

BPP 1113

Project Management Context



Lecture Objective

- Describe the Project Phases and the Project Life Cycle
- Identify Project Stakeholders
- Discuss relationship between general management skills and project management skills
- Discuss social, economic and environmental influences toward a project

Project Phases & Project Life Cycle

Project Phases & Project Life Cycle

- Projects are unique undertaking – involve a degree of uncertainty
- Projects are divided into several project phases
- To improve management control and provide links to the ongoing operations
- Collectively, project phases are known as the Project Life Cycle

Project Phases & Project Life Cycle

|project phase|

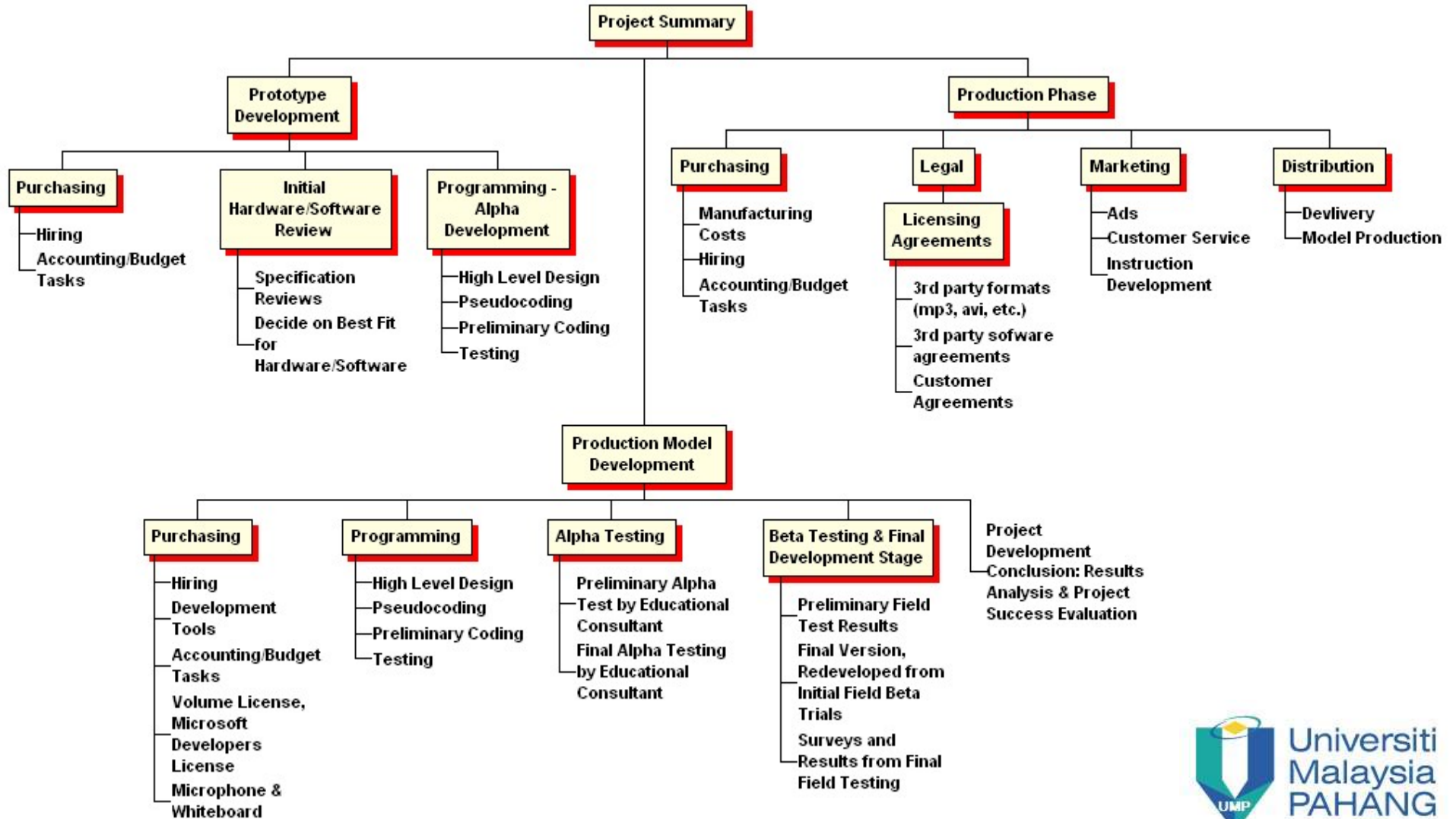
Characteristics of Project Phases

- Each project phase is marked by completion of one or more deliverables
- Deliverables are part of a generally sequentially logic designed to ensure proper definition of the product of the project
- Project phase conclusion is marked by a review of both key deliverables and project performance to date;

Characteristics of Project Phases (cont'd)

- Project phase conclusion is marked by a review of both key deliverables and project performance to date;
 - To determine if the project should continue into its next phase
 - To detect and correct errors cost effectively
- These phase-end reviews are often called phase exits, stage gates or kill points

Characteristics of Project Phases (cont'd)



Characteristics of Project Phases (cont'd)

ID	Task Name	Duration	Start	Finish	July 11	February 1		September 21		May 11		January 1		August
					7/18	11/7	2/27	6/19	10/9	1/29	5/21	9/10	12/31	4/22
1	Prototype Development	105 days	Mon 1/17/05	Fri 6/10/05										
2	Project Management	105 days	Mon 1/17/05	Fri 6/10/05										
3	Initial Hardware/Software Review	105 days	Mon 1/17/05	Fri 6/10/05										
4	Specification Reviews	75 days	Mon 1/17/05	Fri 4/29/05										
5	Best Hardware/Software Fit	30 days	Mon 5/2/05	Fri 6/10/05										
6	Programming	103 days	Mon 1/17/05	Wed 6/8/05										
7	High Level Design	16 days	Mon 1/17/05	Mon 2/7/05										
8	Pseudocoding	17 days	Tue 2/8/05	Wed 3/2/05										
