

PROJECT MANAGEMENT 1

SANDOR MARKON, KOBE INSTITUTE OF COMPUTING

First lesson: basics

- * Self-introduction
- * What is Project Management?
- * Why do we need it?
- * Concepts, way of thinking
- * Tools
- * Practice



Lewis Hine, 1920. Power house mechanic working on steam pump. Wikimedia Commons



KITANO Street



Kobe Kazamidori



Nankinmachi



Harborland



KOBE INSTITUTE OF COMPUTING

GRADUATE COURSE OF INFORMATION TECHNOLOGY - ICT4D

[HTTP://ICT4D.KIC.AC.JP/EN](http://ict4d.kic.ac.jp/en)

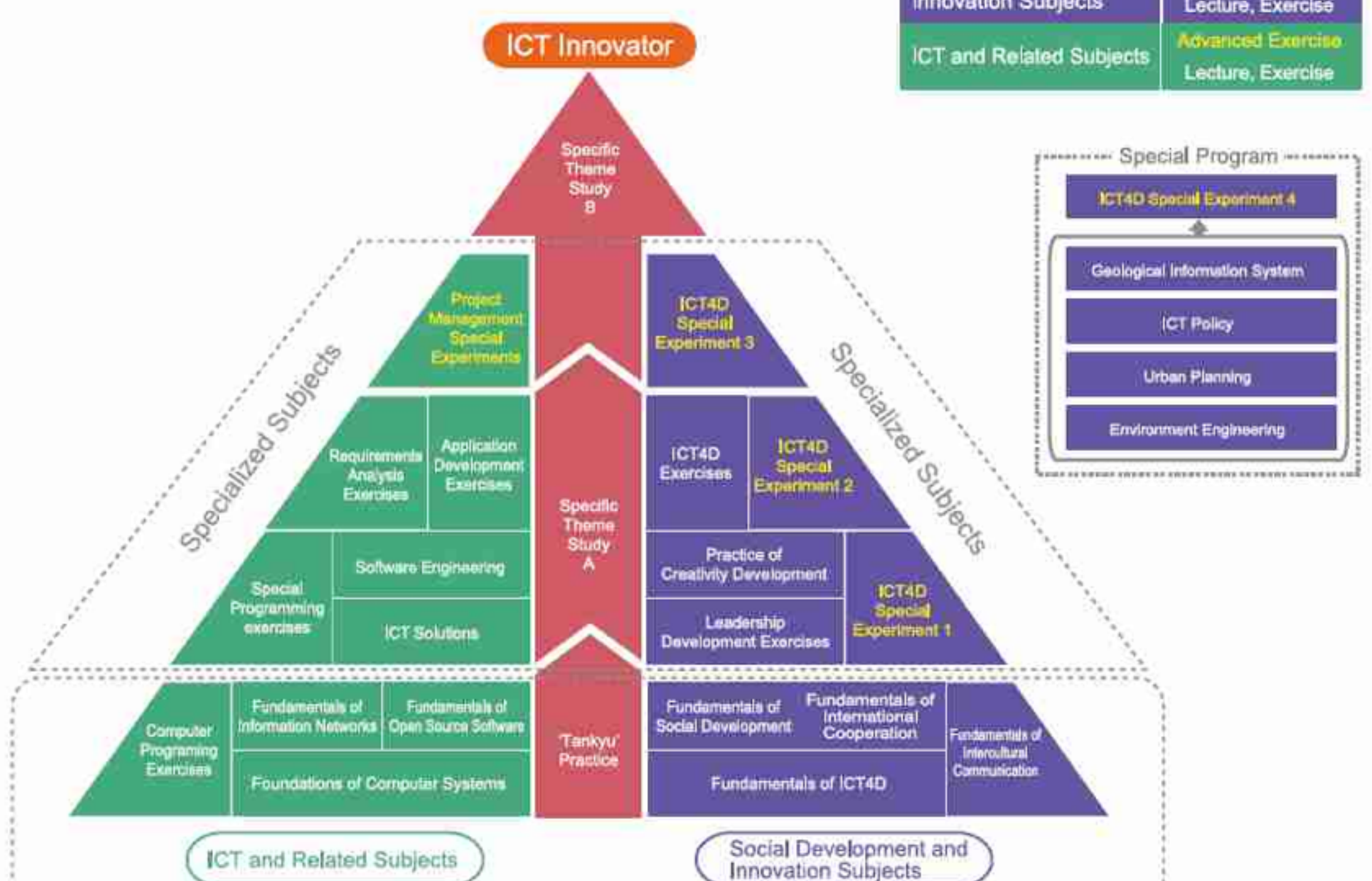
KIC

- * Founded 56 years ago
- * First computer school in Japan
- * Graduate school founded in 2005
- * Masters' Program in ICT4D
"ICT Innovators Program"



