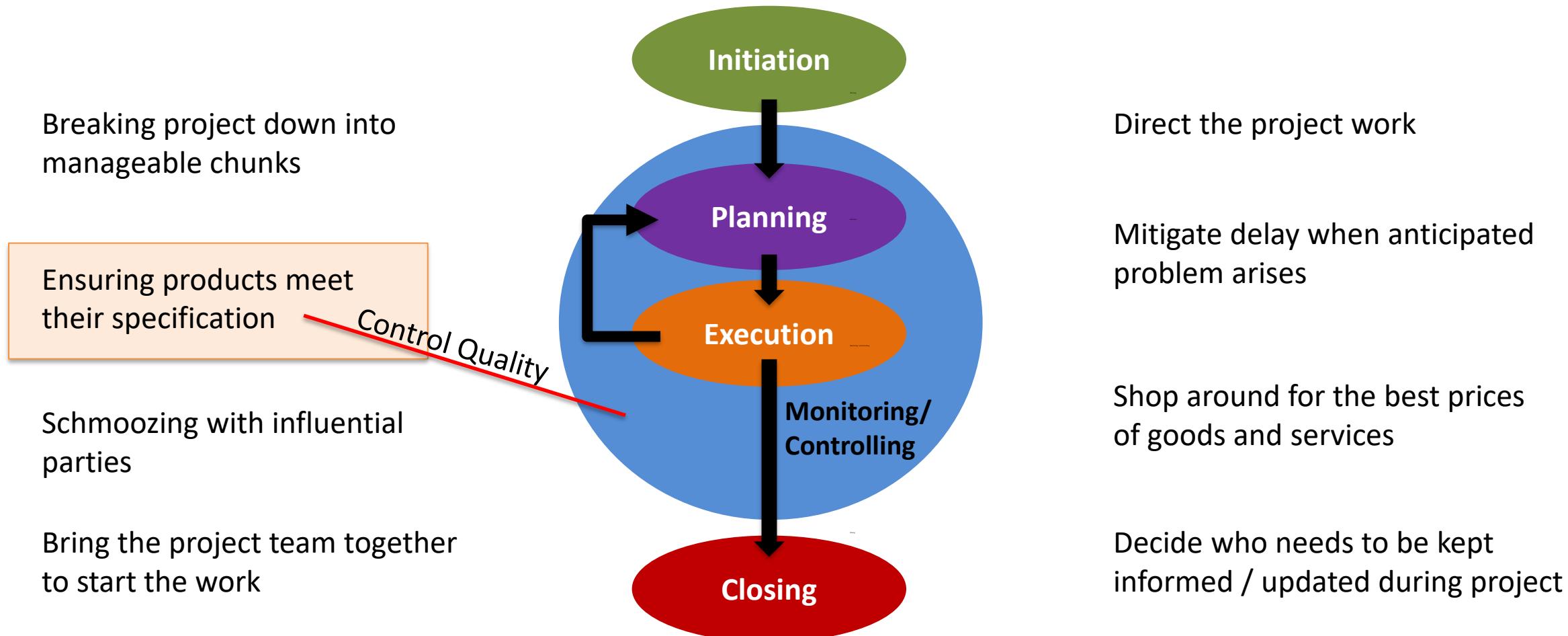
Exercise – Match activities to PGs

Match these activities to their PMBOK process group:



