

项目管理与质量保证

主讲：左保河

主要内容

- ▶ Chapter 1 Introduction to Project Management
- ▶ Chapter 2 The Project Management and Information Technology Context
- ▶ Chapter 3 The Project Management Process Groups: A Case Study
- ▶ Chapter 4 Project Integration Management
- ▶ Chapter 5 Project Scope Management
- ▶ Chapter 6 Project Time Management
- ▶ Chapter 7 Project Cost Management

PMBOK V7.0 新增知识域

- ▶ Chapter 8 Project Quality Management
- ▶ Chapter 9 Project Human Resource Management
- ▶ Chapter 10 Project Communications Management
- ▶ Chapter 11 Project Risk Management
- ▶ Chapter 12 Project Procurement Management
- ▶ Chapter 13 Project Stakeholder Management

课程简介

- ▶ 软工五门知识域课和三大核心课程之一
- ▶ 内容：IT项目管理、软件项目质量
IBM PM、系统优化技术
- ▶ 课时：理论课时56
实验课时24
研讨课时8
项目设计8+
- ▶ 成绩：考试60%，平时+设计40%。
- ▶ 教材、工具。

Chapter 1: Introduction to Project Management

Information Technology Project Management, Seventh Edition



Information Technology
PROJECT MANAGEMENT | 7e

Kathy Schwalbe

Note: See the text itself for full citations.

Learning Objectives

- ▶ Understand the growing need for better project management, especially for information technology (IT) projects
- ▶ Explain what a project is, provide examples of IT projects, list various attributes of projects, and describe the triple constraint of project management
- ▶ Describe project management and discuss key elements of the project management framework, including project stakeholders, the project management knowledge areas, common tools and techniques, and project success

Learning Objectives

- ▶ Discuss the relationship between project, program, and portfolio management and the contributions each makes to enterprise success
- ▶ Understand the role of project managers by describing what they do, what skills they need, and career opportunities for IT project managers
- ▶ Describe the project management profession, including its history, the role of professional organizations like the Project Management Institute (PMI), the importance of certification and ethics, and the advancement of project management software

Introduction

- ▶ Many organizations today have a new or renewed interest in project management
- ▶ Computer hardware, software, networks, and the use of interdisciplinary and global work teams have radically changed the work environment
- ▶ The world as a whole spends nearly \$10 trillion of its \$40.7 trillion gross product on projects of all kinds
- ▶ More than 16 million people regard project management as their profession

Project Management Statistics

- ▶ The overall information and communications technology market grew by 6 percent to almost \$3 trillion in 2010
- ▶ In the U.S. the size of the IT workforce topped 4 million workers in 2008, and the unemployment rate for IT professionals is half the rate for the overall labor market
- ▶ In 2011 the total compensation for the average senior project manager in U.S. dollars was \$105,000 per year in the United States and \$160,409 in the Switzerland.
- ▶ The number of people earning their Project Management Professional (PMP) certification continues to increase. 44 percent of employers listed project management as a skill they looked for in new college grads, behind only communication and technical skills

Motivation for Studying Information Technology (IT) Project Management

- ▶ IT Projects have a terrible track record, as described in the What Went Wrong?
- ▶ A 1995 Standish Group study (CHAOS) found that only 16.2% of IT projects were successful in meeting scope, time, and cost goals; over 31% of IT projects were canceled before completion
- ▶ A PricewaterhouseCoopers study found that overall half of all projects fail and only 2.5% of corporations consistently meet their targets for scope, time, and cost goals for all types of project.