

Project Context and Initiation



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COMP3120/8110
Tuesday 3 March 2020

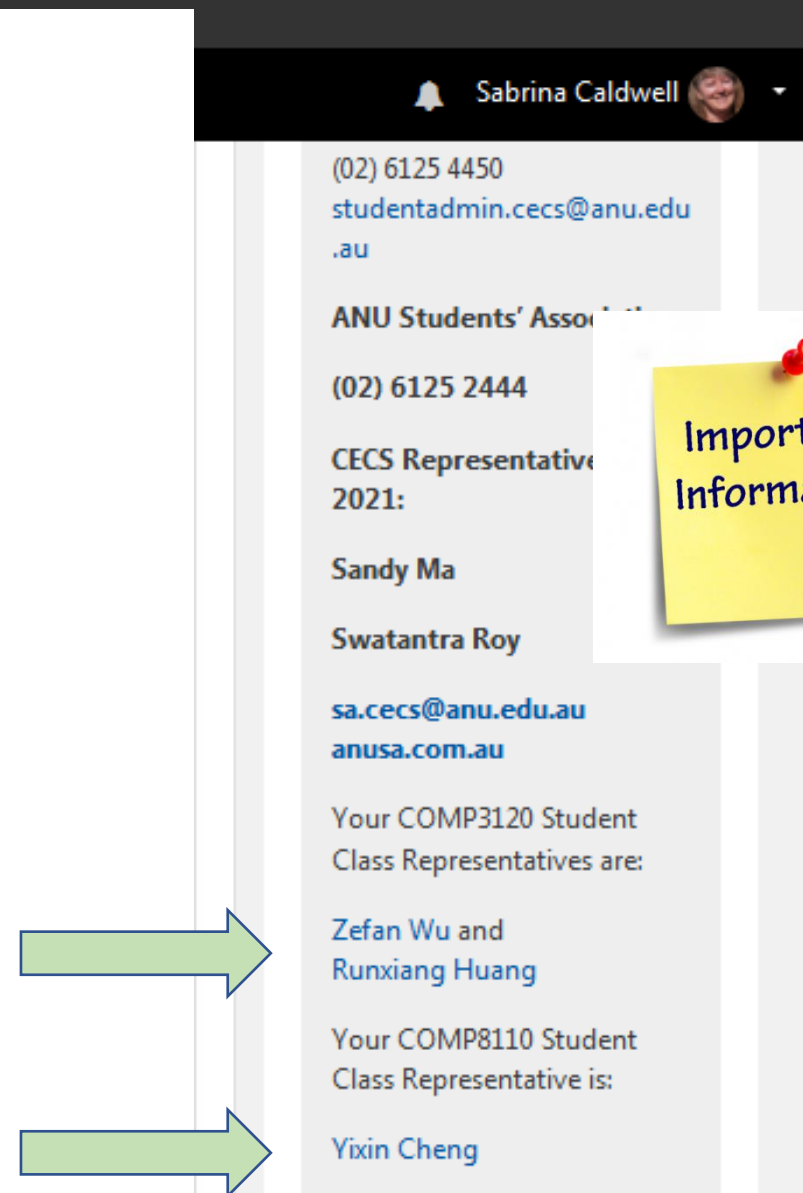
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Course representatives

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Please support your Course Representative when they seek your views on the course and how it is working/not working for you.



