



IT Project Management

(Lecture 2)

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Previous Lecture

- Introduction to Project
- Introduction to Program



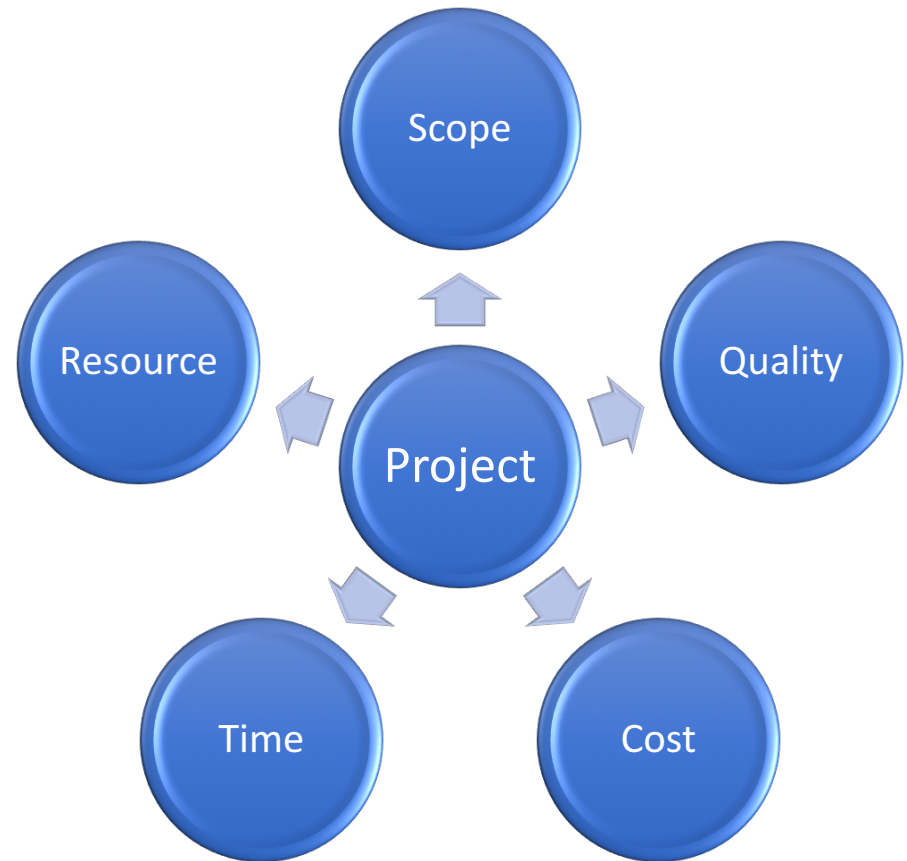
Outline

- Project Parameters
- Scope Triangle
- Creeps
- Project Classification



Project Parameters

- Five constraints operate on every project:
 - These constraints form an interdependent set
 - A change in one can require a change in another constraint in order to restore the equilibrium of the project.



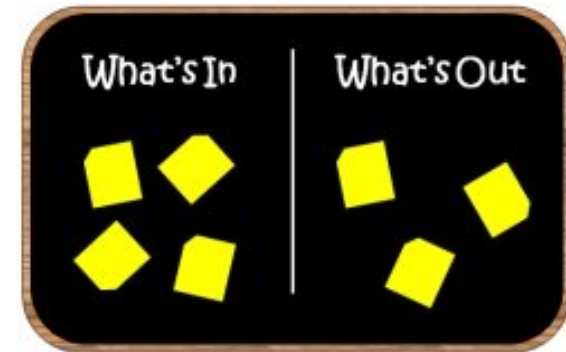


Project Parameters

- Five constraints operate on every project:

1. Scope

- Scope is a statement that defines the boundaries of the project.
- It tells not only what will be done but also what will not be done
- In the information systems industry, scope is often referred to as a functional specification





Project Parameters

- Five constraints operate on every project:

1. Scope

- In the engineering profession, it is generally called a statement of work.
- Scope may also be referred to as a document of understanding,
- It is no secret that a project's scope can change. You do not know how or when, but it will change.
- Detecting that change and deciding how to accommodate it in the project plan are major challenges for the project manager



Project Parameters

- Five constraints operate on every project:

2. Quality



- Two types of quality are part of every project:

- A. Product Quality:** The quality of deliverable from the project
- B. Process Quality:** The quality of the project management process itself. The focus is on how well the project management process works and how can it be improved



Project Parameters

- Five constraints operate on every project:

3. Cost



- The dollar cost of doing the project is another variable that defines the project.
- It is best thought of as the budget that has been established for the project.
- Cost is a major consideration throughout the project management life cycle.



Project Parameters

- Five constraints operate on every project:

4. Time

- The customer specifies a time frame or deadline date within which the project must be completed.
- To a certain extent, cost and time are inversely related to one another.
 - The time a project takes to be completed can be reduced, but costs increase as a result.
- Time is an interesting resource. It can't be inventoried. It is consumed whether you use it or not, (cannot compensate it)





Project Parameters

- Five constraints operate on every project:

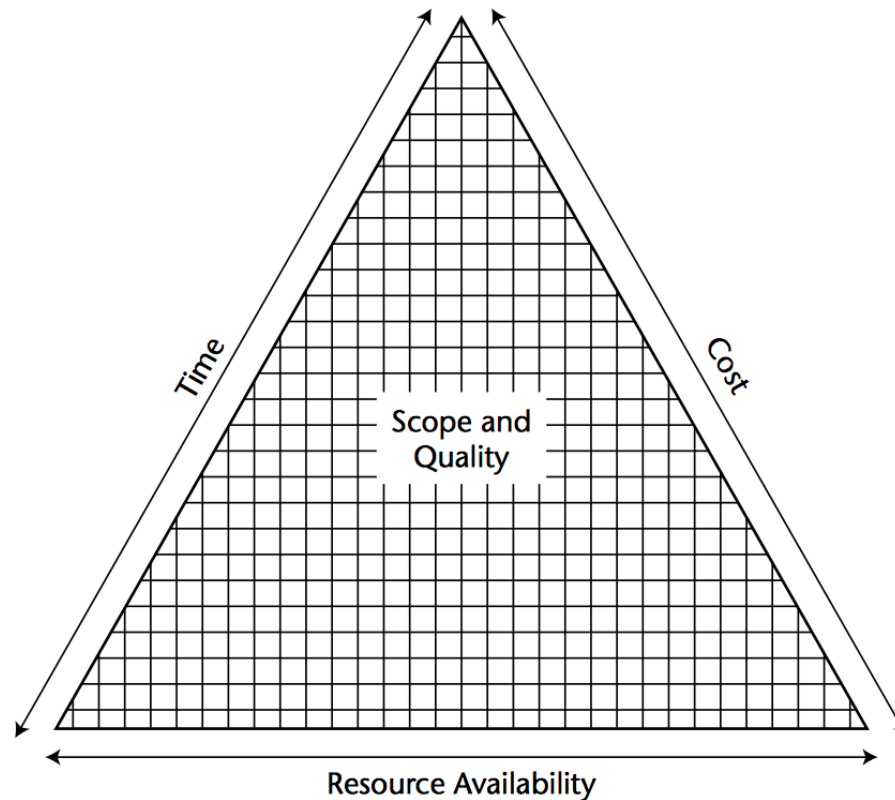
5. Resources

- Resources are assets, such as people, equipment, physical facilities, or inventory, that have limited availability, can be scheduled, or can be leased from an outside party
- Some are fixed; others are variable only in the long term, in any case, they are central to the scheduling of project activities
- For systems development projects, people are the major resource.



