

HOW'S
YOUR
PROJECT
COMING
ALONG?

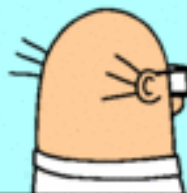


IT'S A
STEAMING
PILE OF
FAILURE.



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IT'S LIKE FIFTEEN
DRUNKEN MONKEYS
WITH A JIGSAW
PUZZLE.



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HOW'S YOUR
PROJECT COMING
ALONG?



FINE.



Introduction

Production and Project Management

What is a Project ?

“...series of activities designed to achieve a **specific outcome** (*goal/objectives*) within a set **budget** and **timescale**”.

Winning Your Right Job By Mathew A. Oladimeji

What is a Project ?

- Has a **beginning** and an **end**
- Meet pre-established **goals/quality objectives**
- Meet **schedule**
- Within **budget**

Elements Of A Project

- Scope
 - what is supposed to accomplish?
 - Project size, goals & objectives, requirements
- Time
 - Task durations, dependencies, critical path
- Resources
 - People, equipment, material
 - What is the budget?
 - Costs, contingencies, profit

What is the Role of Project Manager?

“The project manager ensures the objectives (*scope*) are made and the project is accomplished within budget (*resources*) and time”.

Commonwealth Games 2010

- Ang left at 2:45pm local time for the 3pm deadline but ended up arriving at the SP Mukherjee complex 45 minutes late.

“There's usually some grace period, I did what I could to get there on time. I can't control the traffic. If you want to point fingers, then so be it.

And I wanted to hand it in as late as possible in case of injuries so I could make changes to the line-up.

I wanted to be with the swimmers for as long as possible and make sure they were prepared before their race.”

It usually takes us about 20 to 30 minutes to reach the Dr S.P. Mukherjee Swimming Complex. Today, it took us about an hour.”

Reflection?

- SSA president Jeffrey Leow saying reaction to the incident had been "totally overboard".

"In terms of mistakes, this is trivial. I believe the Americans had done the same in the '70s in one of the Olympics and that was a serious situation where they lost medals.....

"In our case, our swimmers were **not expected** to win medals and were looking for seventh place. It's unfortunate that they weren't able to swim in the final, but it was **not a major error**."

Youth Olympic Games

- The projected expenditure for the Games was **\$104 million**, but it more than tripled in July to **\$387 million**.
- Why the original budget was so low, he said that the last time Singapore hosted an international multi-sports event was in **1973**, when the South-east Asian Games was held here.

"We didn't think at that point in time that we were going to host a Games which was at **world standard** with **world-class timing systems and information systems**."

16 Sept 2010

Youth Olympic Games

- The tickets for the **Sept 24-26** Singapore GP were posted in batches from **Tuesday, Sept 21**, using normal mail.
- The last batch was sent to the post office for delivery on **Wednesday (Sept 22) evening**.

"We would like to convey our sincere apologies to the volunteers who did not receive the tickets on time. Our staff made a major mistake in not making sure that there would be **sufficient time** for the tickets to reach those who had been selected to receive the tickets."

Sep 30, 2010

Youth Olympic Games

- THE Singapore Youth Olympic Games Organising Committee (SYOGOC) has apologised for a **printing error** in more than 45,000 certificates given to volunteers and participants of the recently concluded inaugural YOG.

“The sample signatures were used as place holders in the design of the certificates which were sent to the printing firm by mistake due to an **oversight** in the checking process.”

Sep 23, 2010

Youth Olympic Games

- The free trip was the Singapore Youth Olympic Games Organising Committee's (SYOGOC) way of thanking the students for helping out as volunteers in the games.
- According to the students, their teacher had received an e-mail from the SYOGOC saying that they could visit the theme park from "0630 to 2300" on Tuesday.
- So the group turned up at 11.30am.
- As it turned out, they could be at the park only from 6.30pm onwards. Not 6.30am.

Sep 24 2010

Form teams of 3-4 members
List down the problems that you had encountered
and the solutions if any

In managing the project, what went right/wrong?
How could you have done it better?

Each member is required to give at least 2 examples

Practical 1

Common Mistakes!