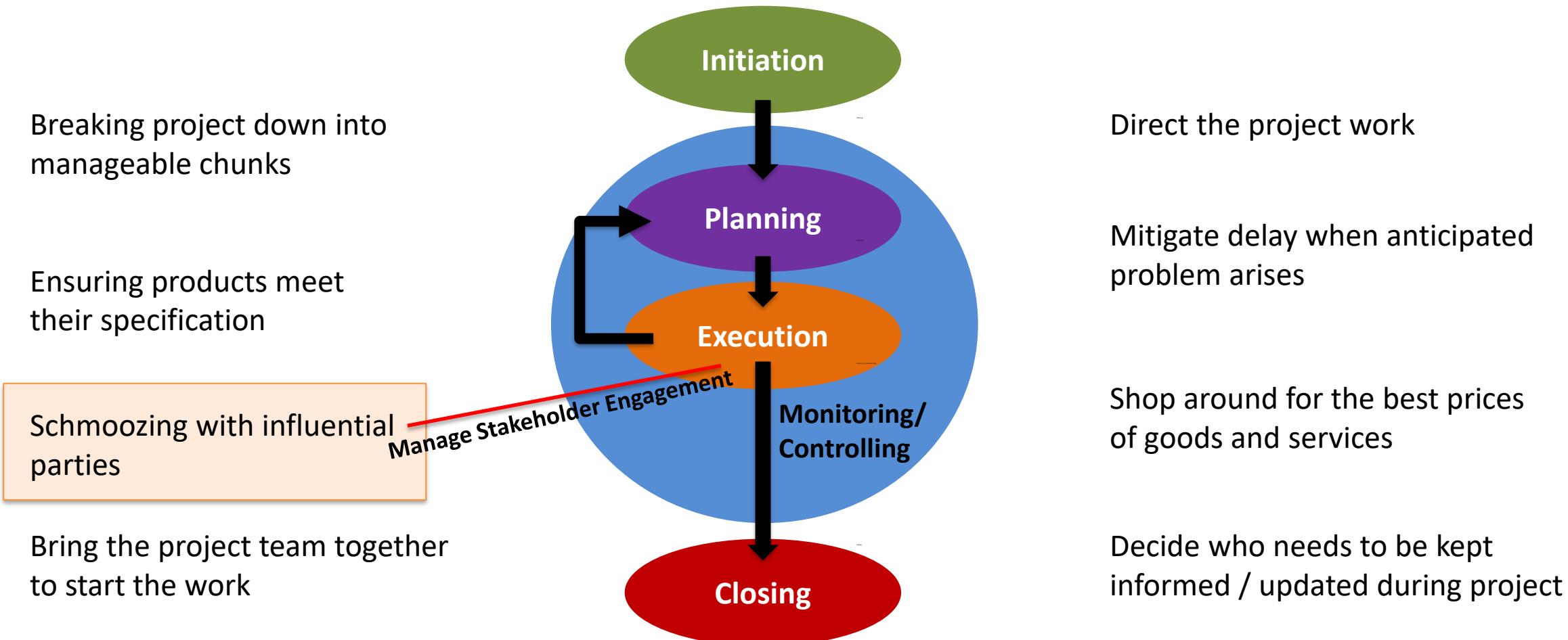
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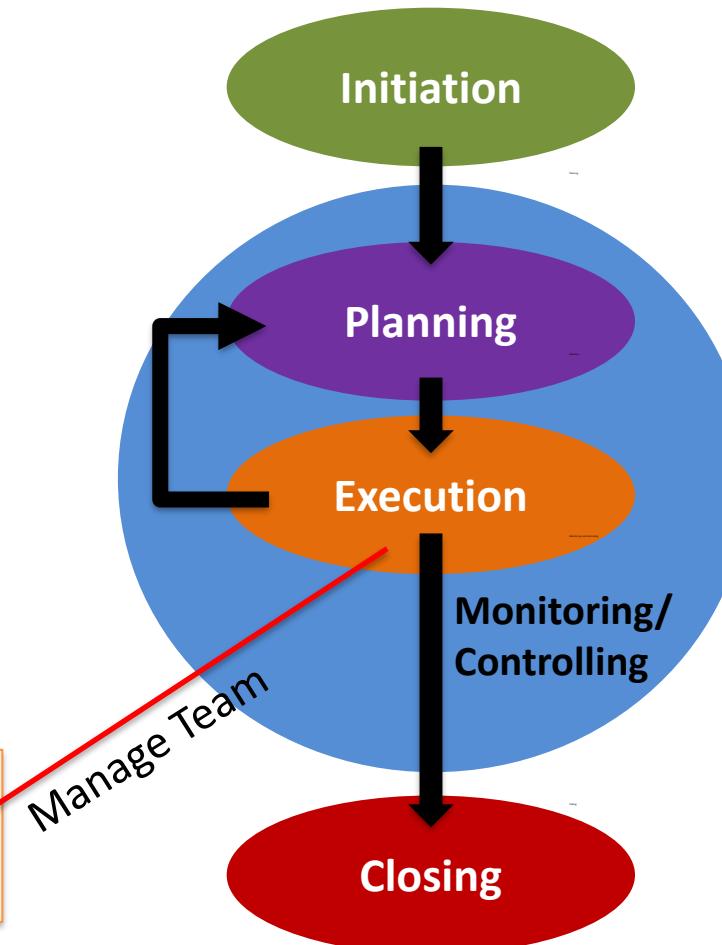
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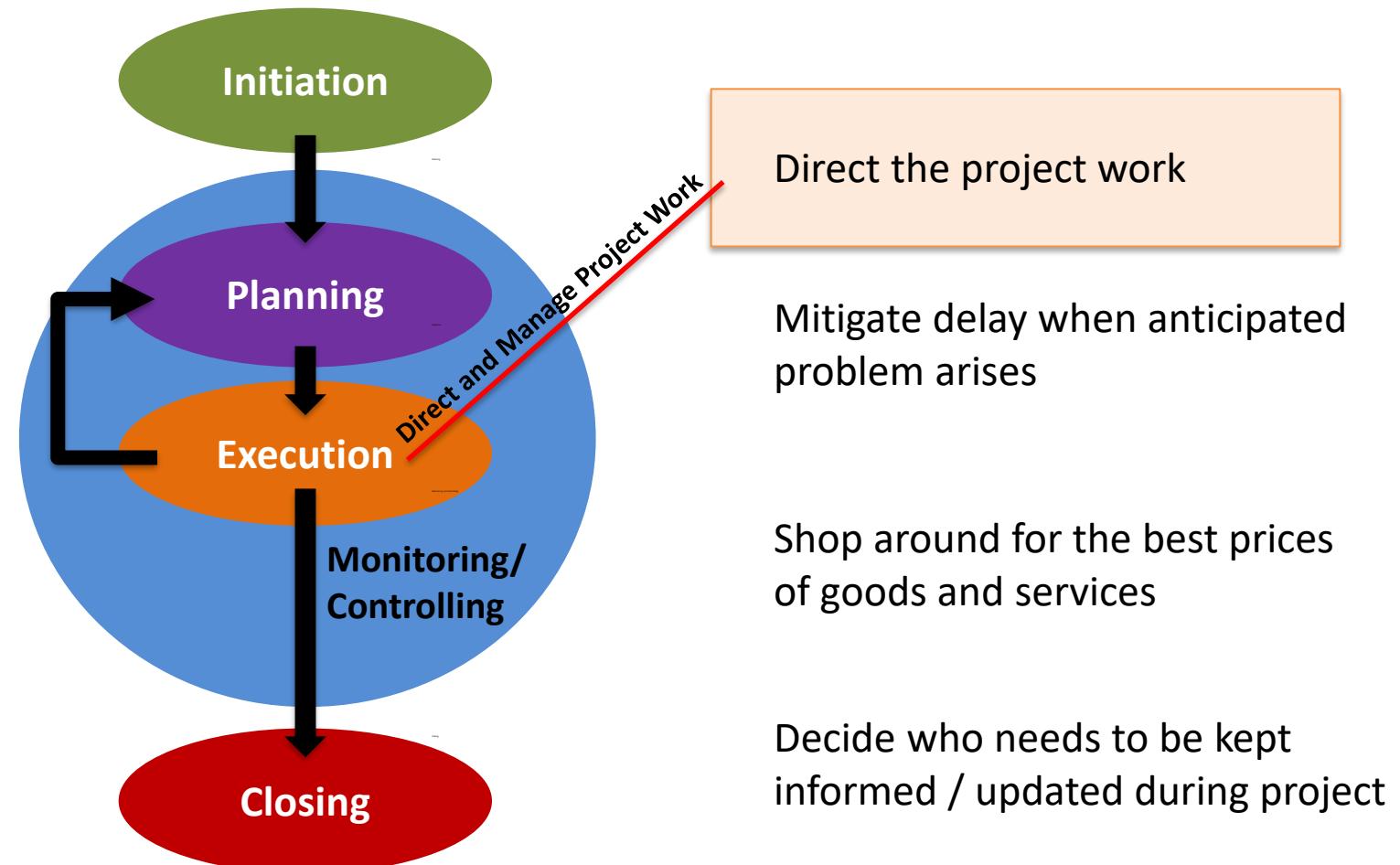
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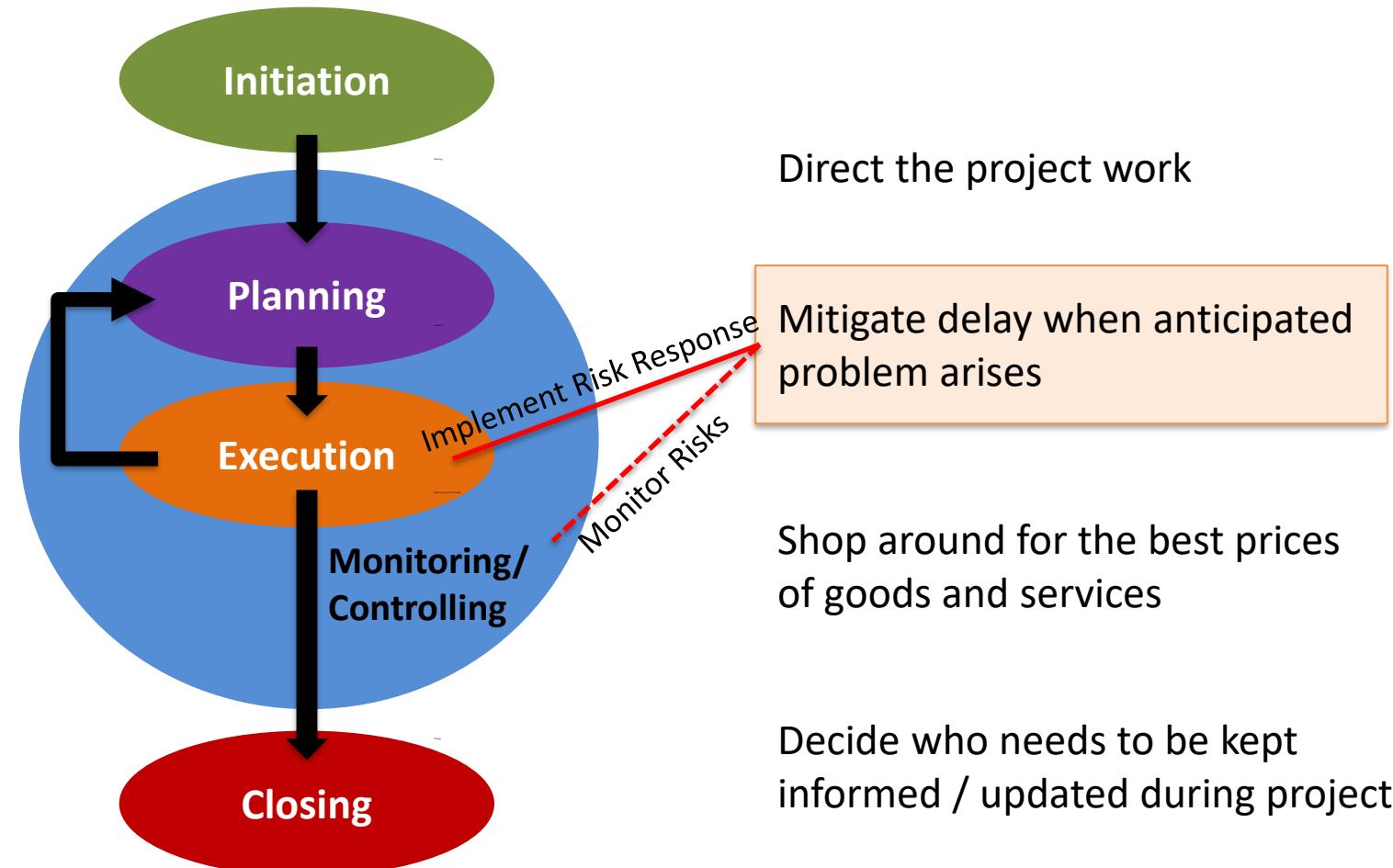
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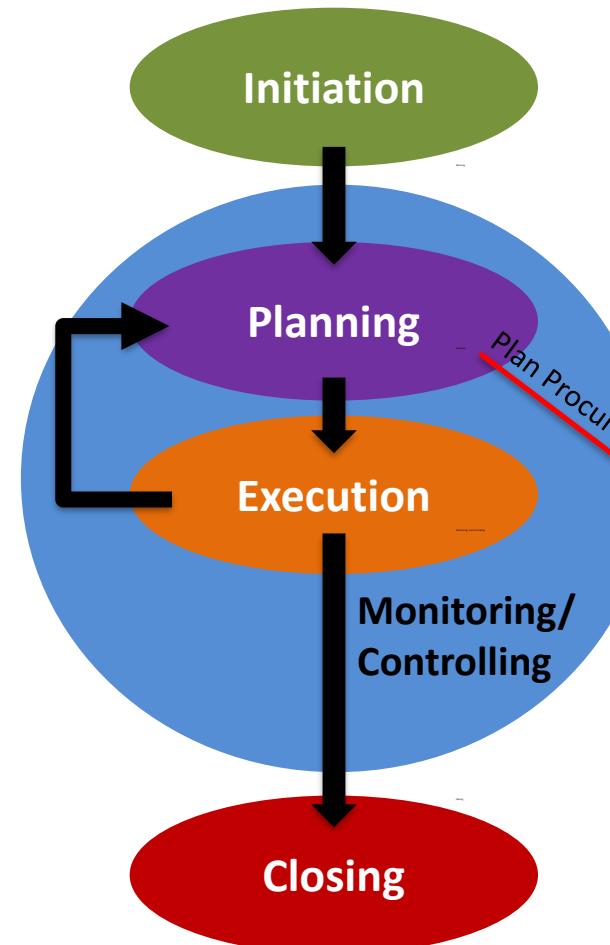
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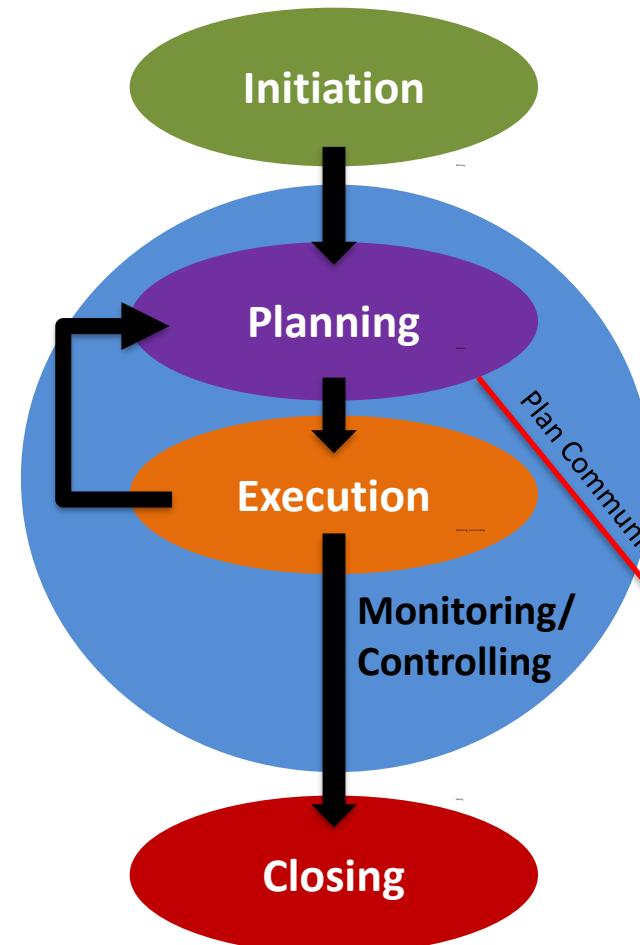
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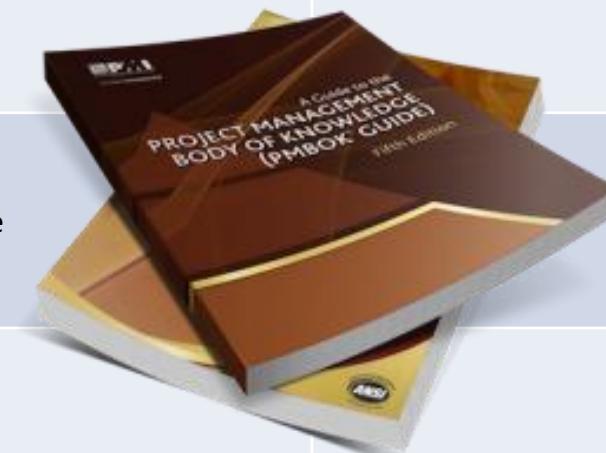


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6	Matthew Red, Anna Purple	95
7	James Green, Olivia Blue	90
8	William Yellow, Sophia Purple	85
9	Daniel Orange, Isabella Blue	80
10	Christopher Red, Lucy Purple	75

	Initiating	Planning	Executing	Monitoring/Controlling	Closing
Integration	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Work Manage Project Knowledge	Monitor and Control Project Work Perform Integrated Change Control	Close Project or Phase
Scope		Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope	
Time		Plan Schedule Management Define Activities Sequence Activities Estimate Activity Durations Develop Schedule		Control Schedule	
Cost		Plan Cost Management Estimate Costs Determine Budget		Control Costs	
Quality		Plan Quality Management	Manage Quality	Control Quality	
HR/Resources		Plan Resource Management Estimate Activity Resources	Acquired Resources Develop Team Manage Team	Control Resources	
Communication		Plan Communications Management	Manage Communications	Monitor Communications	
Risk		Plan Risk Management Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses	Implement Risk Responses	Monitor Risks	
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PMBOK Guide®

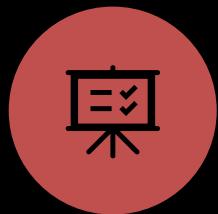
Benefits:

- Checklist
- Structured
- Easy to understand
- Flexible, not constraining



Homework: Study the list of 47/49 PMBOK processes -
there will be a quiz next week!