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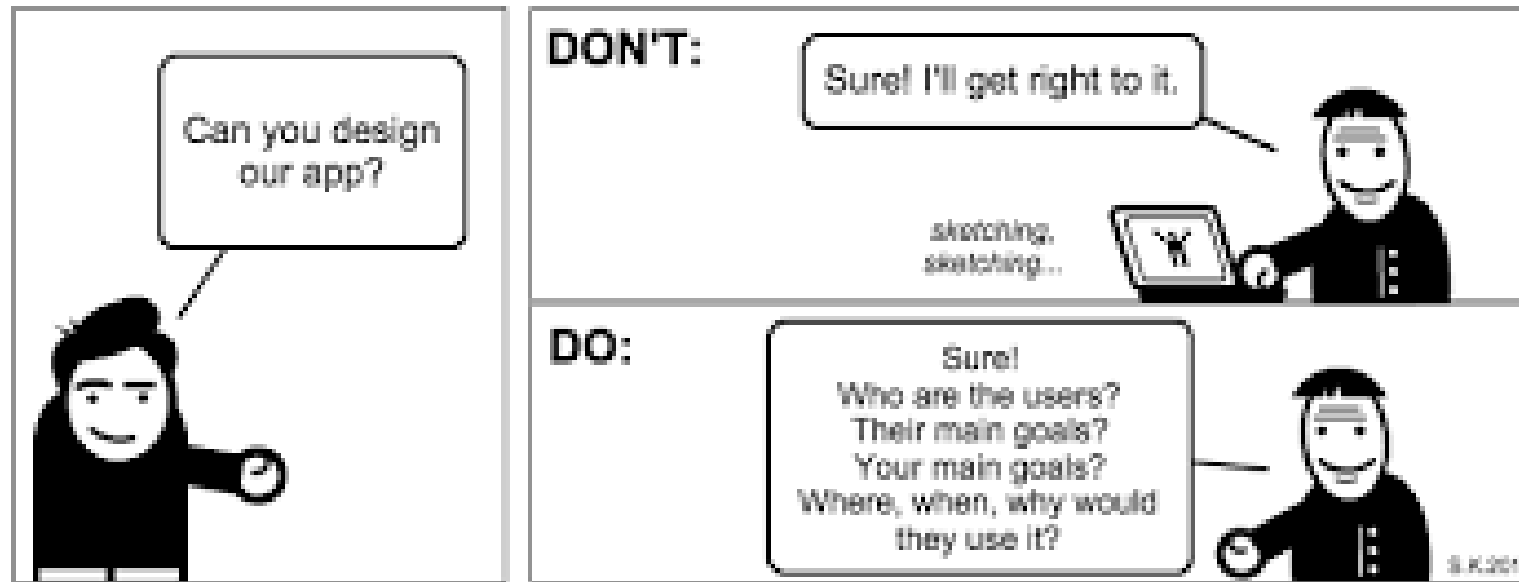
Your COMP8110 Student Class Representative is:

[Yixin Cheng](#)

Important Information

**For each
workshop:**

	Group Workshop activity worksheet submission		Individual participation in your workshop slot		Reasonable attempt at quiz. Reasonable defined as $\geq 50\%$ correct	
If yes, then	1		1		1	
	\times		\times		\times	
Weight:	0.2	+	0.5	+	0.3	= 1