Scope Triangle

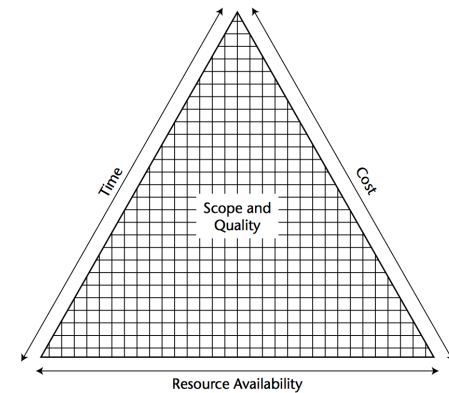
- Projects are dynamic systems that must be kept in equilibrium





Scope Triangle

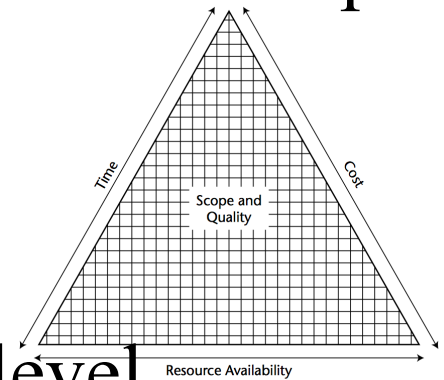
- Lines representing time, cost, and resource availability bound scope and quality.
- Time is the window of time within which the project must be completed
- Cost is the dollar budget available to complete the project.
- Resources are any consumables used on the project. People, equipment availability, and facilities are examples.





Scope Triangle

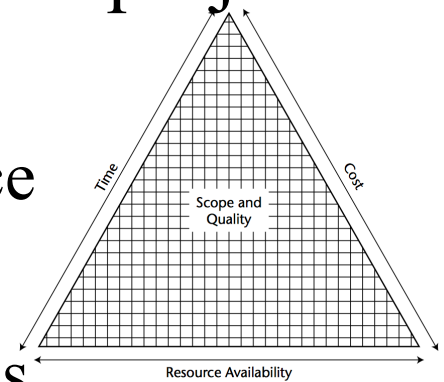
- The project plan will have identified the time, cost, and resource availability needed to deliver the scope and quality of a project
- The project manager controls resource utilization and work schedules.
- Management controls cost and resource level.
- The customer controls scope, quality, and delivery dates.
- These points suggest a hierarchy for the project manager as solutions to accommodate the changes are sought.





Scope Triangle

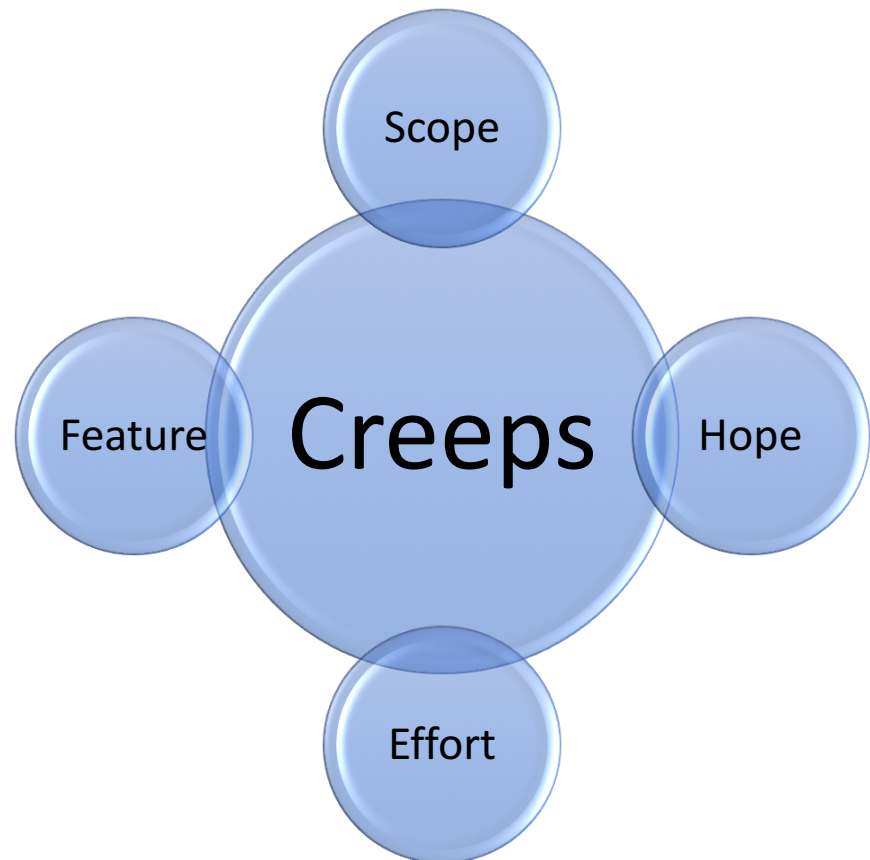
- The scope triangle offers a number of insights into the changes that can occur in the life of the project.
- For Example:
 - the triangle represents a system in balance before any project work has been done.
 - The sides are long enough to encompass the area generated by the scope and quality statements.
 - after work begins, something is sure to change:
 - Perhaps the customer calls with an additional requirement.
 - the market opportunities have changed.
 - it is necessary to reschedule, the deliverables to an earlier date,