Production and Project Management

Video Game Flop

- Terminator Salvation(Released 2009)
- Army of Two (2008)
- Haze (2008)
- Stormrise (2009)
- G.I. Joe:The Rise of Cobra (2009)
- Lair (2007)
- Too Human (2008)
- Sonic Unleashed (2009)
- Ninja Blade (2009)
- Spider Man 3 (2007)
- Dark Void (2010)
- Alone in the Dark (2008)
- James Cameron's Avatar: The Game (2009)
- Vampire Rain (2007)
- Quantum of Solace (2008)



Duke Nukem Forever (...and never?)

- Announced in 1997
- After 10 years in development, 3D Realms announced it was shutting down in 2009.
- The game is being finished by Gearbox Software and will be published by Take-Two Interactive, publisher of the “Grand Theft Auto” series.
- Gearbox release the game



Common Mistakes I

- Based on YOU (& pass cohorts)
- Panic in last week:
 - Bad time-management and scheduling
 - Underestimating task duration
- Late Integration
 - Initial Fission: “you take A, I’ll take B”
 - Final Fusion: then we integrate at the end
 - Result: Disaster !

Common Mistakes II

- Documentation woes
 - Documentation? What Documentation?
 - Documentation is the last thing written
 - Usually hot off the printer for the deadline
 - No documentation hinders the project
- Hard to document plans and schedules
- Hard to plan technology
- Hard to hand-over project to staff later

Common Mistakes III

- No testing
 - Just “Hope it works during presentation”
 - No tracking of bugs
- Unfixed bugs hide and breed an army of baby-bugs
- No backups
 - “The Dog Ate My Work!”
 - “It worked last week, honest!”

What to Avoid...

- Doing it alone.
 - Superhero
 - Remember that TEAM stands for Together Everyone Achieves More.
- No priorities
 - Spending too much time on certain tasks
- Taking on too much
 - “I do, you watch”
- Disorganised
 - Spending time to re-org?
 - “Now where did we stopped?”

and ...

- Too much planning (???)
 - 10%? 20%
 - 3 weeks? How much time?
- If something can go wrong, it will (Murphy's Law)
 - Planning for mistake (???)
 - 9am class, journey takes 20minutes, what time to leave?
- “I remember”
 - The more you have to remember, the more you will forget... chances are it'll be important!
 - Documentation!!!!

... more

- Too many tasks
 - Distractions
 - Re-orientate!
- There are 24 hrs a day (?)
 - You need breaks! Your body/mind need to recharge
 - A tired mind is less productive and tends to make mistakes!

Why projects fail?

| | | | |
|---|------------------------------------|--|---|
| Poorly managed | Lack of management commitment | Lack of a solid project plan | Poorly defined roles and responsibilities |
| Inadequate or vague requirements | Stakeholder conflict | Team weaknesses | Competing priorities |
| Poor communication | Business Politics | Overruns of schedule and cost | Estimates for cost and schedule are erroneous |
| Lack of prioritization and project portfolio management | Scope Creep | Ignoring project warning signs | Inadequate testing processes |
| No change control process | Fail to meet end user expectations | Lack of user input | Lack of organizational support |
| Unrealistic timeframes and tasks | Bad decisions | Insufficient Resources (funding and personnel) | Undefined objectives and goals |

Why Projects Fail ?

- Unsure of **requirement (scope)**
- Did not meet needs of **requirement (scope)**
- Poor planning – **Unrealistic estimates** of time, cost, and scope
 - Too optimistic on schedule, Insufficient resources
- Poor Management
 - **Did not monitor progress**
 - Did not follow/No plans
 - Lost goals/direction
- **Lacks Communication**
 - Client, Supervisor, team members

Solutions....?

- Project management
 - **Initiate** project
 - Understand your environment and your project
 - **Plan, Execute, Monitor & Control** project
 - **Iterative** process
 - **Close** project
 - **Review** and **Improve**
- Tools
 - Tools to help structure development
 - Automating and avoiding common issues
 - Helping you develop better projects, on time and on budget

PPMAN Overview

Lesson 2: Studio Setup (Environment / Context)

Planning

- Lesson 5&6: Scheduling

Execution

- Lesson 9&10: Communication, Negotiation & Conflict
- Lesson 11: Team Management
- Lesson 12&13: Setting and Managing Expectations
- Lesson 14: Pitching Projects

Monitoring & Control

- Lesson 7&8: Documentation and Version Control
- Topic 15: Bug and Task Tracking

Lesson 3&4: PM Methodologies

In preparing for battle, I have always found that plans are useless but planning is indispensable.