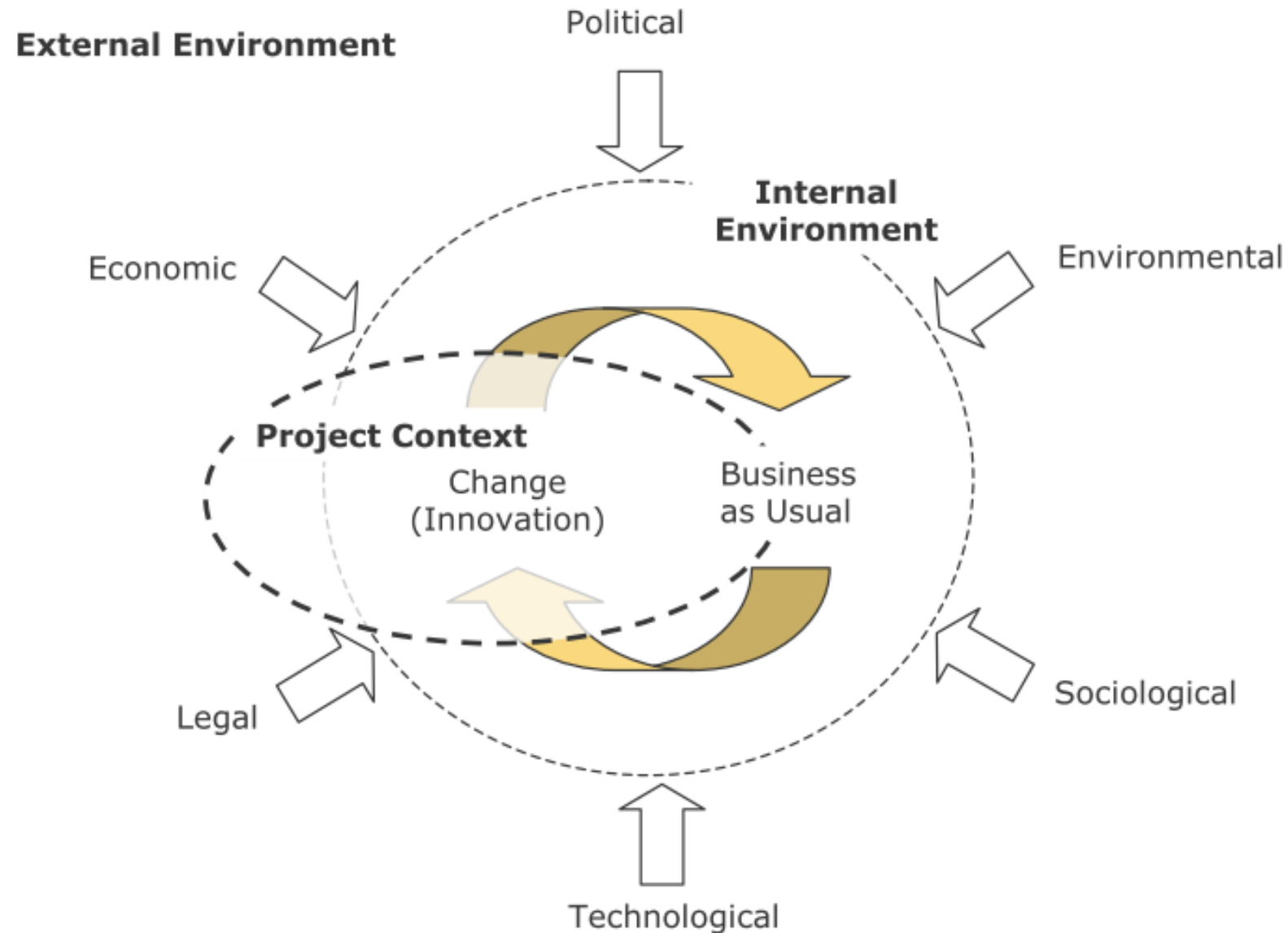


1. Project Context
2. Feasibility Study
3. Stakeholder Analysis
4. Project Success Factors

5. Project Scope
6. Communication Plan
7. Project Charter

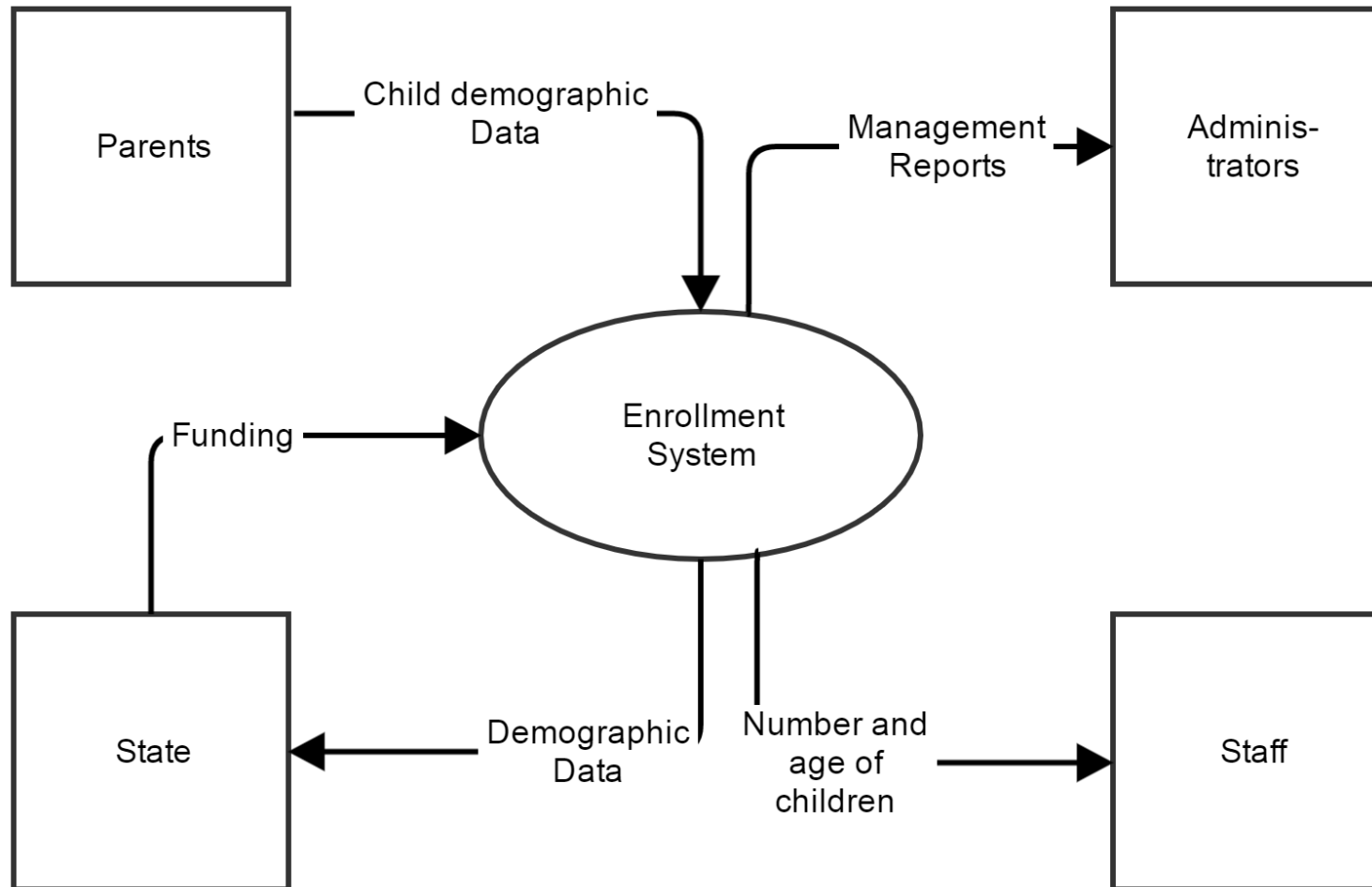


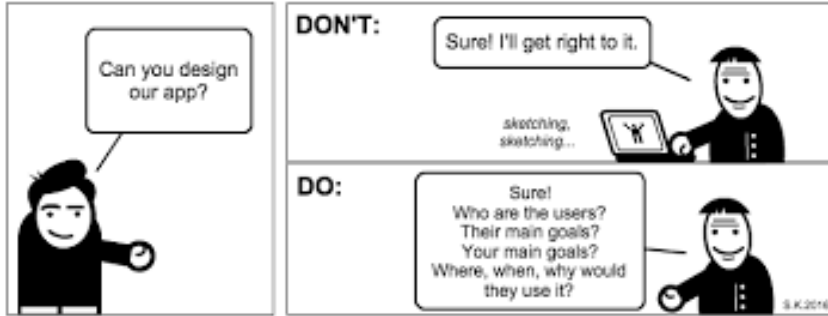
Which are more likely to have an impact on project success: internal or external factors?



force majeure

Context diagram





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Why are feasibility studies conducted?