Overview



SMART Quiz



Group Work and
Peer Assessment



The Balancing Act
(Iron Triangle)



PMBOK Guide



Project Initiation
(Mandate, Charter)



Stakeholders

Project Mandate

© Mike Baldwin / Cornered



"He seems nice enough, but I wanted to hear all about your *project mandate*."

mandate

/'mandoɪt/

noun

1. an official order or commission to do something
 - *The law mandates that every car have seat belts*

2. the authority to carry out a policy
 - *Boris used the election results as a mandate to deliver Brexit*





Project Mandate

“What do we want to build?”



- Statement of Work (SOW) / Project Mandate
 - What exactly is the project?
 - What is included in this project and what is excluded (the scope)?
 - Constraints (money, time)
 - Assumptions
 - Known risks / issues



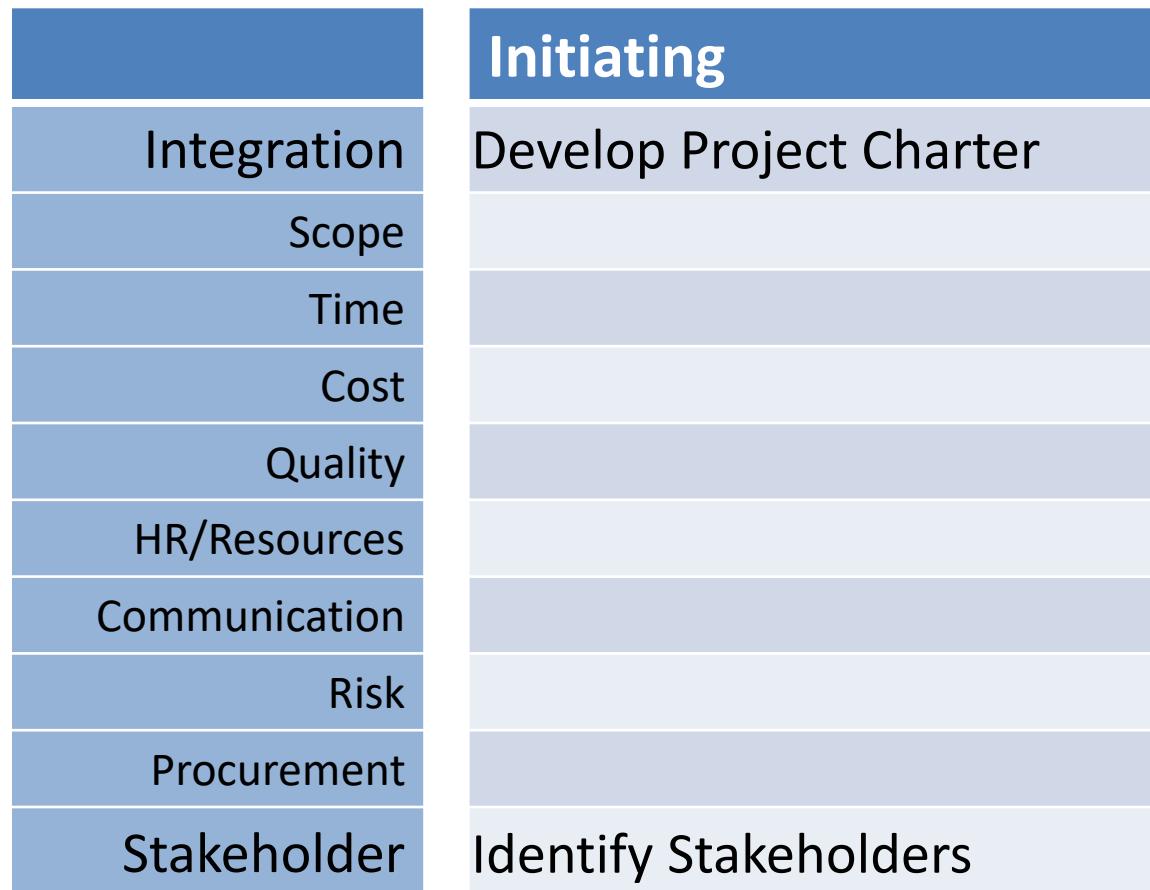
Business Case

“Why do we want to build it?”

A	B	C	D
1			
2	Revenue	£450,000	
3	Costs	-£360,000	
4	Profit	£90,000	
5			
6			

- Project must deliver *value* to the business
 - on time, on budget, so what?
 - Is it worth the effort?
- Other competing projects?
 - Overarching strategic plan of organisation
- *Start of Project:* Sets out ultimate goals for stakeholders
- *During Project:* Guides key project decisions
- *End of Project:* **Learning linchpin** for business

‘Initiating’ Process Group



This is outside
the project...

'Initiating' Process Group

	Pre-Initiation (Starting Up)	Initiating
Integration	Project Mandate Business Case	Develop Project Charter
Scope		
Time		
Cost		
Quality		
HR/Resources		
Communication		
Risk		
Procurement		
Stakeholder		Identify Stakeholders





Thixotropic
Ink!



GUARANTEE AND ORDER FORM



Pressurised
Cartridge

Yours for
\$1m !

This is outside
the project...

'Initiating' Process Group

	Pre-Initiation (Starting Up)	Initiating
Integration	Project Mandate Business Case	Develop Project Charter
Scope		
Time		
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What went wrong with the 'Space Pen' project?

Project Charter

The *Project Charter* formally authorizes the existence of the project and provides PM with the authority to apply resources.

Project Charter

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Inputs:

- **Project mandate** or *statement of work (SOW)*
- **Business case**: *is it worth the required investment?*
- Agreements (*MOUs, SLAs, contracts*).
- Enterprise environmental factors such as *quality standards*.
- Organisational process assets: *standard processes, lessons learned*.

Project Charter

The *Project Charter* formally authorizes the existence of the project and provides PM with the authority to apply resources.



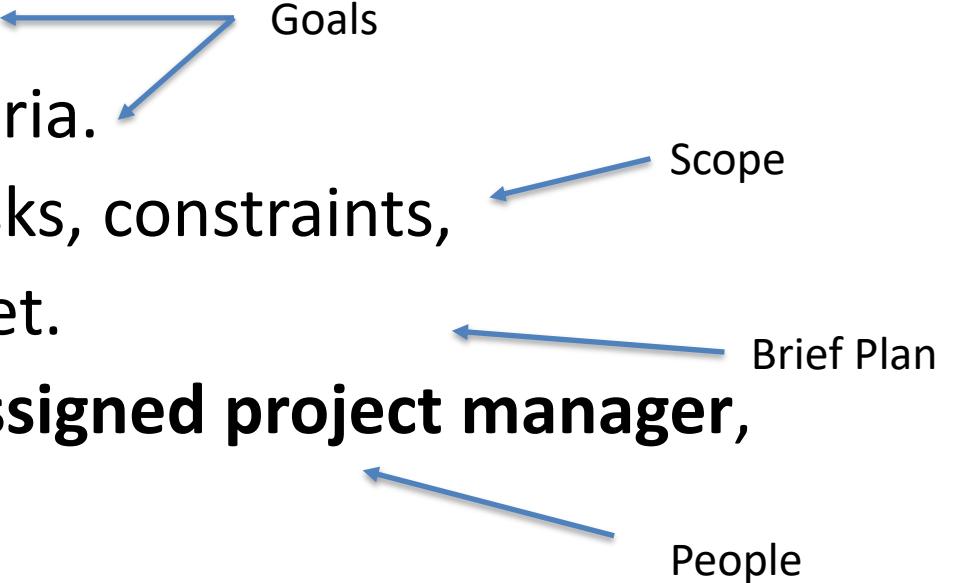
Outputs:

- Project purpose or justification.
- Measurable objectives and success criteria.
- High-level requirements, boundaries, risks, constraints,
- Summary milestone schedule and budget.
- Stakeholder list, authority of sponsor, **assigned project manager**, signing off authority.

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Project Charter Examples...

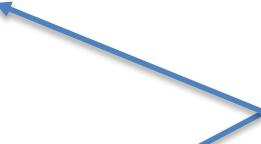
Project Charter Template

Project Name	Name of project		
Project Sponsor	Name of project sponsor	Project Manager	Name of project manager
Date of Project Approval	Date	Last Revision Date	Date
Project Description	Give background to the project and state the project's purpose.		
Scope	State what is in scope and also what is out of scope.		
Business Case	Outline the justification for starting the project, including financials and timescales if applicable.		
Constraints (in priority order)	Time	Describe any deadline that exist	
	Quality	Describe any quality criteria that exist	
	Budget	Describe budgetary constraints that exist	
	Scope	Is the scope flexible?	
Project Deliverables	Outline what deliverables are to be produced by the project.		
Benefits (measurable results)	Describe the benefits here, and use the KPIs below to set targets.		
	KPI	Baseline	Goal
	KPI 1	Baseline value	Target value
	KPI 2	Baseline value	Target value
	KPI 3	Baseline value	Target value
KPI 4	Baseline value	Target value	
Steering Committee	Name 1	Project Team	Name 1
	Name 2		Name 2
	Name 3		Name 3
	Name 4		Name 4
Key Stakeholders	Name	Success Criteria	
	Name 1	Success criteria 1	
	Name 2	Success criteria 2	
	Name 3	Success Criteria 3	
Risks	Enter any known risks here.		

Project Charter Template

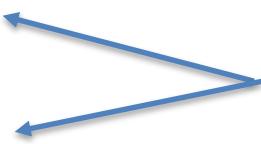
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	Name	Success Criteria			
Key Stakeholders	Name 1	Success criteria 1			
	Name 2	Success criteria 2			
	Name 3	Success Criteria 3			
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Goals



Scope

Brief Plan?



People

Project Charter Example

Project Name	IVR Project				
Project Sponsor	Dave Sponsor	Project Manager	Alice Michaels		
Date of Project Approval	8th Mar 2015	Last Revision Date	17th Apr 2015		
Project Description	To introduce a new automated telephone system to ensure all calls get answered.				
Scope	A IVR system will be introduced to assist the sales team in taking orders, and also to ensure no orders are missed. The system is only to help the sales team at this stage, other teams such as support are out of scope.				
Business Case	To increase orders per sales team member by 20% from current levels. To reduced unhandled calls to 0%. To increase customer satisfaction by 10 points.				
Constraints (in priority order)	Time	4 months			
	Budget	4 developers + 1 sales team rep			
	Scope	TBD			
	Quality	Prioritize time & budget over quality			
Project Deliverables	An IVS system to assist the sales team + training for the sales team + support during the first operational month of the system.				
Benefits (measurable results)	See KPIs below + business case above				
	KPI	Baseline	Goal		
	Orders per sales person pd	20	24		
	Unhandled calls pd	11	0		
Steering Committee	Customer satisfaction	17	27		
	CEO	Project Team	Sales Rep		
	Finance Director		4x developers TBD		
	Sales Director				
Key Stakeholders	Name	Success Criteria			
Risks	No team members have any previous experience of IVR setup, so there is a chance we've hugely underestimated the work involved.				