9	Preliminary Coding	35 days	Thu 3/3/05	Wed 4/20/05										
10	Testing	35 days	Thu 4/21/05	Wed 6/8/05										
11	Production Model Development	526 days?	Fri 6/10/05	Fri 6/15/07										
12	Project Management	521 days	Mon 6/13/05	Mon 6/11/07										
13	Purchasing	525 days	Mon 6/13/05	Fri 6/15/07										
14	Development Tools	3 days	Mon 6/13/05	Wed 6/15/05										
15	Accounting/Budget Tasks	525 days	Mon 6/13/05	Fri 6/15/07										
16	Software Licensing	15 days	Mon 6/13/05	Fri 7/1/05										
17	Microphone, Whiteboard & Related	14 days	Mon 6/13/05	Thu 6/30/05										
18	Programming/Hardware Integration	522 days?	Fri 6/10/05	Mon 6/11/07										
19	First Release, Alpha Version	121 days	Fri 6/10/05	Fri 11/25/05										
20	Prelim Alpha Test Appvl by Ed Consult	30 days	Mon 11/28/05	Fri 1/6/06										
21	Final Version Alpha Release	110 days	Mon 1/9/06	Fri 6/9/06										
22	Final Alpha Test Appvl by Ed Consult	10 days	Mon 6/12/06	Fri 6/23/06										
23	Preliminary Beta Field Test Results	35 days	Mon 6/26/06	Fri 8/11/06										
24	Redeveloped Final Release Version	85 days	Mon 8/28/06	Fri 12/22/06										
25	Field Test, Surveys and Results, Final	84 days	Mon 1/15/07	Thu 5/10/07										
26	Results Analysis/Overall Success Eval	22 days?	Fri 5/11/07	Mon 6/11/07										
27	Production Phase	180 days	Tue 6/12/07	Mon 2/18/08										
28	Project Management	74 days	Tue 6/12/07	Fri 9/21/07										
29	Accounting/Budget Tasks	74 days	Tue 6/12/07	Fri 9/21/07										
30	Legal	7 days	Tue 6/12/07	Wed 6/20/07										
31	Licensing Agreements	7 days	Tue 6/12/07	Wed 6/20/07										
32	3rd party formats	7 days	Tue 6/12/07	Wed 6/20/07										
33	3rd party software	4 days	Tue 6/12/07	Fri 6/15/07										
34	Customer Agreements	5 days	Tue 6/12/07	Mon 6/18/07										
35	Marketing	180 days	Tue 6/12/07	Mon 2/18/08										
36	Ads	40 days	Tue 6/12/07	Mon 8/6/07										
37	Customer Service	180 days	Tue 6/12/07	Mon 2/18/08										
38	Instruction Development	10 days	Tue 6/12/07	Mon 6/25/07										
39	Distribution	100 days	Tue 6/12/07	Mon 10/29/07										
40	Model Production	100 days	Tue 6/12/07	Mon 10/29/07										
41	Delivery	80 days	Tue 6/12/07	Mon 10/1/07										