Elements of a Feasibility Study

A feasibility study has six key elements:

- 1) Clear & well-understood definition of the scope of proposal
- 2) What is the current situation
 - Statement of the “world” as it is currently is
- 3) Requirements
 - Statement of the problem
 - State of the world *after* project implemented
 - Constraints - project, organisational and external
- 4) Approach
 - Considers the options / various alternatives
 - Build versus buy / In-house versus contract
 - Explanation of why preferred option was selected
- 5) Evaluation
 - Cost-effectiveness of selected approach
 - Includes estimations for other potential approaches
 - High-level project schedule
- 6) Review & decision

Definition of a Feasibility Study

“An analysis to determine if a course of action is possible within the terms of reference of the project. Work carried out on a project or alternatives to provide a basis for deciding whether or not to proceed”



Yes? No?

Purpose of a Feasibility Study



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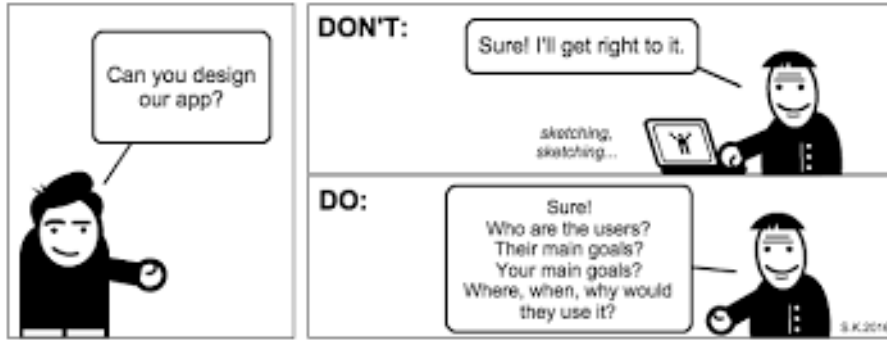
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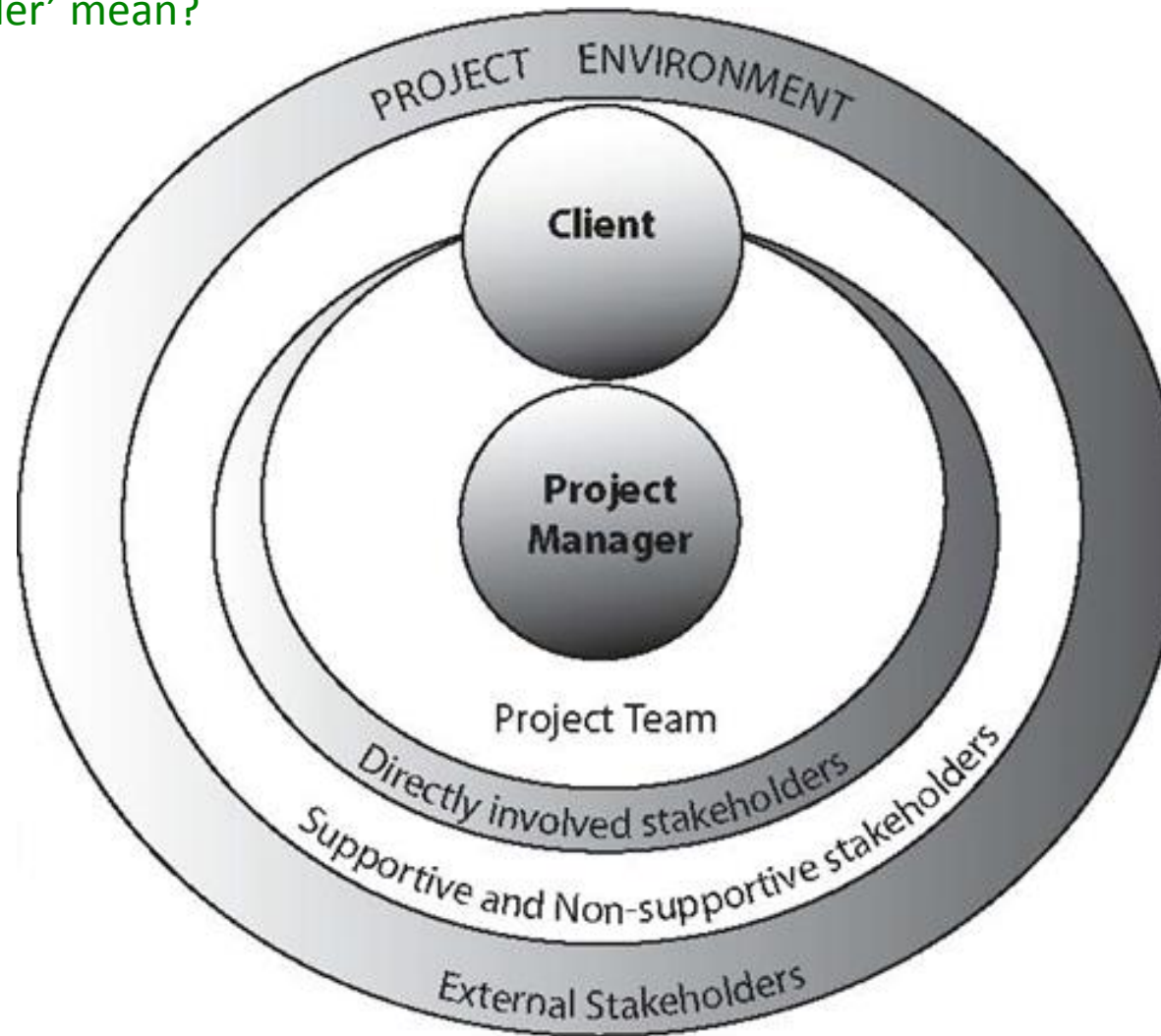
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Q: What does the term 'stakeholder' mean?