- *Dwight D. Eisenhower*


Production and Project Management

Planning for success

Project Management

- Every project has constraints
- A successful Project Manager must simultaneously manage the three basic elements of a project:
 - resources,
 - time and
 - most importantly, scope.

What are Resources?

- In project management, **resources** are required to carry out the project tasks.
- Project Team (Producer, designers, programmers, artists)
 - subcontractors
- Facilities/Equipment/Building
- Hardware/Software
- Funding/Money????? 
 - You need money to acquire resources

What is Budget?

- Each project task has an estimated and actual cost.
 - Cost of resources etc
- A project budget is composed of the estimated cost, plus the contingency and design allowance, plus any profit.
- The project manager's job is to **keep the actual cost at or below the estimated cost**, to use as little of the allowance and contingency as possible, and to maximize the profit the company earns on the project.

What does Project Manager do?

- Defining Scope
- Scheduling
- Managing your Team
- Document what you've done
- Managing Risks

What is a Project Scope?

- The project **scope** defines what the project is supposed to accomplish and the **time** and **resources** needed to achieve these **objectives**.
- Clearly defined goals and objectives are **integral part of the projects' success**.
- It is absolutely imperative that any change to the scope of the project have a matching change in budget, either time or resources.

Defining Scope

- Defining the **scope** of the project.
 - What is it you are supposed to accomplish? What is the project objective?
 - What is **not included** in the scope of your project.
 - **Clarify/confirmation** the scope
- Determine Available **Resources**
 - What **people, equipment, and money** will you have available to you to achieve the project objectives? As a project manager, you usually will not have direct control of these resources
- Determine the **time** it will take
 - When does the project have to be completed? **Deadlines?**
Overtime hours to meet the schedule against budget

Challenges

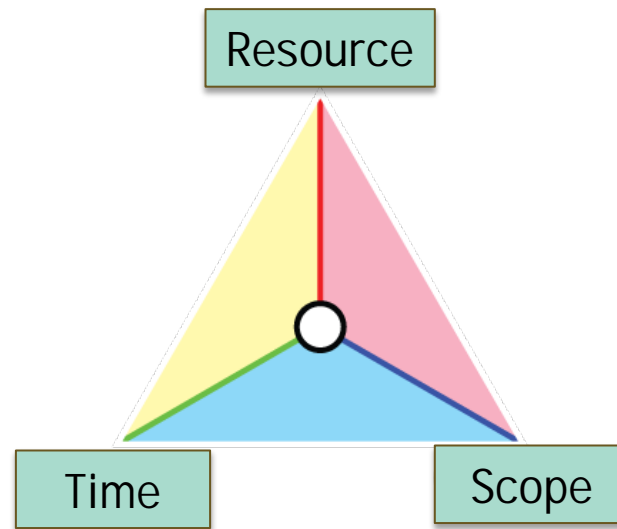
- Scope change!
 - Any change to the scope of the project have a matching change in budget, either time or resources.
 - “Scope creep” piling up of manageable small changes may be significant when aggregated together.
- When the project scope clearly identified and associated to the timeline and budget, you can begin to manage the project resources.

Resource, Time and Scope Triangle

- The triangle works on the principle that as more emphasis is placed on one element, less is placed on the others.

e.g. Paint My Home.

