

4 Case Study

JWD CONSULTING S PROJECT MANAGEMENT INTRANET SITE PROJECT

This case study provides an example of what's involved in initiating, planning, executing, controlling, and closing an IT project

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- 1 Project Pre-Initiation**
 - It is good practice to lay the groundwork for a project before it officially starts
 - Senior managers often perform several pre-initiation tasks, including the following
- 2 Project Initiation**
 - Initiating a project includes recognizing and starting a new project or project phase
 - The main goal is to formally select and start off projects
- 3 Project Charter and kick-off meeting:**
 - Charters are normally short and include key project information and stakeholder signatures
 - It's good practice to hold a kick-off meeting at the beginning of a project so that stakeholders can meet each other, review the goals of the project, and discuss future plans
- 4 Project Planning**
 - The main purpose of project planning is to guide execution
 - Every knowledge area includes planning information
- 5 Project Executing**
 - Usually takes the most time and resources to perform project execution
 - Project managers must use their leadership skills to handle the many challenges that occur during project execution
 - many project sponsors and customers focus on deliverables related to providing the products, services, or results desired from the project
 - A milestone report can help focus on completing major milestones
- 6 Project Monitoring and Controlling**
 - Involves measuring progress toward project objectives, monitoring deviation from the plan, and taking correction actions
 - Affects all other process groups and occurs during all phases of the project life cycle
 - Outputs include performance reports, change requests, and updates to various plans
- 7 Project Closing**
 - Involves gaining stakeholder and customer acceptance of the final products and services
 - Even if projects are not completed, they should be closed out to learn from the past
 - Outputs include project archives and lessons learned, part of organizational process assets
 - Most projects also include a final report and presentation to the sponsor/senior management



3 Developing an IT Project Management Methodology

- Just as projects are **unique**, so are approaches to project management
- Many organizations develop their **own** project management methodologies, especially for IT projects

A methodology describes how things should be done

- Projects IN Controlled Environments (PRINCE2)
- Agile
- Rational Unified Process (RUP)
- Six Sigma

A standard describes what should be done

2 Mapping the Process Group to The Knowledge Areas

Process
 Is a series of actions directed toward a particular result

1 Project management process groups

Project management can be viewed as a number of interlinked processes

1 INTEGRATION	
<ul style="list-style-type: none"> Develop project charter (Initiating) Develop Project management plan (Planning) Direct and manage project execution (Executing) 	<ul style="list-style-type: none"> Monitor & control project work (Monitoring and Controlling) Perform integrated change control (Monitoring and Controlling)
2 SCOPE	
<ul style="list-style-type: none"> Collect requirements (Planning) Define scope (Planning) Create WBS (Planning) 	<ul style="list-style-type: none"> Verify Scope (Monitoring and Controlling) Control Scope (Monitoring and Controlling) Close project or project phase (Closing)
3 TIME	
<ul style="list-style-type: none"> Define activities (Planning) Sequence activities (Planning) Estimate activity resources (Planning) Estimate activity durations (Planning) 	<ul style="list-style-type: none"> Develop schedule (Planning) Control schedule (Monitoring and Controlling) Close project or project phase (Closing)
4 COST	
<ul style="list-style-type: none"> Estimate costs (Planning) Determine Budget (Planning) 	<ul style="list-style-type: none"> Control costs (Monitoring and Controlling) Close project or project phase (Closing)
5 QUALITY	
<ul style="list-style-type: none"> Plan quality (Planning) Perform quality assurance (Executing) 	<ul style="list-style-type: none"> Perform quality control (Monitoring and Controlling) Close project or project phase (Closing)
6 HUMAN RESOURCE	
<ul style="list-style-type: none"> Develop human resource plan (Planning) 	<ul style="list-style-type: none"> Acquire project team (Executing) Develop project team (Executing) Manage project team (Executing) Close project or project phase (Closing)
7 COMMUNICATION	
<ul style="list-style-type: none"> Identify stakeholders (Initiating) Plan communications (Planning) 	<ul style="list-style-type: none"> Distribute information (Executing) Manage stakeholder expectations (Executing) Report performance (Monitoring and Controlling) Close project or project phase (Closing)
8 Risk	
<ul style="list-style-type: none"> Plan risk management (Planning) Identify risks (Planning) Perform qualitative risk analysis (Planning) Perform quantitative risk analysis (Planning) 	<ul style="list-style-type: none"> Monitor & control the risks (Monitoring and Controlling)

- 1 INITIATING PROCESSES**
 Include defining and authorizing a project or project phase. Initiating processes take place during each phase of a project.
- 2 PLANNING PROCESSES**
 Devising and maintaining a workable scheme to ensure that the project addresses the organization's needs
- 3 EXECUTING PROCESSES**
 Coordinating people and other resources to carry out the project plans and produce the products, services, or results of the project or project phase initiating processes defining and authorizing a project or project phase.
- 4 MONITORING AND CONTROLLING**
 Regularly measuring and monitoring progress to ensure that the project team meets the project objectives
- 5 CLOSING PROCESSES**
 Formalizing acceptance of the project or project phase and ending it efficiently

9 Procurement

<ul style="list-style-type: none"> Plan procurements (Planning) Conduct procurements (Executing) 	<ul style="list-style-type: none"> Administer procurements (Monitoring and Controlling) Close procurements (Closing)
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