Tankyu Pyramid

for ICT innovator



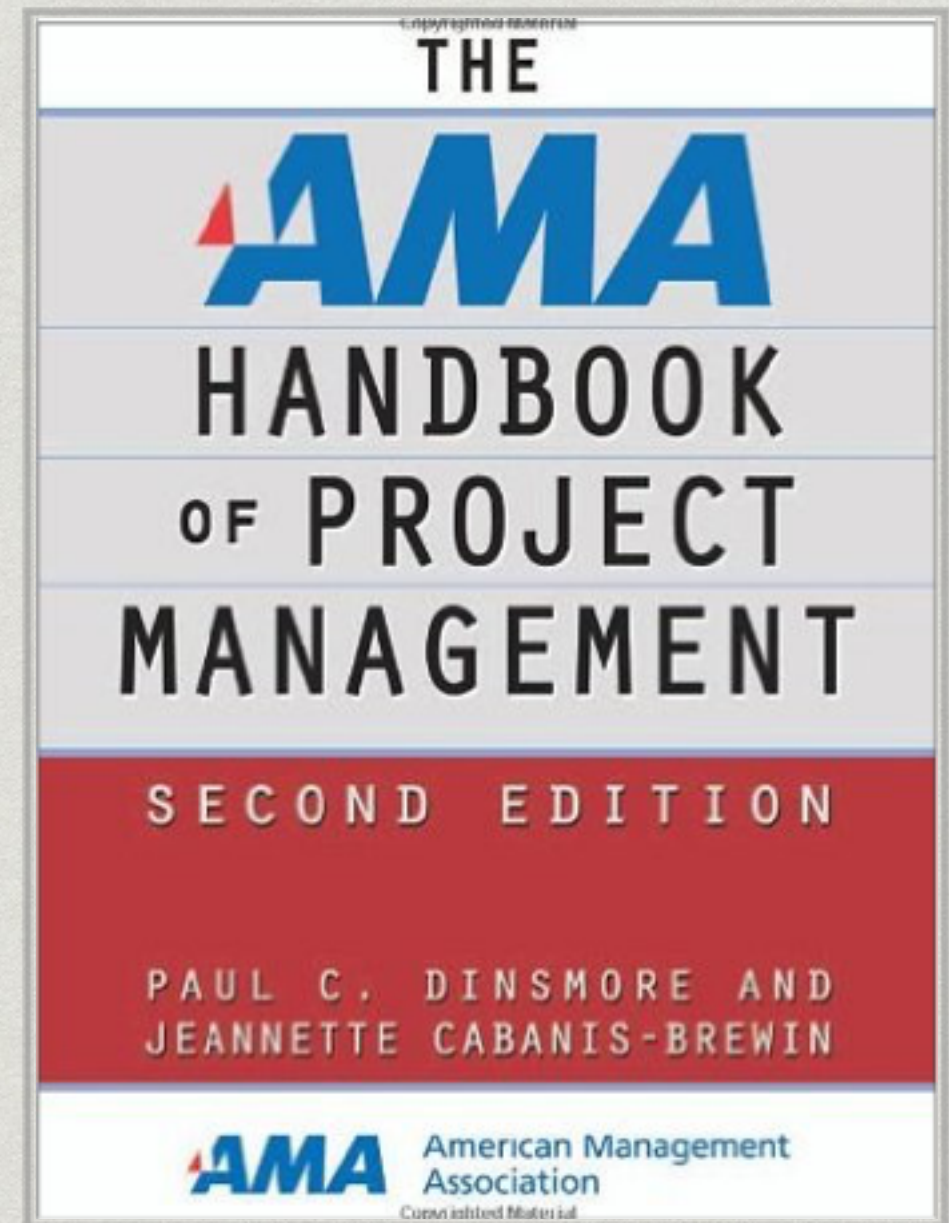
KIC'S EDUCATIONAL SYSTEM FOR ICT4D

BASED ON "TANKYU" (INQUIRY) METHOD

Project Management = ?