Directly involved:

- Originator
- Owner
- Sponsor
- Functional managers
- Contracts
- Suppliers
- Support companies
- Users
- Customers

External Stakeholders

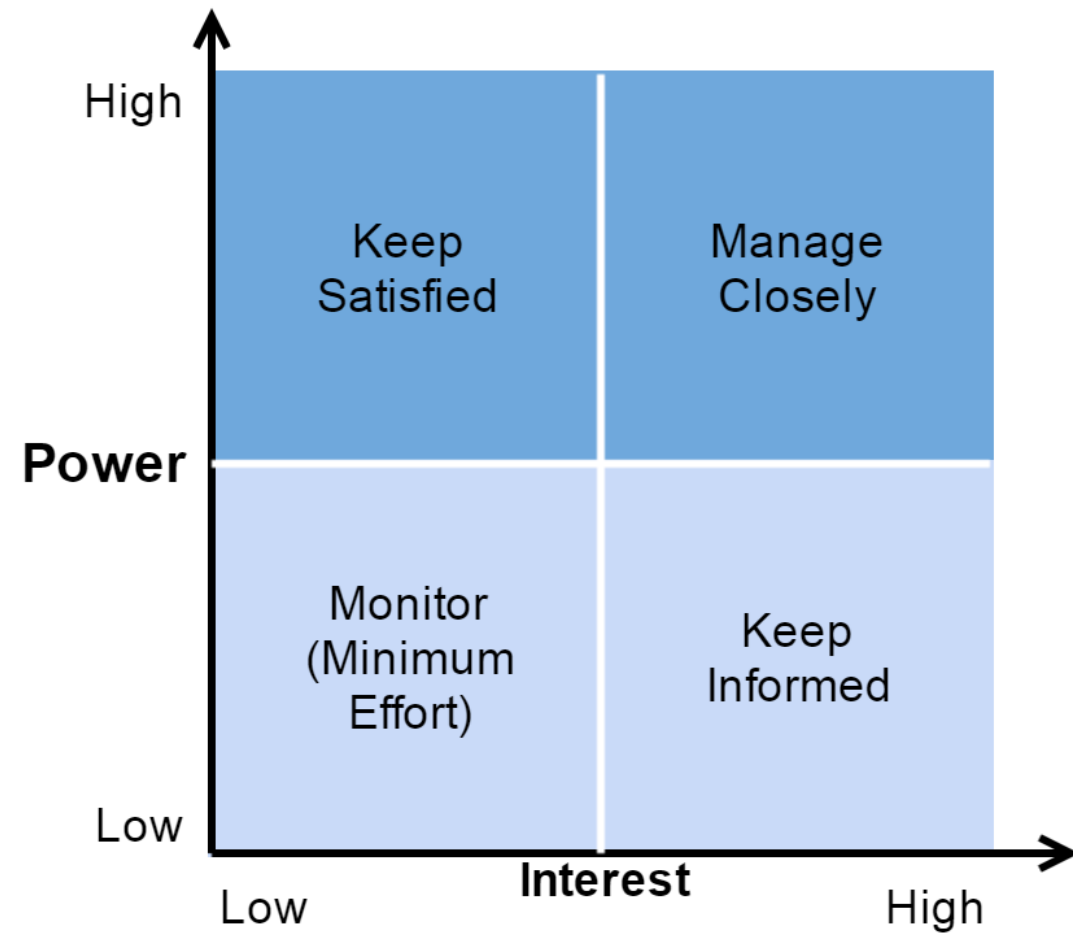
(who may not be directly involved)

- Regulatory authorities
- Unions
- Special interest groups – society at large
- Lobby groups