Project Phases & Project Life Cycle

| project life cycle |

Project Life Cycle (PLC)

- Every program, project or product has certain phases of development known as Life-Cycle Phases
- **No agreement** among industries or even companies within the same industry about the Life Cycle phases of a project

Project Life Cycle (PLC) (cont'd)

- Theoretical definitions of the Life Cycle phases of a system :
 - **Conceptual**
 - **Planning**
 - **Testing**
 - **Implementation**
 - **Closure**

Project Life Cycle (PLC) (cont'd)

- Partial agreement about life cycle phases of a product:
 - **Research and Development**
 - **Market introduction**
 - **Growth**
 - **Maturity**
 - **Deterioration**
 - **Death**

Project Life Cycle (cont'd)

- Life cycle of Engineering:
 - Start up
 - Definition
 - Main
 - Termination

Project Life Cycle (cont'd)

- Life cycle for Manufacturing:
 - Formation
 - Buildup
 - Production
 - Phase-out
 - Final audit

Project Life Cycle (cont'd)

- Life cycle for Computer Programming:
 - Conceptual
 - Planning
 - Definition and design
 - Implementation
 - Conversion

Project Life Cycle (cont'd)

- Life cycle for Construction:
 - Planning, data gathering and procedures
 - Studies and basic engineering
 - Major review
 - Detail engineering
 - Construction overlap
 - Construction
 - Testing & commissioning