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Project Name	Project Description
Customer service 'bot'	Implement a 'bot' to automate the handling of customer service requests.

Business Need

200 hours per month are spent by the customer service team responding to routine customer service requests: frequently asked questions, requesting order statuses, asking for discounts, requesting refunds. A 'bot' will automate those routine cases and free up 200 hours for the customer service team, so that they can better deal with non-routine cases.

Scope	Deliverables	Constraints
Detect routine customer queries, automate responses where possible, with basic fault detection.	A 'bot' A status dashboard	

Project Ownership / Approval

Project Manager	Ian Saunders	Project Sponsor	Bob Smith	Approval Date	01-Sep
Project Number	PR4030				

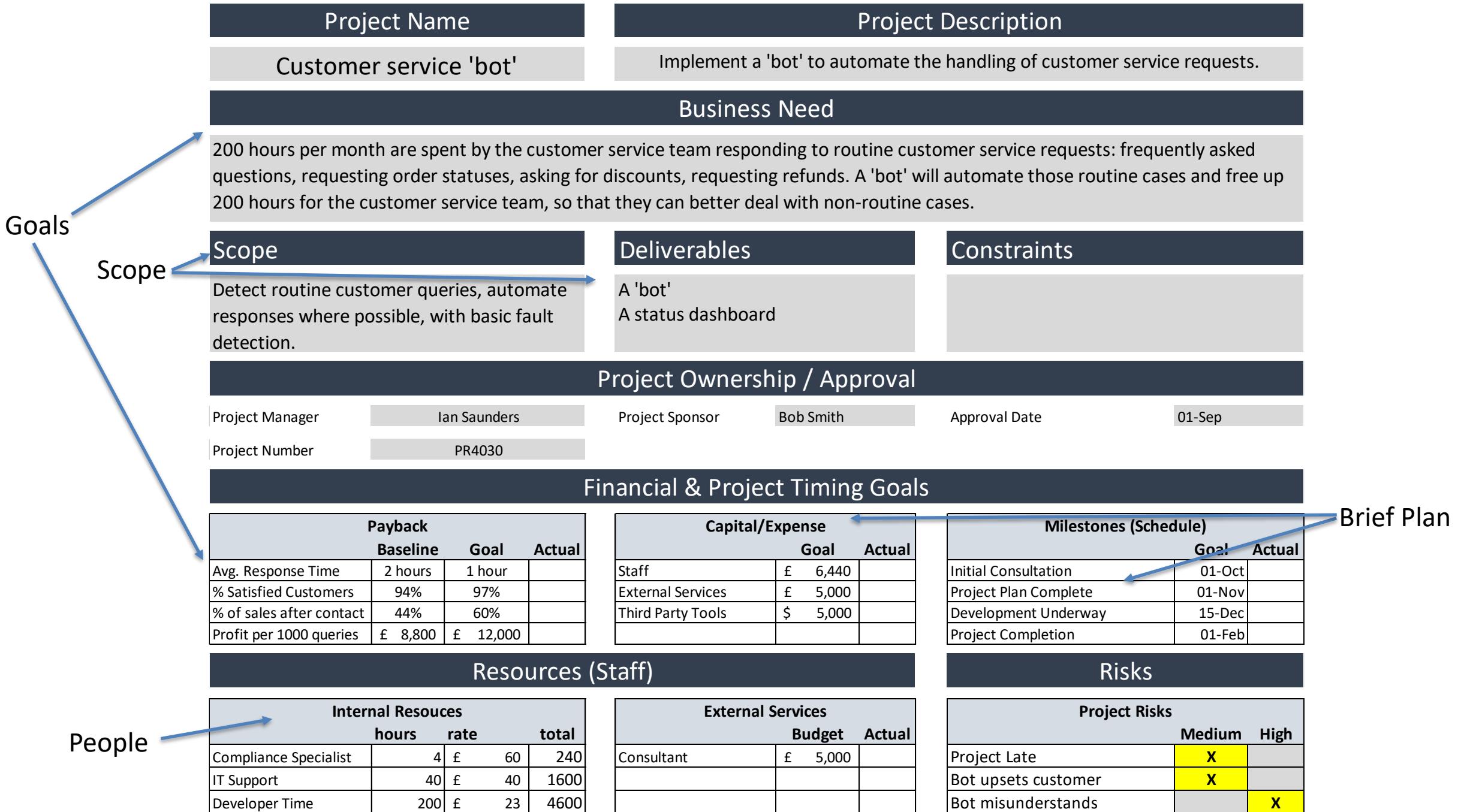
Financial & Project Timing Goals

Payback			Capital/Expense			Milestones (Schedule)		
	Baseline	Goal		Goal	Actual		Goal	Actual
Avg. Response Time	2 hours	1 hour				Initial Consultation	01-Oct	
% Satisfied Customers	94%	97%				Project Plan Complete	01-Nov	
% of sales after contact	44%	60%				Development Underway	15-Dec	
Profit per 1000 queries	£ 8,800	£ 12,000				Project Completion	01-Feb	

Resources (Staff)

Internal Resources			External Services			Project Risks		
	hours	rate		Budget	Actual		Medium	High
Compliance Specialist	4	£ 60	240			Project Late	X	
IT Support	40	£ 40	1600			Bot upsets customer	X	
Developer Time	200	£ 23	4600			Bot misunderstands		X

Risks



Project Specification

- CS310 Computer Science Project
- “Project Specification” - a bit like a ‘project charter’
 - Title
 - problem statement
 - gap identified
 - Objectives
 - Methods
 - Timetable
 - resources and risks
 - ethical considerations

Project Specification

- CS310 Computer Science Project
 - “Project Specification” - a bit like a ‘project charter’
 - Title
 - problem statement
 - gap identified
 - Objectives
 - Methods
 - Timetable
 - resources and risks
 - ethical considerations
-
- The diagram illustrates the structure of a project specification by grouping its components into four main categories, each indicated by a blue arrow pointing from the list items to a descriptive label:
- Goals / Purpose - “Why?” (points to: problem statement, gap identified, Objectives)
 - Scope - “What”
But also “How” (points to: Methods, Timetable)
 - Brief Plan (points to: resources and risks)
 - People? (points to: ethical considerations)

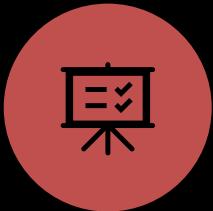


Recap

- Business Case (**why**): goals
 - Mandate / SOW (**what**): scope, authority
- Charter / Brief / Spec (**how**): details, constraints, plan ...



Overview



SMART Quiz



Group Work and
Peer Assessment



The Balancing Act
(Iron Triangle)



PMBOK Guide

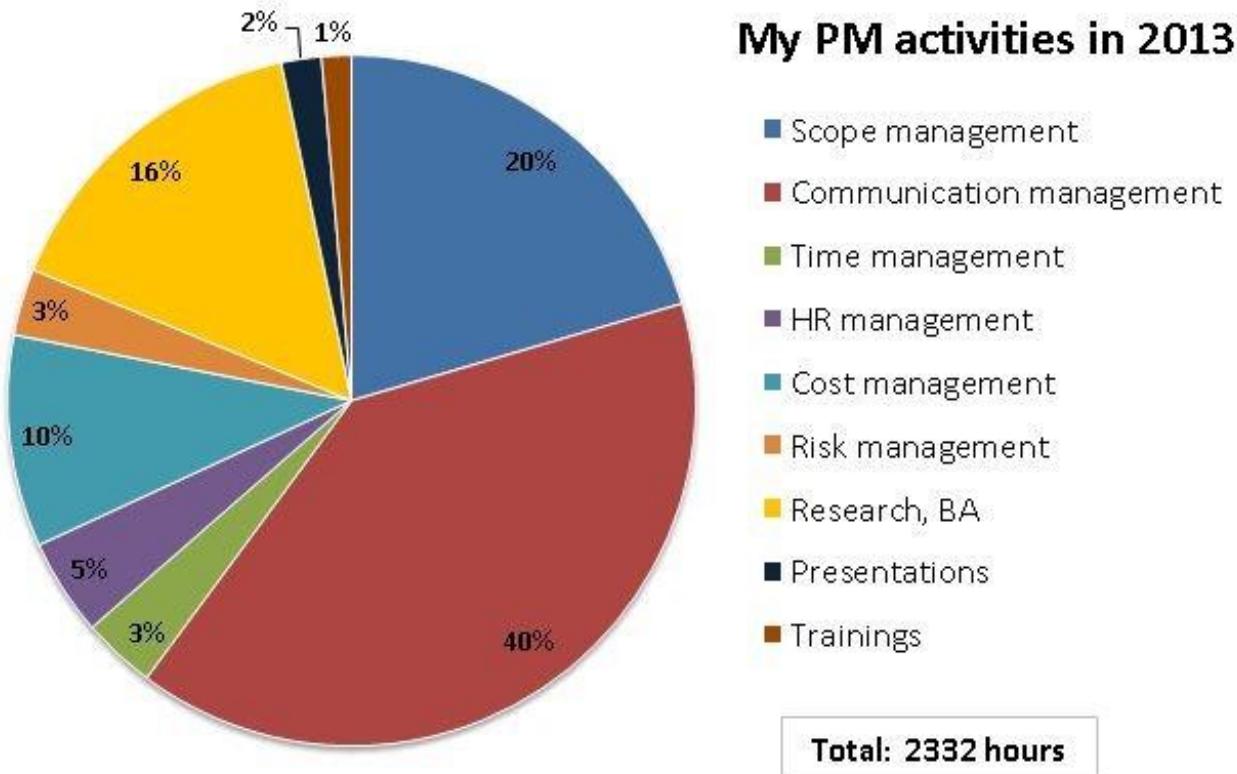


Project Initiation
(Mandate, Charter)



Stakeholders

What do project managers do?



- “It has been said that 90% of a project manager's time is spent communicating”

<https://www.linkedin.com/pulse/where-my-project-managers-day-goes-dima-malyk/>

<https://www.pmi.org/learning/library/effective-communication-better-project-management-6480>

Project Stakeholders

Sponsor promotes, provides resources, leads through initiation.

Customers and users: for the project's product, service or result.

Sellers provide components or services necessary for the project.