- Government agencies and media outlets
- Individual citizens

Stakeholders Matter!

High power, interested people: these are the people you must fully engage and make the greatest efforts to satisfy.

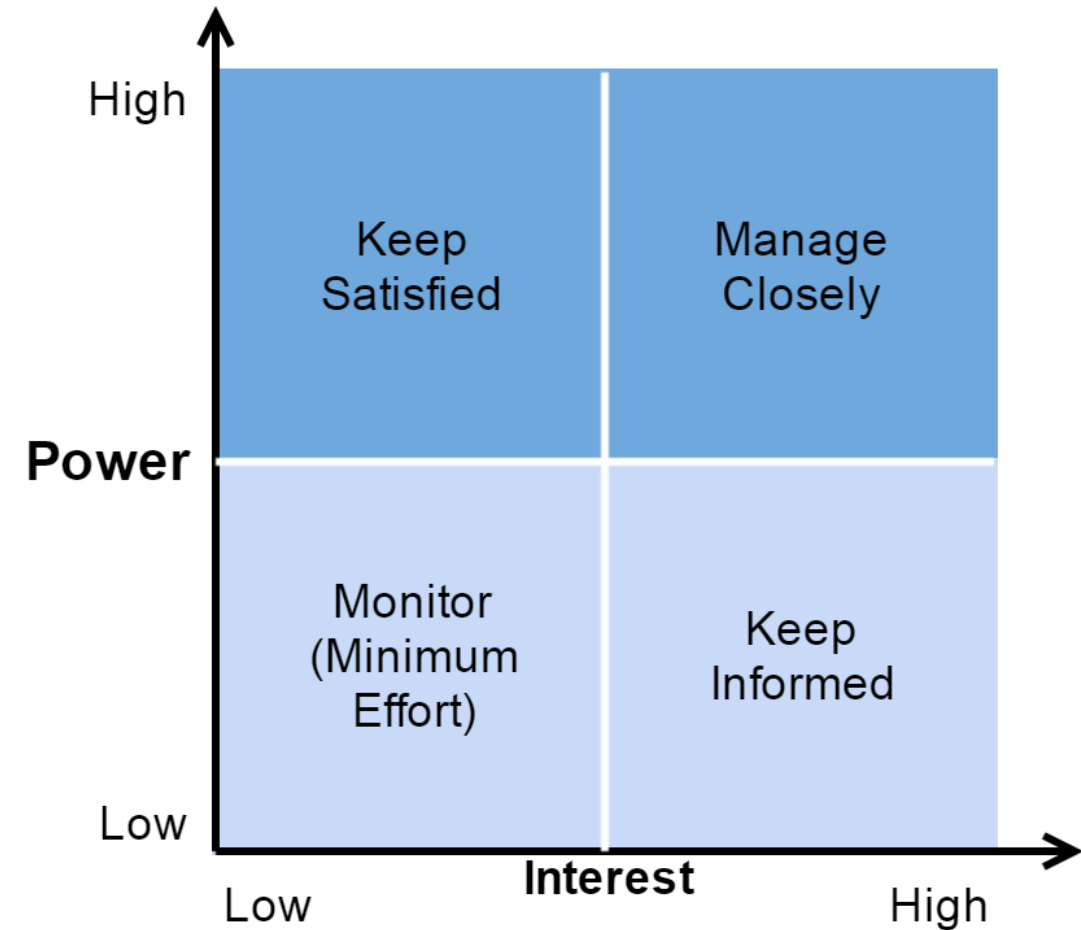
High power, less interested people: put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.