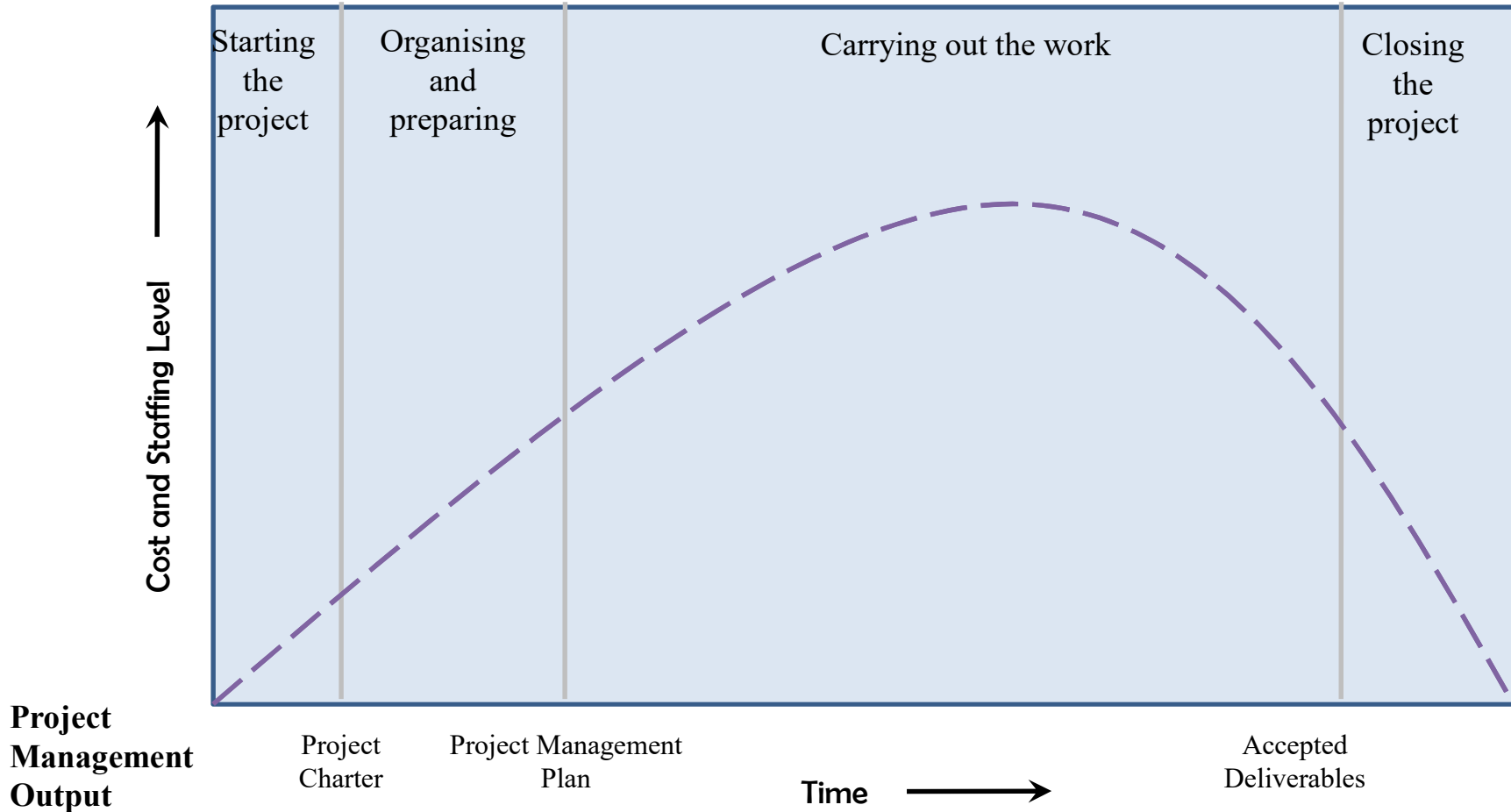
Definition of Project Life Cycle (PLC)

- The four phases through which a project moves;
 - identification of a need, problem or opportunity;
 - development of a proposed solution;
 - implementation of the proposed solution; and
 - termination of the project

Gido & Clements – Successful Project Management

Characteristics of the Project Life Cycle

PMBOK 2008



Characteristics of the Project Life Cycle (cont'd)

- To define the beginning and the end of a project
- Determine whether the feasibility study is treated as the first project phase or as separate
- Determine which transitional actions at the beginning and the end of the project are included and which are not