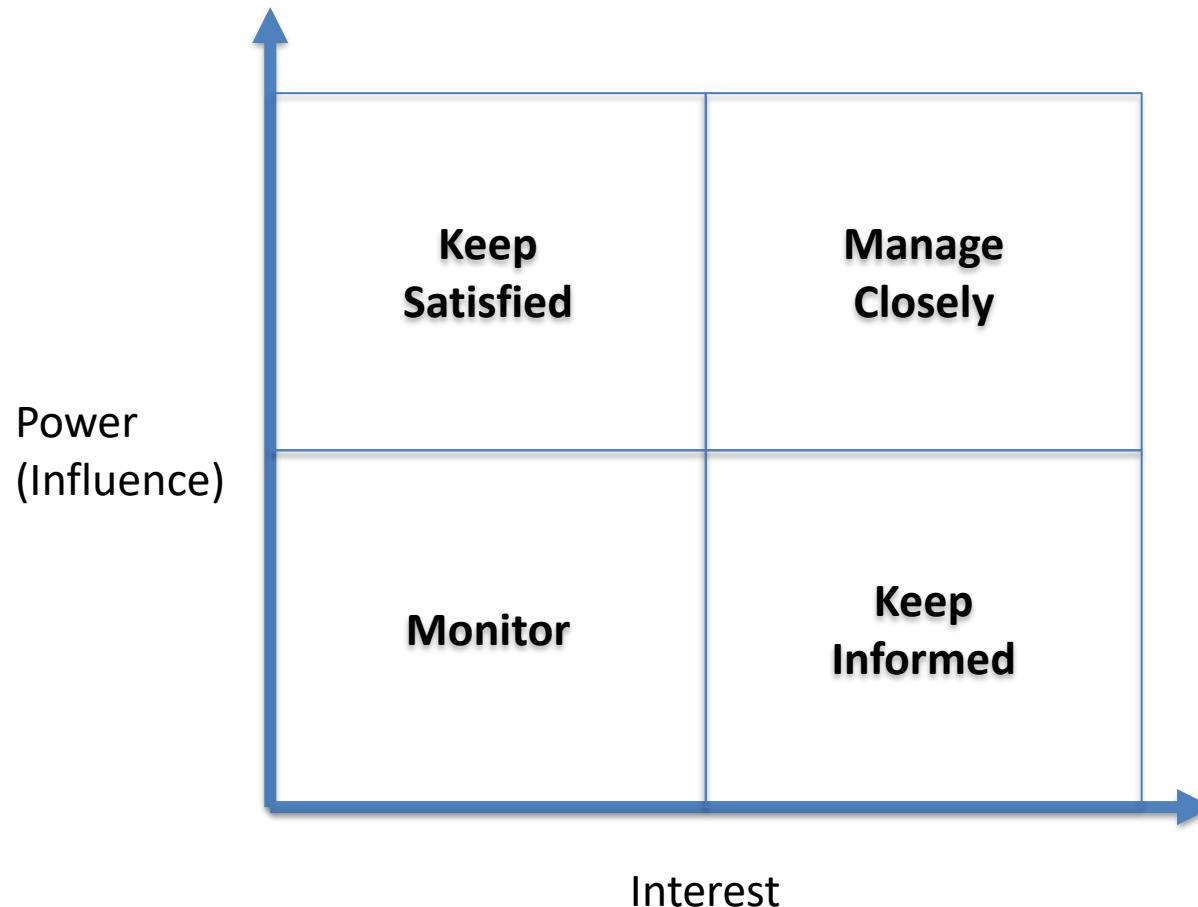
Partners provide expertise or service such as installation, training, or support.

Internal groups that are affected by the activities of the project team such as marketing, manufacturing, sales, customer service.

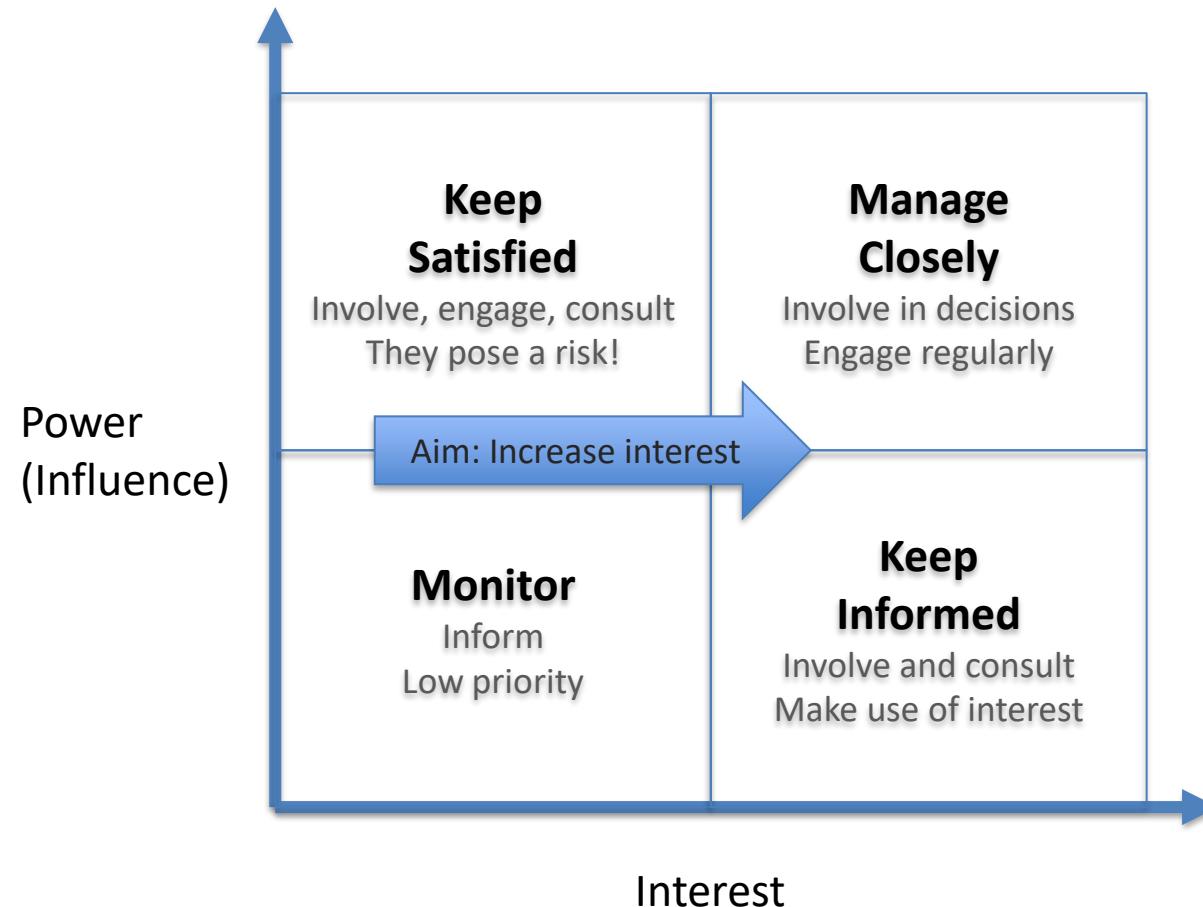
Functional managers such as human resources, finance, accounting or procurement that provide service to project.

Others that have an interest in the outcome, such as regulators, the public.