Creep

- What is Creep?
 - Creeps here refer to minute changes in the project due to the strange and for awhile unnoticeable, actions of team members

- Type of creeps:

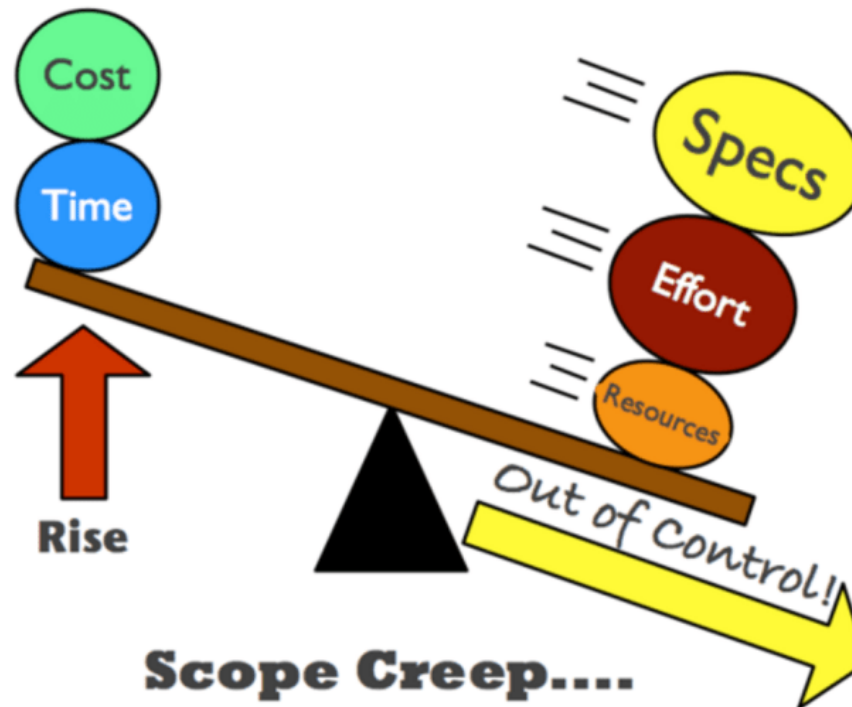


Creep

- Type of creeps:

1. Scope Creep:

- Scope creep: is the term that has come to mean any change in the project that was not in the original plan





Creep

- Type of creeps:

- 1. Scope Creep:**

- Actually change is constant, because time and environment changes by the time being.
- Changes occur for several reasons that have nothing to do with the ability or foresight of the customer or the project manager
- Market conditions are dynamic. The competition can introduce or announce an upcoming new version of its product.



Creep

- Type of creeps:

2. Hope Creep:

- Hope creep is the result of a project team member's getting behind schedule, reporting that he or she is on schedule, but hoping to get back on schedule by the next report date.
- Hope creep is a real problem for the project manager.
- There will be several activity managers within your project, team members who manage a hunk of work.
 - They do not want to give you bad news,



Creep

- Type of creeps:

2. Hope Creep:

- The project manager must be able to verify the accuracy of the status reports received from the team members.
- This does not mean that the project manager has to check into the details of every status report. Random checks can be used effectively.