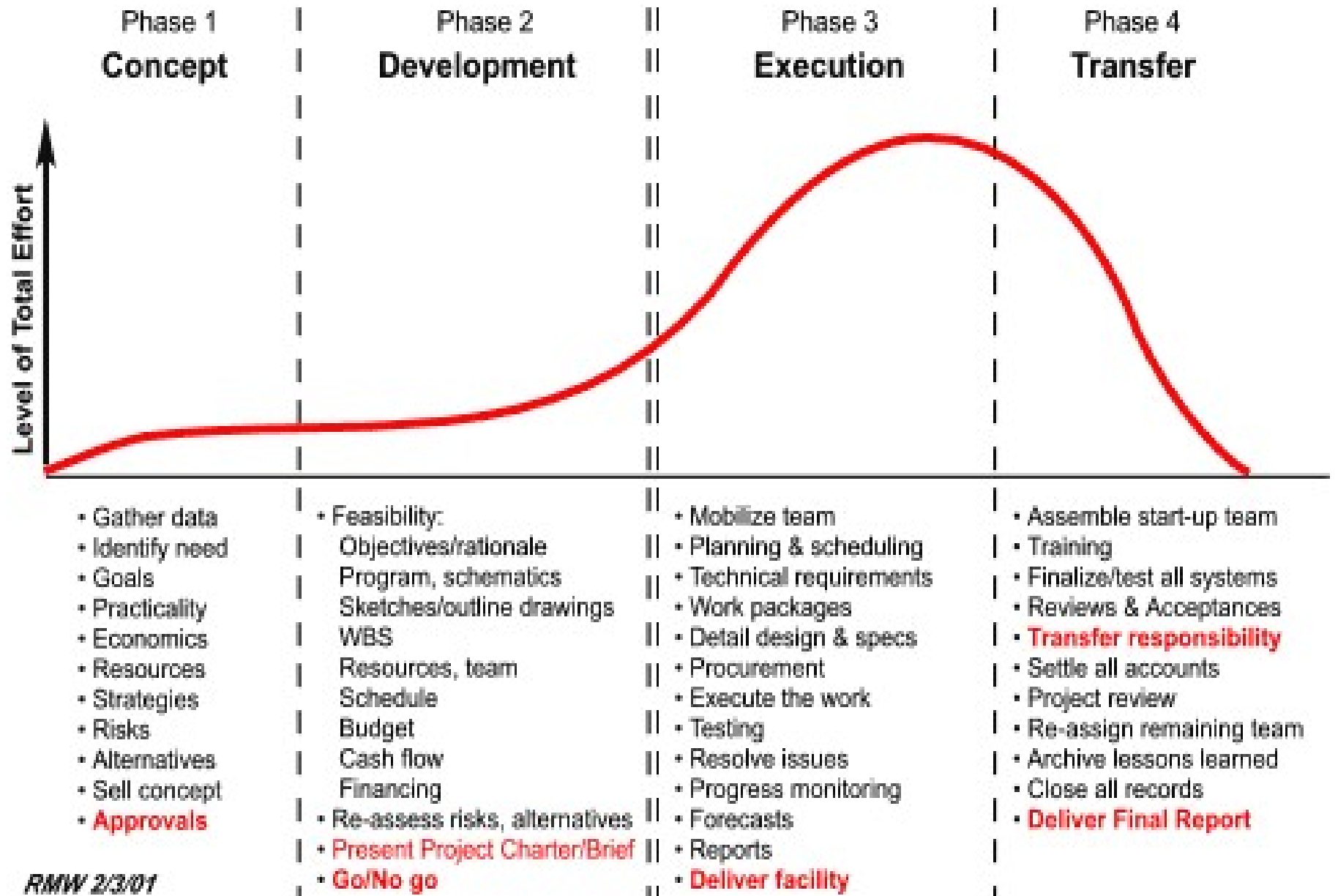
Characteristics of the Project Life Cycle (cont'd)