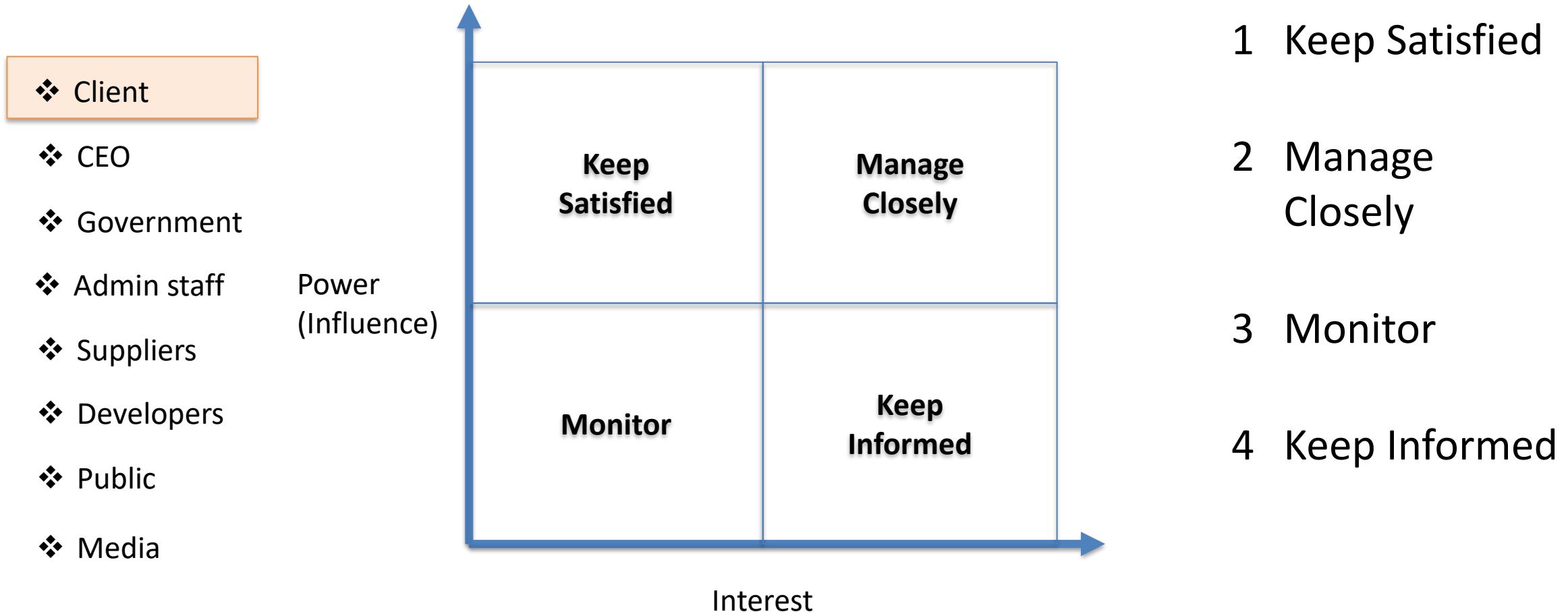
Power / Interest Grid



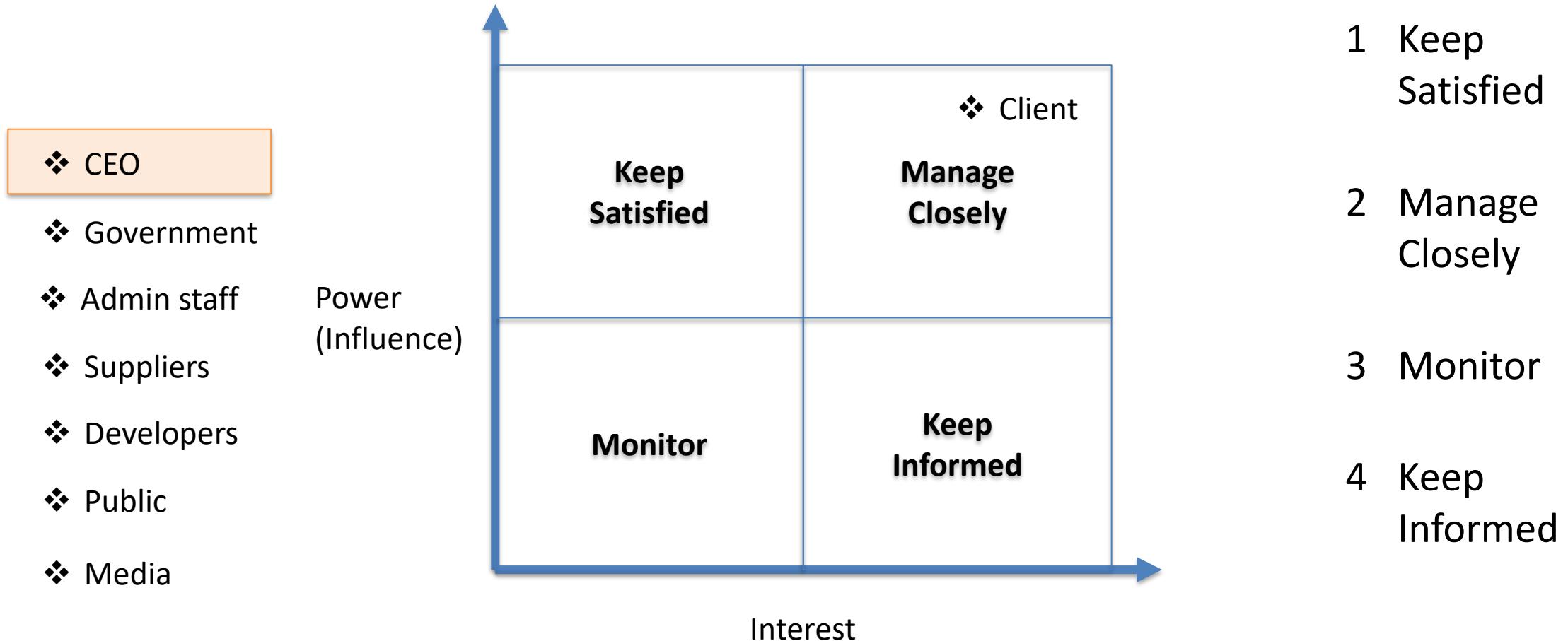
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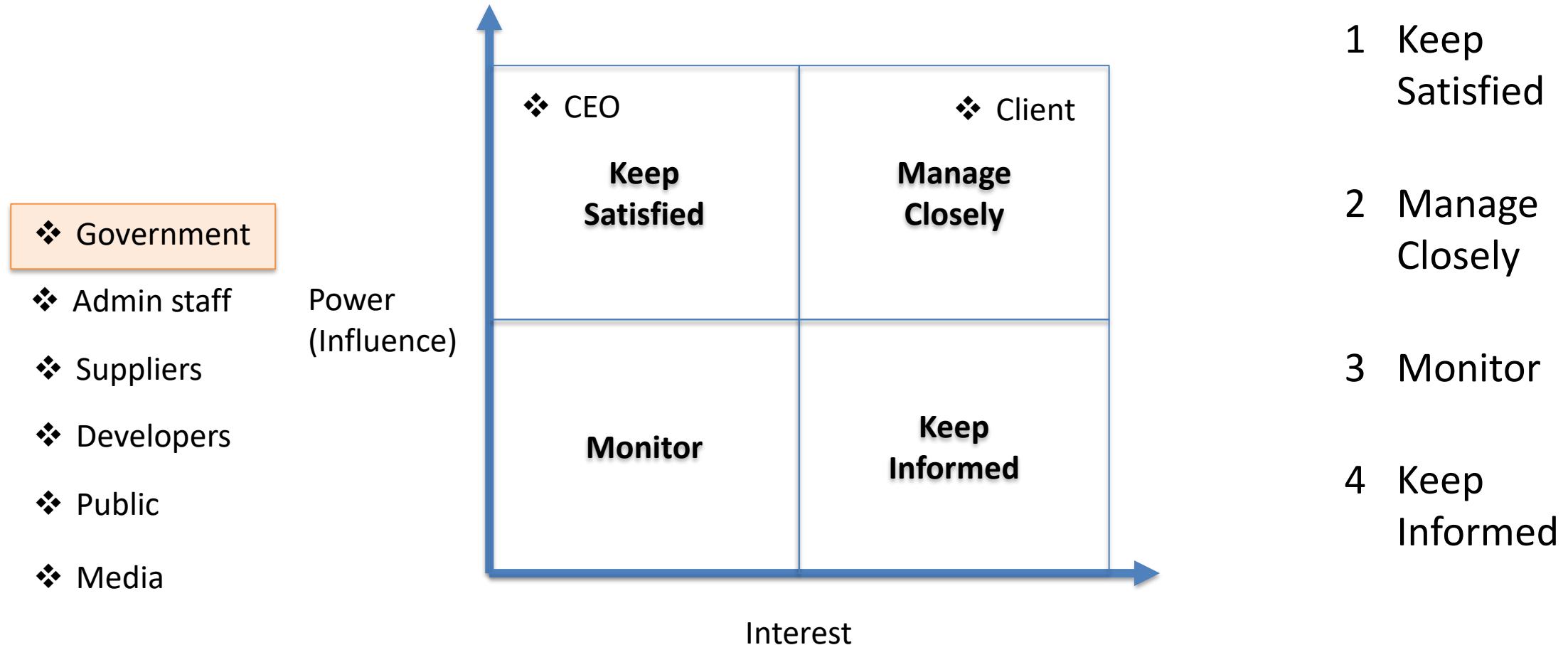
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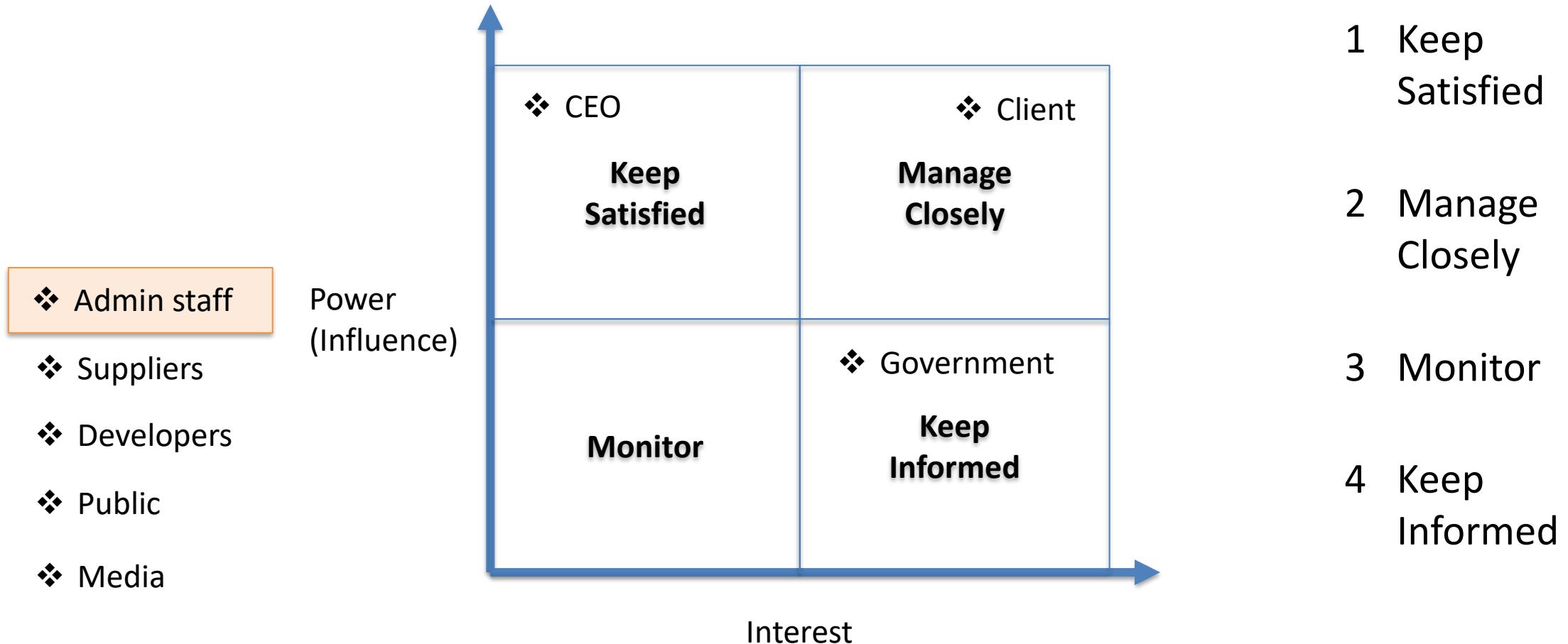