Stakeholders Matter!

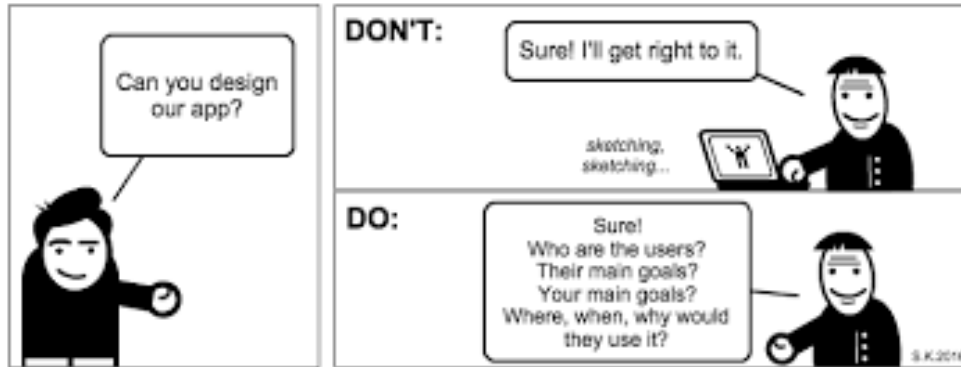
Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.

Low power, less interested people: again, monitor these people, but do not bore them with excessive communication





What is likely to happen when you do not conduct stakeholder analysis at the start of the project?



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How can considering factors that lead to project success before the start of the project help you achieve success?

To have an **increased likelihood of success** it is important to have the following key factors in place from the start of the project:

Clear, well-understood project objective(s):

What are the client's needs?

They are often high level and strategic

Constraints

Internal

External

Factors within and outside PM control



To have an **increased likelihood of success** it is important to have the following key factors in place from the start of the project:

Strong business case

Why are we doing this project?

Sufficient planning detail

Agreed deliverables

Realistic timescale

Accurate cost estimates

Enables progress to be measured

Motivated and committed team



To have an **increased likelihood of success** it is important to have the following key factors in place from the start of the project:

Controlling the scope

Good risk management

Well defined, measurable critical success factors agreed with the client
Helps determine whether a project should be cancelled



It is often very difficult to determine project success (or otherwise) on completion. For example, a project may have been undertaken to save a company money – but it may be some time, before the company can tell.

...to be continued on Thursday...