Creep

- Type of creeps:

3. Effort Creep:

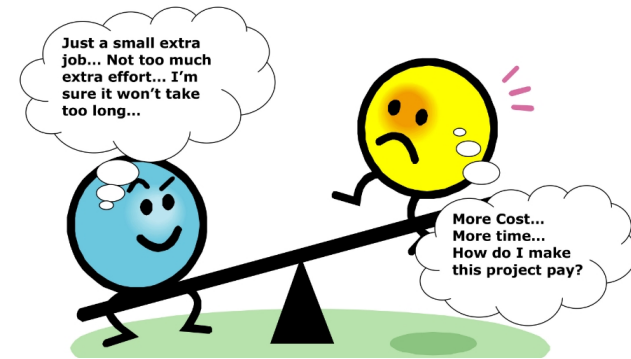
- Effort creep is the result of the team member's working but not making progress proportionate to the work expended.
- Sometimes Team or Team member just NOT effective
- Every one of us has worked on a project that always seems to be 95 percent complete no matter how much effort is expended to complete it.

Creep

- Type of creeps:

4. Feature Creep:

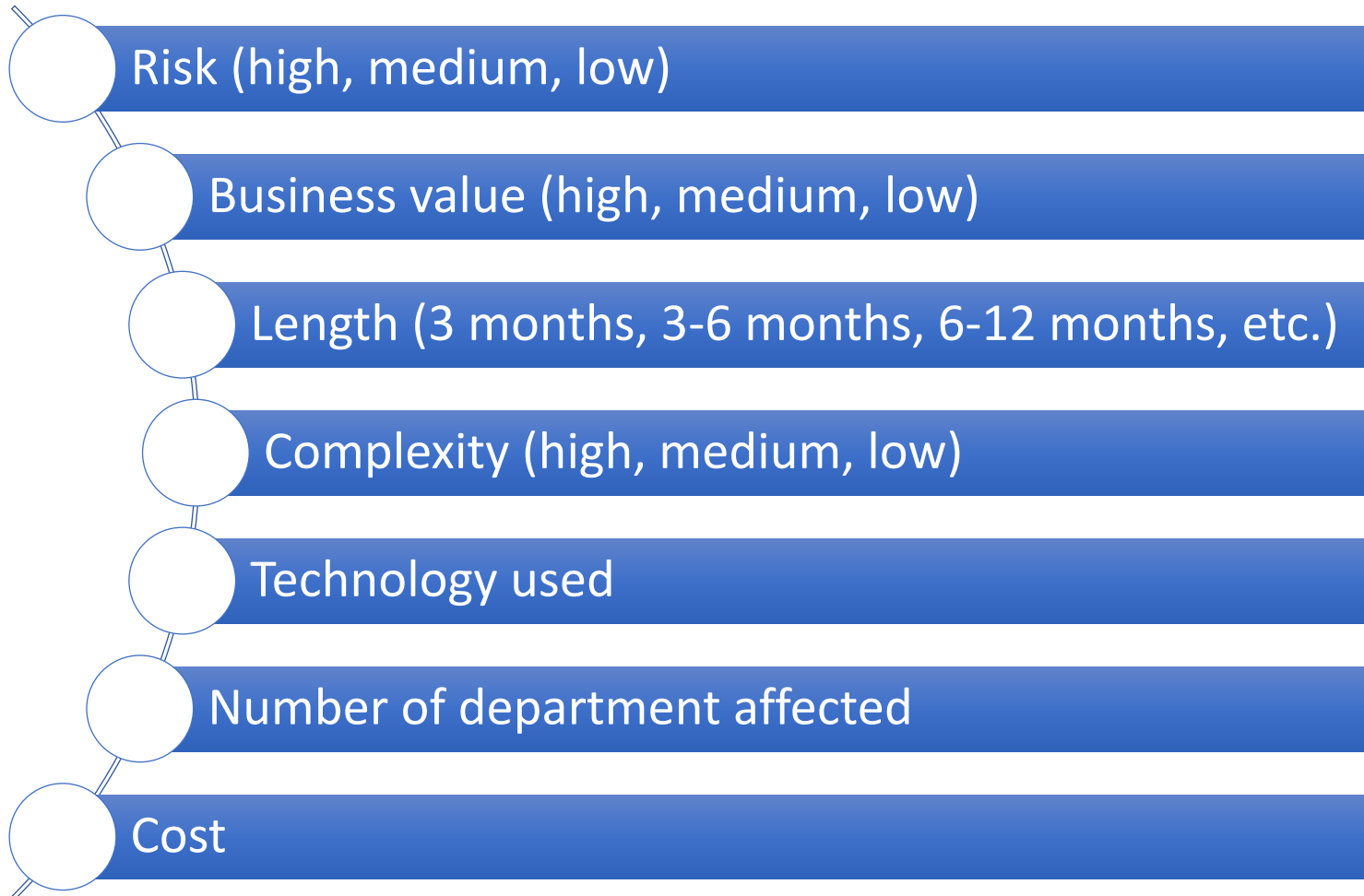
- Feature creep results when the team members arbitrarily add features and functions to the deliverable that they think the customer would want to have.
- Closely related to scope creep is feature creep
- While programmer coding a software he/she may think that an additional option can be helpful for user and adds it. But because this option was not mentioned in system requirements document it wasn't tested and create more problems.