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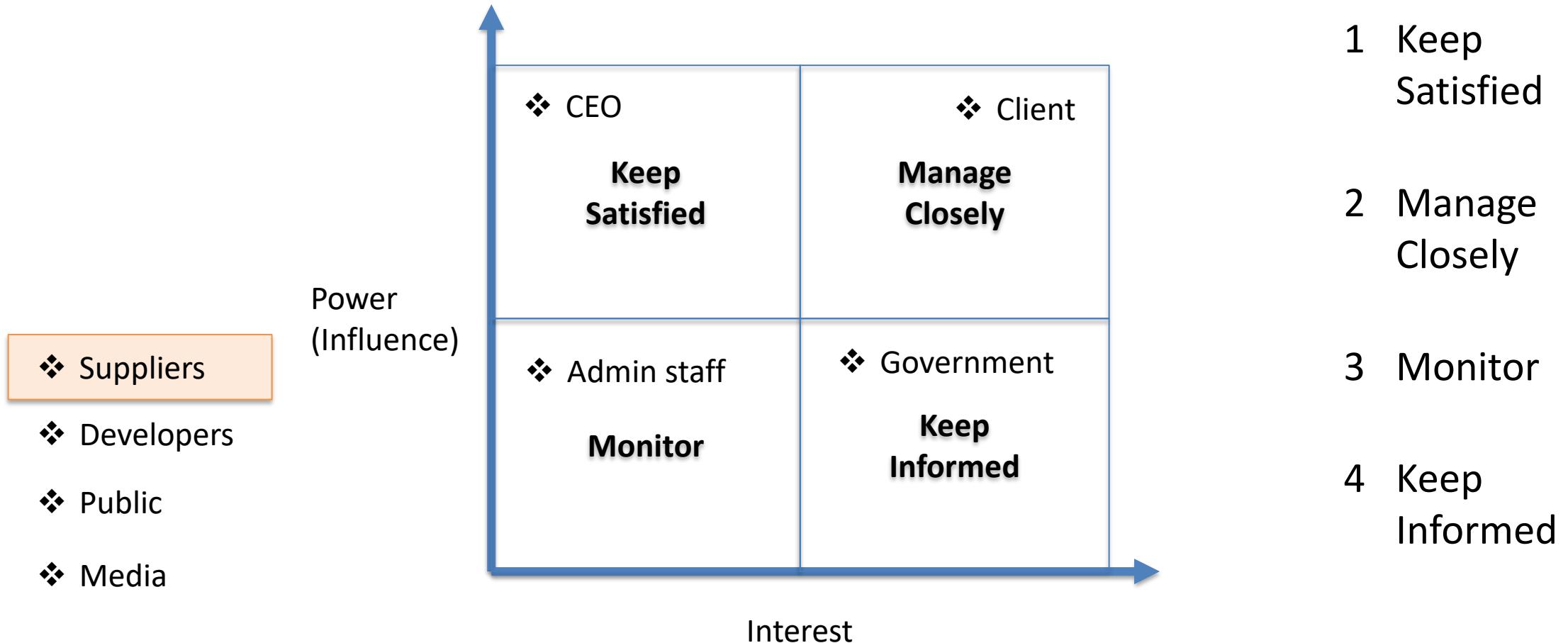
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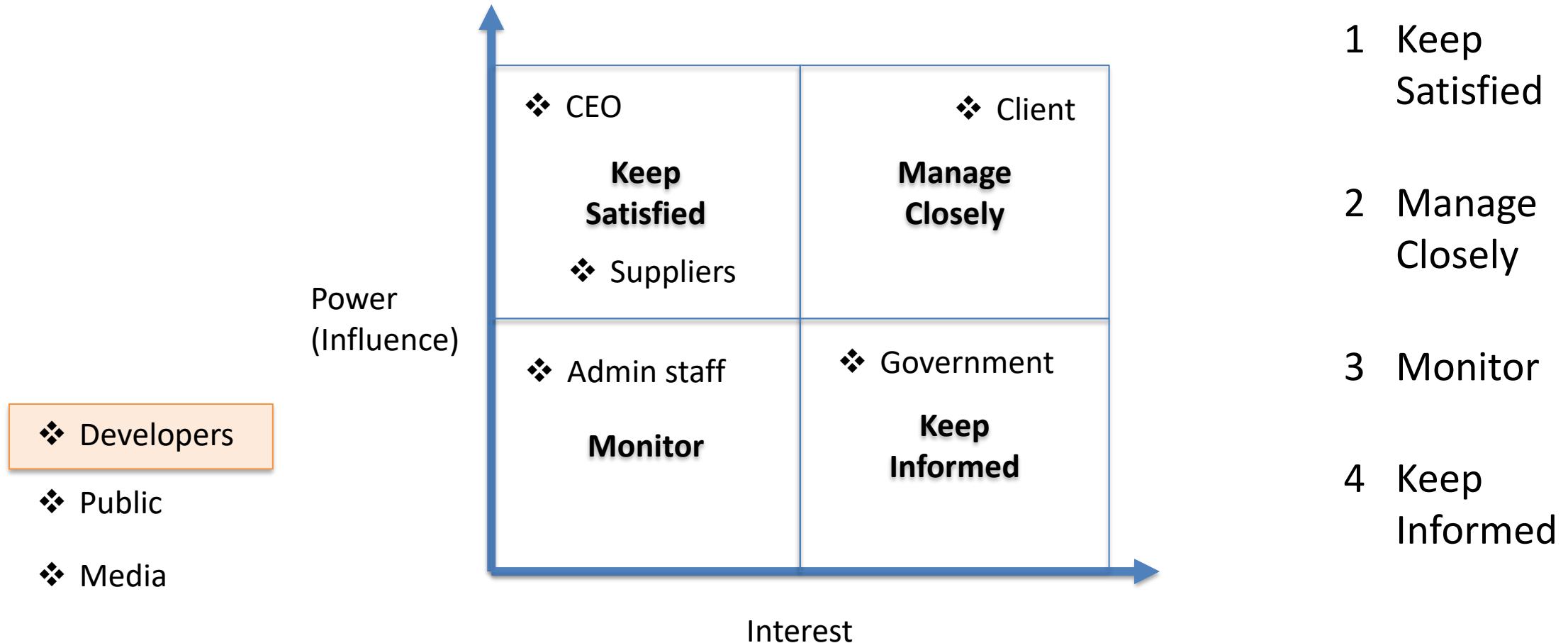
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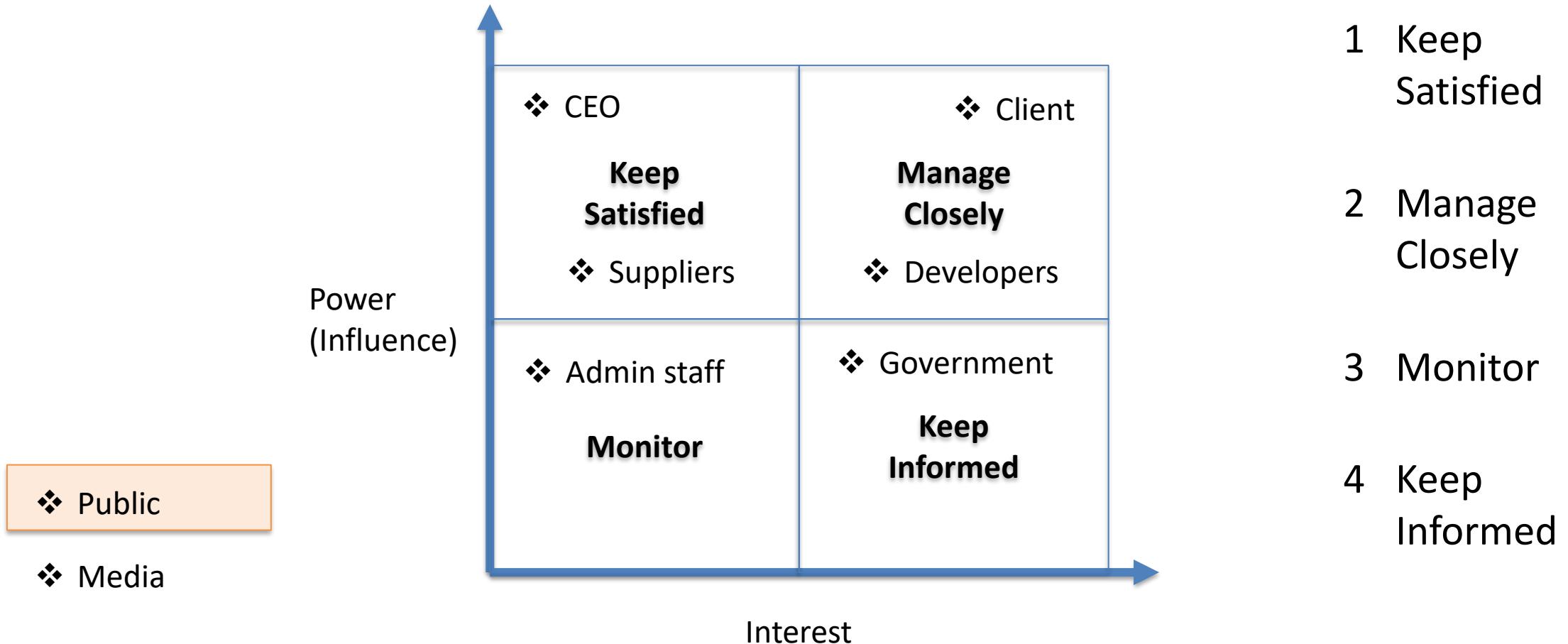
Power / Interest Grid



