



Project Management

Lecture – 1 - Getting Started

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Outline

- Project Definition
- Project Management Framework
- Project Life Cycle
- Project Stakeholders
- Project Manager

Project Definition

- What is a project?
- A project is a set of tasks that must be completed within a defined timeline to accomplish a specific set of goals.
- Examples:
 - Projects
 - **NOT** Projects

Some Project Statistics

- The U.S. spends \$2.3 trillion on projects every year, or one-quarter its gross domestic product, and the world as a whole spends nearly \$10 trillion of its \$40.7 gross product on projects of all kinds (PMI 2001).

Some Project Statistics

- Worldwide IT spending continues to grow, and Forrester Research predicts that U.S. IT spending will grow by another 5.7 percent in 2005, to reach \$795 billion.

Some Project Statistics

- In 2003, the average senior project manager in the U.S. earned almost \$90,000 per year, and the average Project Management Office (PMO) Director earned more than the average Chief Information Officer (\$118,633 vs. \$103,925) (PMI 2003).

Motivation for computing project management

- IT projects have a terrible track record.
 - A 1995 Standish Group study (CHAOS) found that only 16.2 percent of IT projects were successful in meeting scope, time, and cost goals (The Standish Group 1995).
 - Over 31 percent of IT projects were canceled before completion, costing over \$81 billion in the U.S. alone (Johnson 1995).

New findings about Project Management I

- “Project management is being increasingly recognized as an important area of study for computing programs.
- Success rate for IT projects had risen by 75% over the success rate reported in its 1994.
- Among the major reasons noted for this progress were “better tools ... to monitor and control progress and better skilled project managers.”

New findings about Project Management II

- Experienced project manager” ranked as the third most important factor in this list. In a similar list in the 1994 report, project management was not mentioned at all.
- increasing dependence on more formal project management as an important contributing factor to the observed progress in the IT project success rate.

New findings about Project Management III

- More than a tenfold increase in membership, from 12,000 to over 150,000, largely by IT professionals seeking project management credentials and expertise, over the past 10 years.
- Increasing in awareness of the value of a more disciplined and formal approach to project management in IT projects.

New findings about Project Management IV

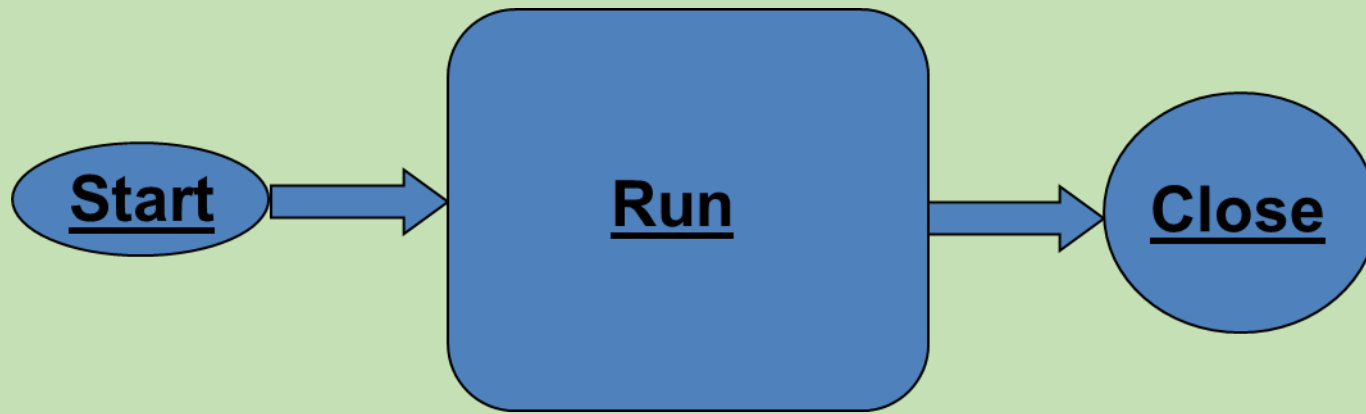
- Project management profession is projected to continue to grow significantly in coming years .
- One consequence of these developments is an increased demand for project management professional training.

Important Characteristic Parameters of a Project

- Temporariness
- Uniqueness
- Produces products, services or other results(!)