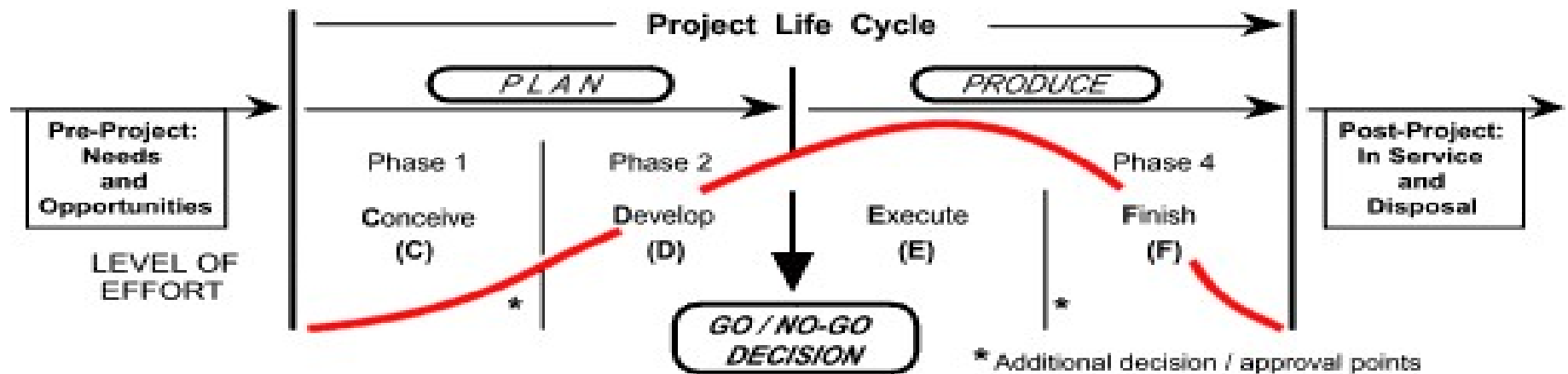
- Common characteristics:
 - Cost and staffing levels are low at the start, higher toward the end, and drop rapidly as the projects draws to a conclusion
 - The probability of successfully completing the project is the lowest, and hence risk and uncertainty are highest, at the start of the project. The probability of successful completion generally gets progressively higher as the project continues

Characteristics of the Project Life Cycle (cont'd)

- Common characteristics:
 - The ability of the stakeholder to influence the final characteristics of the project's product and the final cost of the project is highest at the start and gets progressively lower as the project continues.

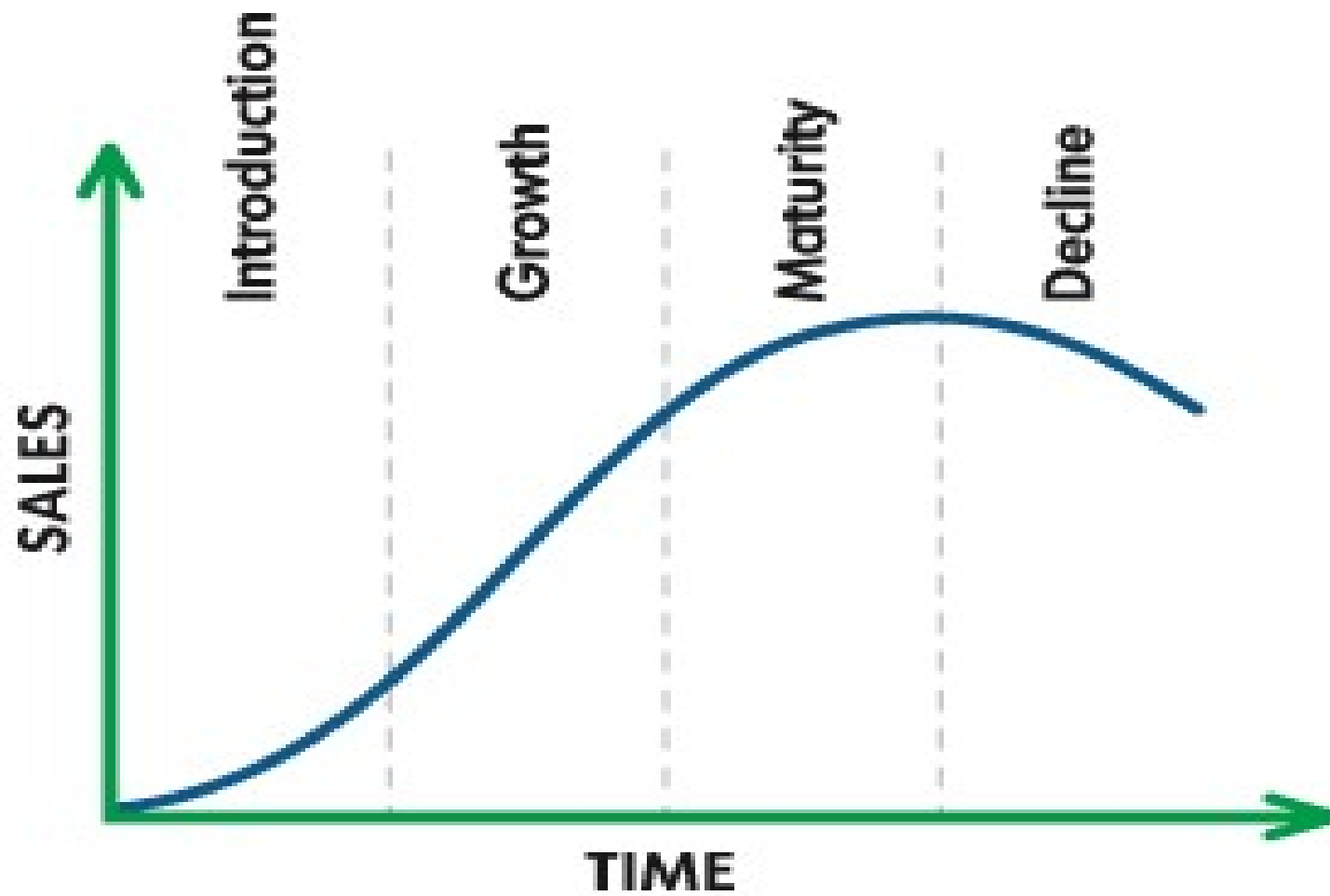
What is the difference between **Project Life Cycle** and **Product Life Cycle**?