- Time: 3 days
- Scope:
 - 1 living room
 - 3 bedrooms
 - Ceilings
- Resources
 - 2 painters
 - Painting stuff

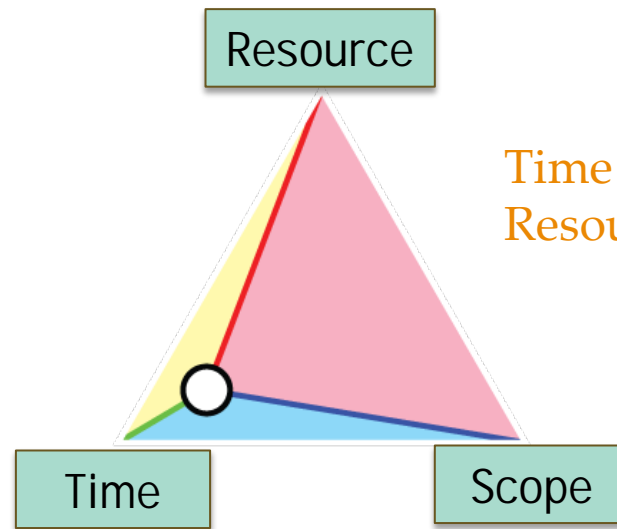


Resource, Time and Scope Triangle

- As more of any one element is demanded, lines to the other two become longer (stretched).
- Dateline brought forward!

e.g. Paint My Home.

- Time: ~~3~~ 2 days
- Scope:
 - 1 living room
 - 3 bedrooms
 - Ceilings
- Resources
 - 2 painters
 - Painting stuff



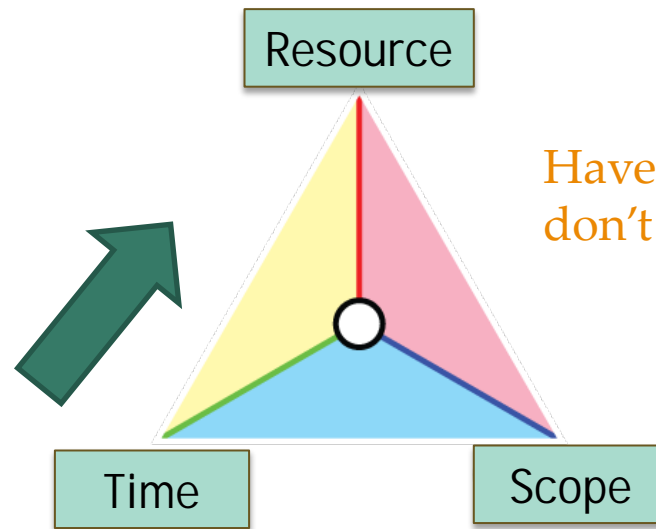
Time shorten, strain on Resources and Scope.

Resource, Time and Scope Triangle

- How to bring back to equilibrium?
 - Putting more resources, reducing scope (quality)!

e.g. Paint My Home.

- Time: ~~3~~ 2 days
- Scope:
 - 1 living room
 - 3 bedrooms
 - ~~Ceilings~~
- Resources
 - ~~2~~ 4 painters
 - Painting stuff



Have more workers and/or
don't paint ceilings.

Resources

- A successful Project Manager must effectively manage the resources assigned to the project.
- Having the right people, with the right skills and the proper tools, in the right quantity at the right time.
- Time management is critical in successful project management.

Tasks and Scheduling

- Identify Tasks
 - Taking into account of **resource required** and **time needed**
 - What are the major parts of the project?
 - Break big parts into smaller parts depends on the size and complexity of your project.
- Develop Schedule
 - What happens first? What is next? Which steps can go on at the same time with different resources? Who is going to do each step? How long will it take?.
 - Adjust your timelines and work schedules to fit the project into the available time.

Important of Managing Schedule

- Meeting project schedule → better chance of staying within project budget.
- Lack of schedule management often results in blown project budgets

Managing your Team

- Assemble Project Team
 - Artists, Designers, Programmers.
- How to work together?
- Monitor Team's Progress
- Communication
 - Ensure that team are briefed on the goals and objectives from the start and keep in mind throughout the projects' life cycle.
 - Keep all the project stakeholders updated on project progress.
 - Track milestones, problems arise, changes being considered ...
 - Everyone on the team is aware of what everyone else is doing.

Document what you've done

- Keep records.
 - Changes from your plan: what was the change and why it was necessary.
 - new requirement: where the requirement came from and how the timeline or budget was adjusted because of it.
- You can't remember everything, write them down
- End-of-project review and learn from them.