Project Life Cycle

- Project main characteristic



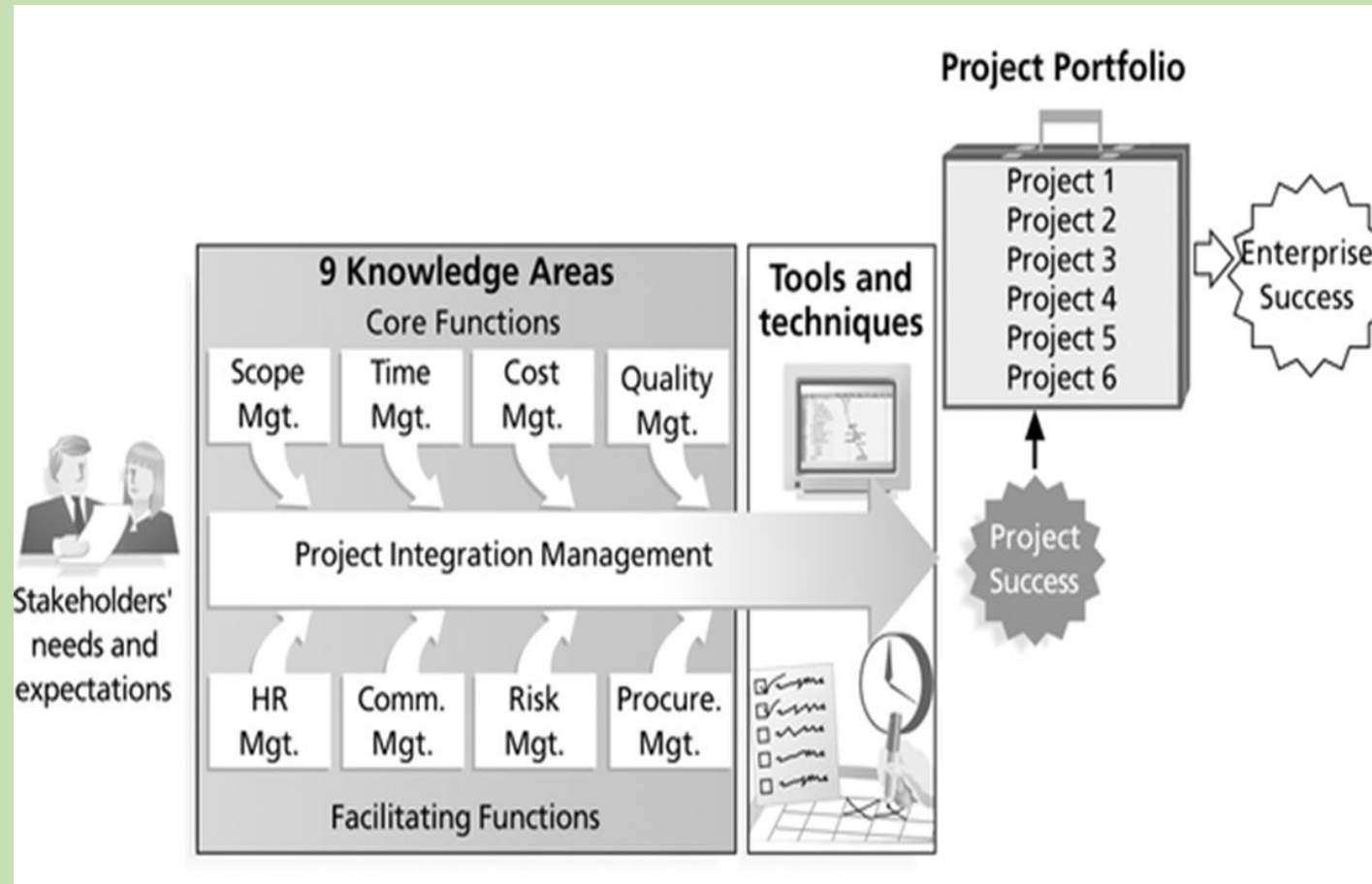
Project Attributes

- A project has a unique purpose
- A project is temporary
- A project is developed using progressive elaboration
- A project requires resource, often from various areas
- A project should have a primary customer or sponsor

What is Project Management?

- Project Management is “the application of knowledge, skills, tools and techniques to project activities to meet project requirements. (PMI 2004)”

Project Management Framework



Project Manager

- Project Manager is a person who is responsible for:
 - planning,
 - scheduling,
 - coordinating,
 - and working with people to achieve project goals.
- Remember that 97 percent of successful projects were led by experienced project managers (Schwalbe 2007).

Project Stakeholders

- Stakeholders are the people involved in or affected by project activities.
- Stakeholders include:
 - Project sponsor
 - Project manager
 - Project team
 - Support staff
 - Customers
 - Users
 - Suppliers
 - Opponents to the project (Schwalbe 2007)

Project Categories

- Civil Engineering
- Production
- R & D
- IT
- Others

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