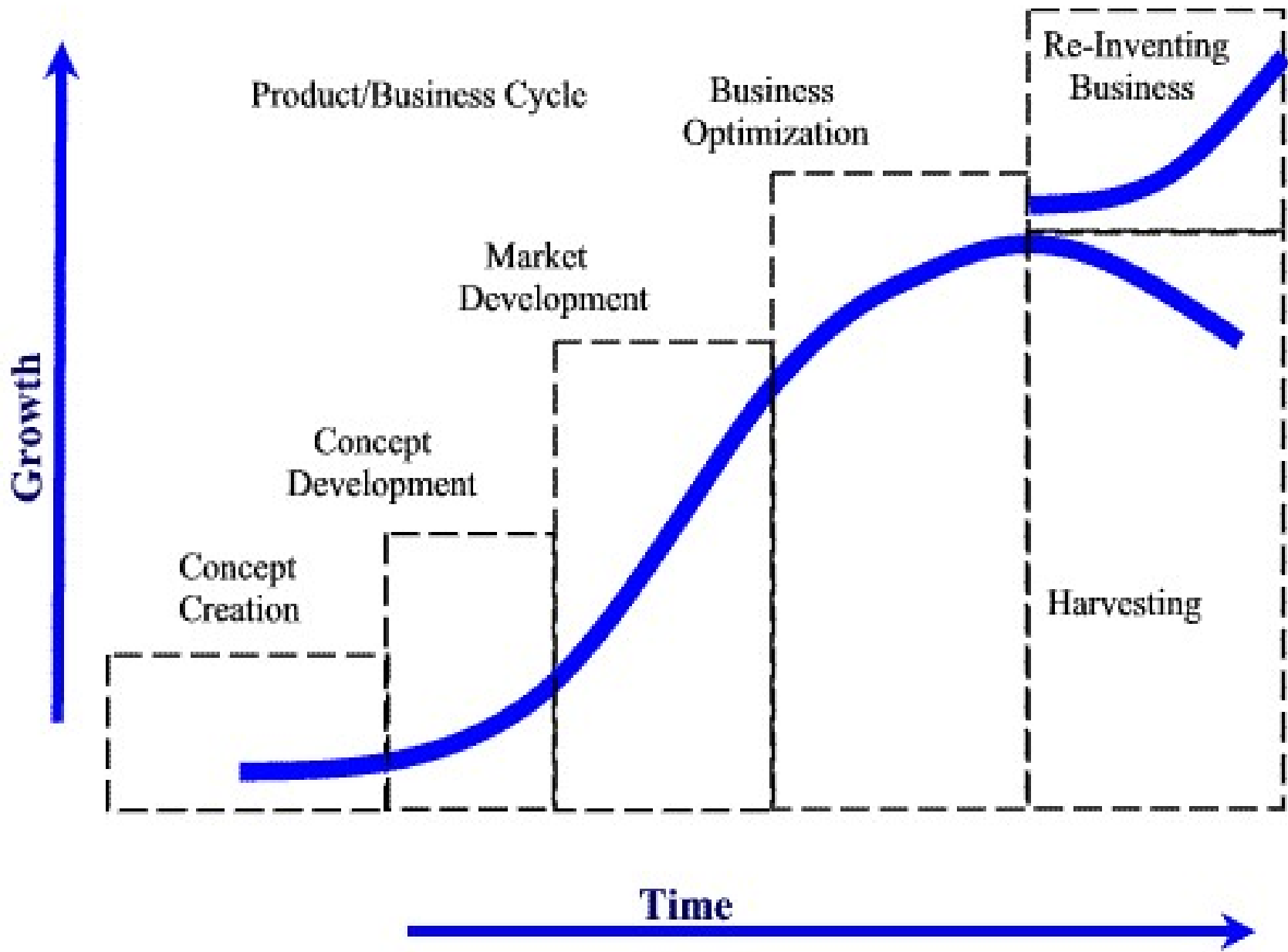




TYPICAL MAJOR TASKS	<ul style="list-style-type: none"> Gather Data Identify Need Goals Practicality Economics Resources Strategies Risks Alternatives Selling Approvals 	<ul style="list-style-type: none"> Feasibility Rationale Tactics WBS Project Team Schedule Budget, Cash Flow Re-assess Risks Project Brief Go/No-Go 	<ul style="list-style-type: none"> Start Up Motivate Team Technical Rquts Work Packages PERT/CPM Procurement Execute Work Control Systems Progress Rpts Forecasting Resolve Issues 	<ul style="list-style-type: none"> Finalize Project Reviews and Acceptances Training Settle a/c's Transfer Responsibility Reassign Team Final Report Close-out Records
ORGANIZATIONAL STRATEGY	<ul style="list-style-type: none"> Free Form Working Committees 	<ul style="list-style-type: none"> Simple Matrix Task Force 	<ul style="list-style-type: none"> Project Team Strong Matrix 	<ul style="list-style-type: none"> Matrix Functional
LEADERSHIP versus MANAGEMENT SKILLS	<ul style="list-style-type: none"> Visionary Creative Conceptualizer Analytical Innovator 	<ul style="list-style-type: none"> Leader Facilitator Planner Integrator Technically strong 	<ul style="list-style-type: none"> Team leader Organizer Interface Manager People & Task Oriented Controller 	<ul style="list-style-type: none"> Team Leader Trainer Doer Technical Writer Compulsion to Complete

Product Life Cycle Curve





Project Stakeholders

Project Stakeholder: Definition

- Individuals and organizations that are actively involved in the project or whose interests may be positively or negatively affected as a result of project execution or project completion

Project Stakeholder

- Stakeholders have varying levels of responsibility and authority when participating on a project
- Stakeholders' responsibilities and authorities change over course of project's life cycle

Stakeholder Identification

- PM needs to:
 - Identify the stakeholders
 - Determine their requirements
 - Manage and influence those requirements to ensure a successful project

Stakeholder Identification (cont'd)

- Internal & External
- Owners & Funders
- Sellers & Contractors
- Government agencies & Media Outlets
- Individual citizens
- Temporary or permanent lobbying organizations
- Society

Stakeholder Identification (cont'd)



Managing Stakeholder Expectations:

- Difficult
 - Failure to identify a key stakeholder
- Very different objectives
- Stakeholder may have positive or negative influence on a project
 - Positive stakeholder would normally benefit from a successful outcome from the project
 - Negative stakeholders are those who see negative outcomes from the project's success

Conclusion

- Project life cycle illustrates the uniqueness of project work; it recognizes that projects have a limited life span and that there are predictable changes in level of effort and focus over the life of the project