Managing Risks

- Takes into account **unplanned** things that could happen.
 - There is almost never enough time, money or resources assigned to your project. You have to work with the **unrealistic limited** resources.
 - Any changes can affect your project. Don't wait until it's in trouble to ask for the changes you need.
 - It is about being prepared for the unexpected.
 - Making the plan is important, but the plan can be changed. Change them as needed, but always keep the scope and resources in mind.

Why is Project Management is Important?

- It's all about:
 - Working smart, not hard.
 - Planning ahead to avoid problems
 - Improving collaboration in groups
 - Managing your development like a professional
- All your projects will require you to make use of tools

Checklist for Project Management

- Know your Goal
- Know your team
- Know your stakeholder
- Plan and Design
- Manage Tasks/Process
- Manage Schedule
- Manage Expectation
- Manage Change
- Test, test, test
- Be flexible

Case Study: Planning

- The Game Proposal, Part One: The Basics
 - http://www.gamasutra.com/view/feature/2911/the_game_proposal_part_one_the_.php
- The Anatomy of a Design Document, Part 1: Documentation Guidelines for the Game Concept and Proposal
 - http://www.gamasutra.com/view/feature/3384/the_anatomy_of_a_design_document_.php?print=1

Case Study

- When Project Management goes wrong
- <http://www.gamasutra.com/>
 - GDC Austin: Star Wars: The Old Republic And The Challenges Of Big Teams
 - Book Excerpt: How Game Developers Choose Leaders
 - AGDC: Haro On Making Habbo A Success

Exercise 1 (To be submitted)

Defining the Project Scope

Defines the scope of the project

- Goals and Objectives
 - What the project is trying to accomplish?
 - the boundaries of the project.
 - What we are NOT going to do!
- *Remember, clearly defined goals and objectives are integral part of the projects' success.*

What are Project Goals?

- Goal is a high-level statements that provide the overall context for **WHAT** the project is trying to accomplish.

“To be on the Director List.”

“A successful game developer with 10 AAA titles.”

“Have a top-10 game in the AppStore within 5 years from now.”

“Develop a massive multiplayer online role-playing 3D game.”

Project Goals?

“Organise a successful class BBQ.”

“To make money.”

“Develop a fun game.”

“Have a top game in the AppStore.”

“Do well in the module Production and
Project Management.”

What are Project Goals?

- In short, goals are short and general sentences defining
 - The overall aim of the project
 - The contribution of the project
- A project **may have more than one goal**, but **many objectives per goal**.

What are Objectives of the Project

- Objectives support the goal. Objective are the HOW of the process.
- The objectives are more specific and concrete statements which describe what the project is trying to achieve.
 - Goal statements are designed to be vague. Objectives should not be vague.
- These objectives are evaluated at the end of the project to see whether they achieved or not.

Identifying the Objectives

- Objectives must be **SMART**:
 - **Specific** – “what is to be done?”
 - **Measurable** – “Is it quantifiable and can WE measure it? ”
 - **Attainable** – “Can it be done giving the time frame, opportunity and resources?”
 - **Realistic** – “Do systems exist that could help you reach your objective?”
 - **Timely** – “When will this objective be accomplished?”

Objectives

- Always start an objective with an action verb.
 - Use verbs like develop, provide, train, publish, increase, decrease
 - Ensure that the objectives are measurable.

Goals & Objectives

Goal: “Develop a massive multiplayer online role-playing 3D game.”

“Develop a prototype.”

“Have a working prototype within the next 6 months”

“Improve Display Engine speed”

“Improve Display Engine speed by 30%”

“Target for multiple platforms releases.”

“Target for PS4 and Xbox One Releases.”

Quality: Key Success Criteria

- Key success criteria are the **objectives we must meet** to be deemed successful. These are your **primary objectives**.
- These are selected from the list of objectives that are **critical** (or key) to success. Regular checks on these are important!

Requirement

- Think of an idea (A Project with 3-12 weeks timeline)
- Keep it simple. (It **can be not** be games related)
- Identify the Goal or Goals of your project
- Identify the objectives from the goal(s)
- Which are the Key Success Criteria (or primary objectives)