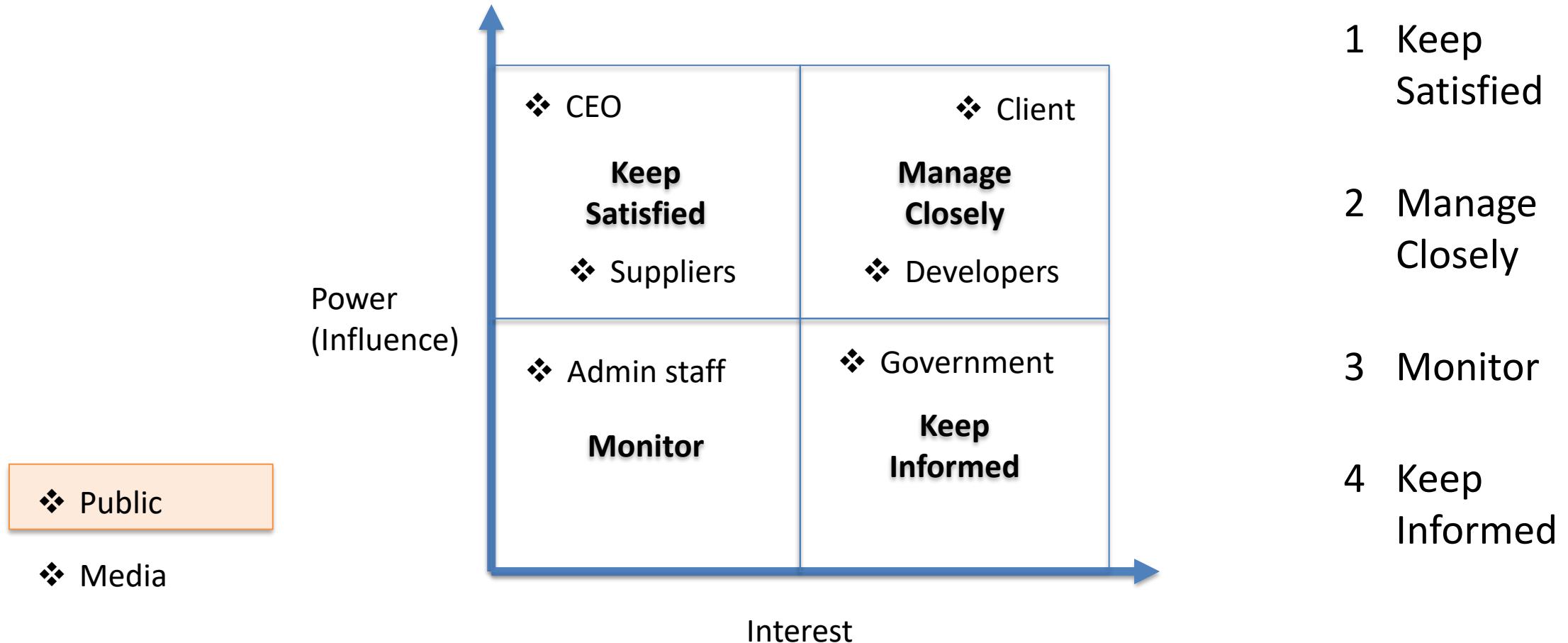
Power / Interest Grid



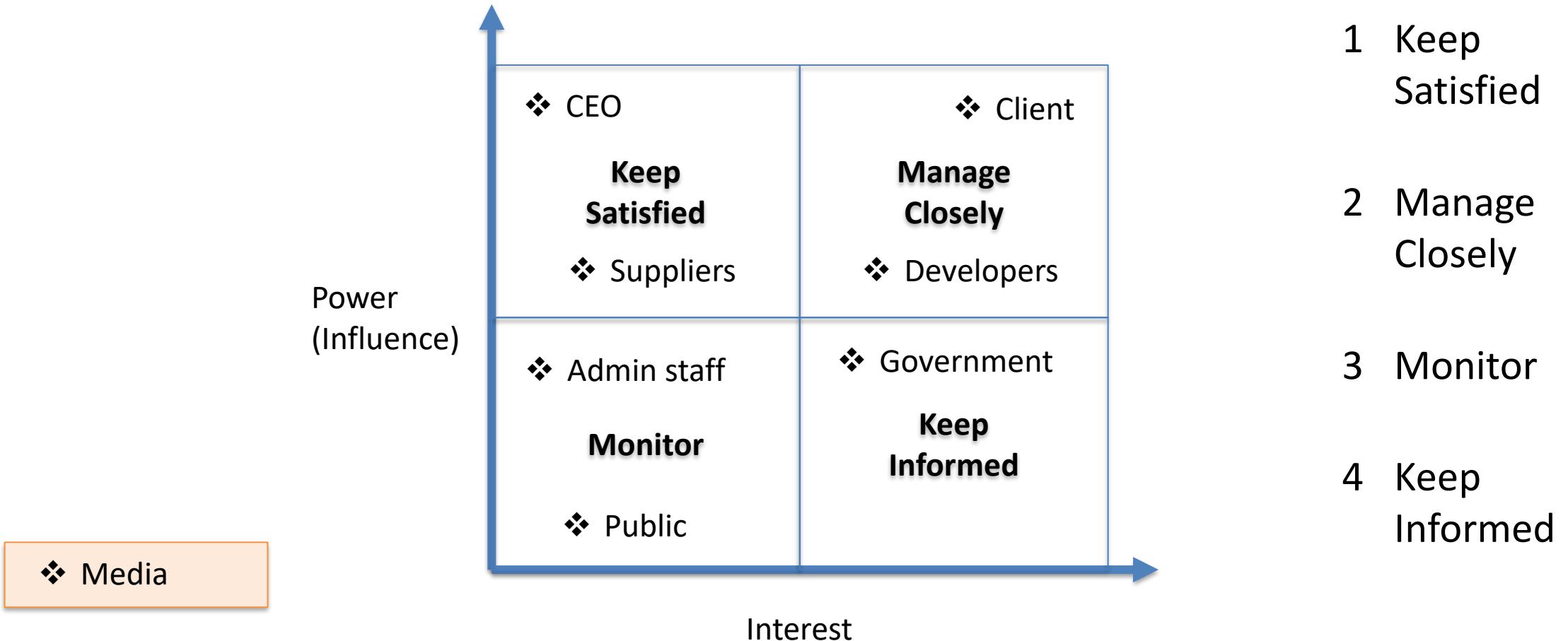
Power / Interest Grid



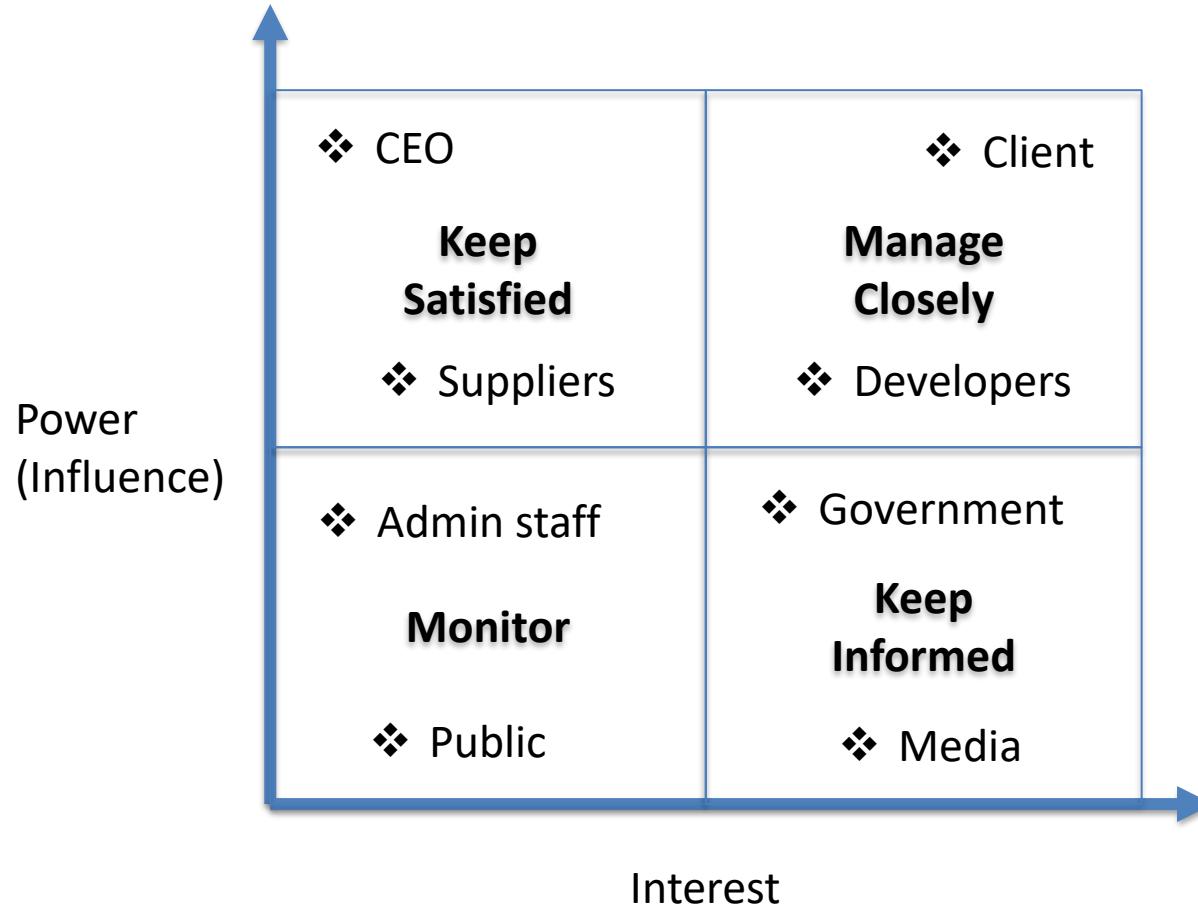
Power / Interest Grid



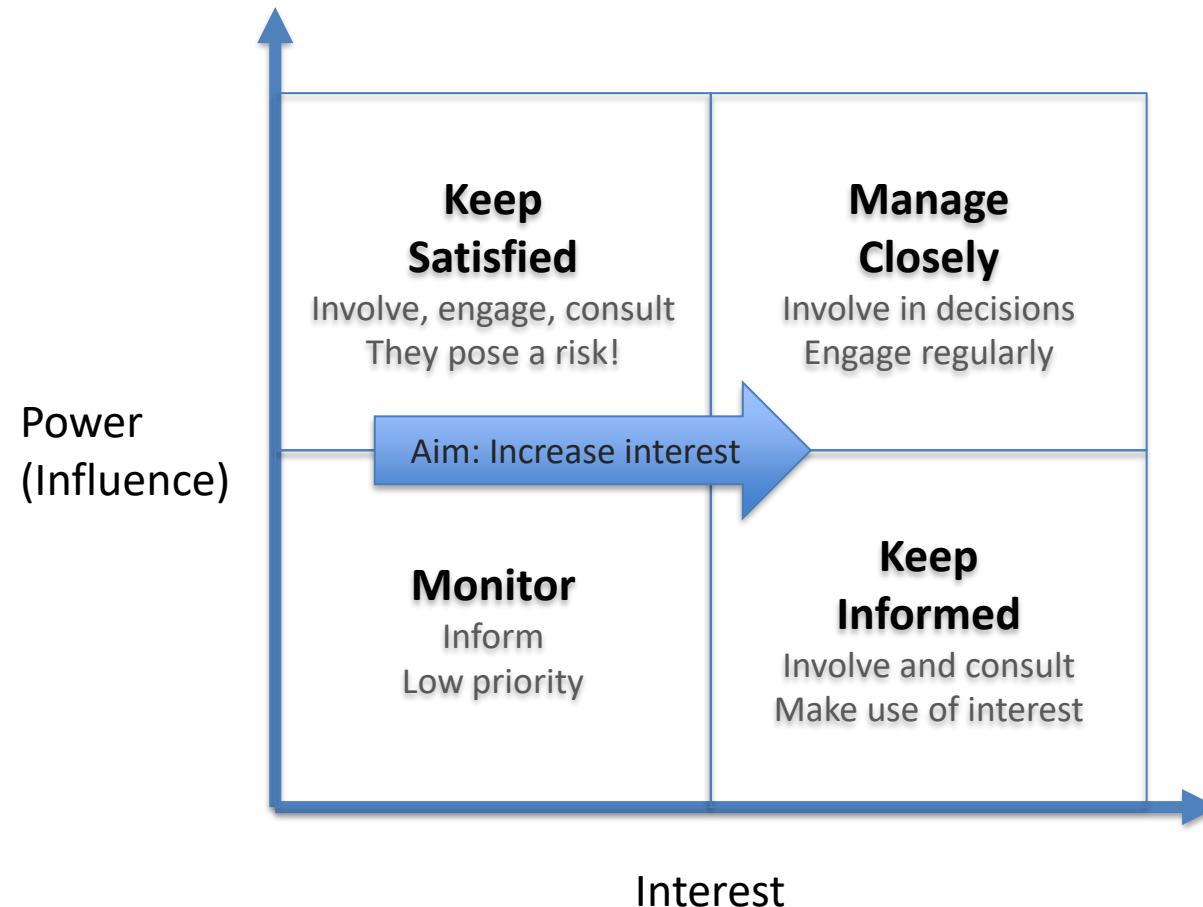
Power / Interest Grid



Power / Interest Grid



Power / Interest Grid





Leaderboard

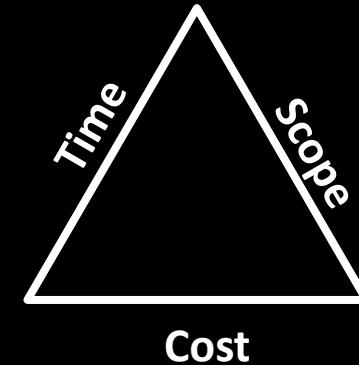


Position	Participants	Score
1	John Doe, Jane Smith	120
2	David Johnson, Emily Davis	115
3	Michael Brown, Sarah Green	110
4	Christopher White, Natalie Blue	105
5	Robert Black, Lucy Grey	100

Recap

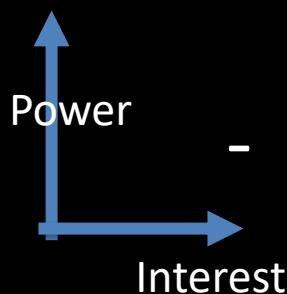


- Project management as a balancing act



- The Project Management Body Of Knowledge (PMBOK®)

- Starting up and Initiating a project



- Managing competing interests (stakeholders)

Next Time

This week's seminar:

- Project Selection
- **You'll be assigned to a team, and you'll need to compete for your case study!**

Homework:

- Read the case studies in advance
 - warwick.ac.uk/pmcs/case_studies/
- Study the PMBOK processes for next week's quiz
 - Exercises on warwick.ac.uk/pmcs/resources (scroll down to the Learning Resources)

Next week's lecture:

- Scope & Time Management