Project Classification

- Many organizations choose to define a classification of projects based on such project characteristics as these:





Project Classification

- Project can be classified into:

CLASS	DURATION	RISK	COM- PLEXITY	TECH- NOLOGY	LIKELIHOOD OF PROBLEMS
Type A	> 18 months	High	High	Breakthrough	Certain
Type B	9–18 months	Medium	Medium	Current	Likely
Type C	3–9 months	Low	Low	Best of breed	Some
Type D	< 3 months	Very low	Very low	Practical	None

- **Type A Projects:**

Projects of Type A are the high-business-value, high-complexity projects. They are the most challenging projects the organization undertakes.

Ex: the introduction of a new technology into an existing product that has been very profitable for the company.



Project Classification

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Type D	< 3 months	Very low	Very low	Practical	None

- **Type B Projects:**

Projects of Type B are shorter in length, yet they still are significant projects for the organization

The projects generally have good business value and are technologically challenging. Many product development projects fall in this category.



Project Classification

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Type C	3–9 months	Low	Low	Best of breed	Some
Type D	< 3 months	Very low	Very low	Practical	None

- **Type C Projects:**

Projects of Type C are the projects occurring most frequently in an organization. They are short by comparison and use established technology.

Many are projects that deal with the infrastructure of the organization.



Project Classification

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Type C	3–9 months	Low	Low	Best of breed	Some
Type D	< 3 months	Very low	Very low	Practical	None

- **Type D Projects:**

Projects of Type D just meet the definition of a project and may require only a scope statement and a few scheduling pieces of information.

A typical Type D project involves making a minor change in an existing process or procedure or revising a course in the training curriculum.



Project Classification

- The use of required (R) & optional (O) parts of the methodology by type of project.

Project Management Process	Project Classification			
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>
Define				
Conditions of Satisfaction	R	R	O	O
Project Overview Statement	R	R	R	R
Approval of Request	R	R	R	R
Plan				
Conduct Planning Session	R	R	O	O
Prepare Project Proposal	R	R	R	R
Approval of Proposal	R	R	R	R
Launch				
Kick-off Meeting	R	R	O	O
Activity Schedule	R	R	R	R
Resource Assignments	R	R	R	O
Statements of Work	R	O	O	O
Monitor/Control				
Status Reporting	R	R	R	R
Project Team Meetings	R	R	O	O
Approval of Deliverables	R	R	R	R
Close				
Post-Implementation Audit	R	R	R	R
Project Notebook	R	R	O	O

R = Required O = Optional



Questions & Answers





THANK
YOU