- * Project management is the application of processes, methods, knowledge, skills and experience to achieve the **project** objectives.

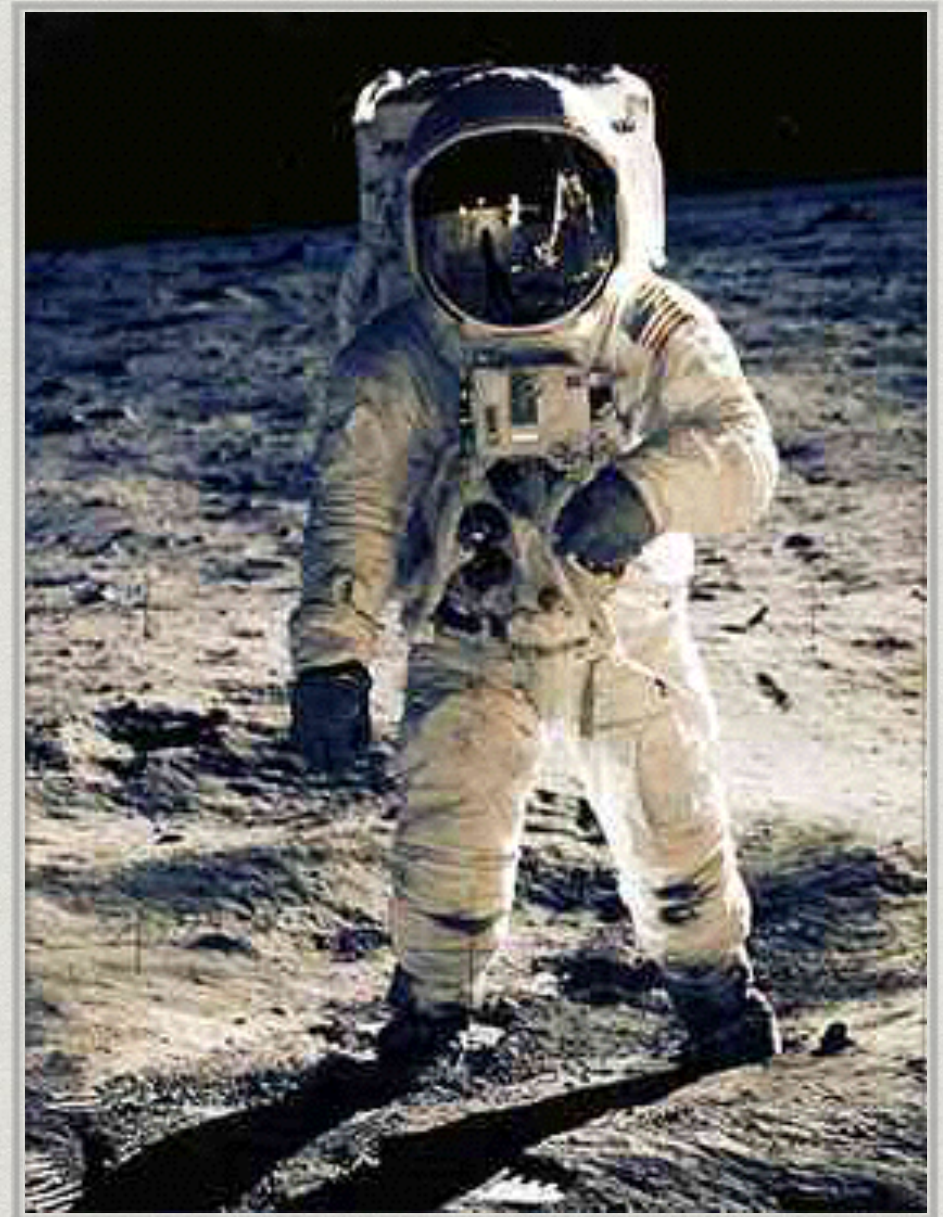
<https://www.apm.org.uk/>



OK, so what is a **Project**?

- * A project is a unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits.
- * A project is usually deemed to be a success if it achieves the objectives according to their acceptance criteria, within an agreed timescale and budget.

<https://www.apm.org.uk/>



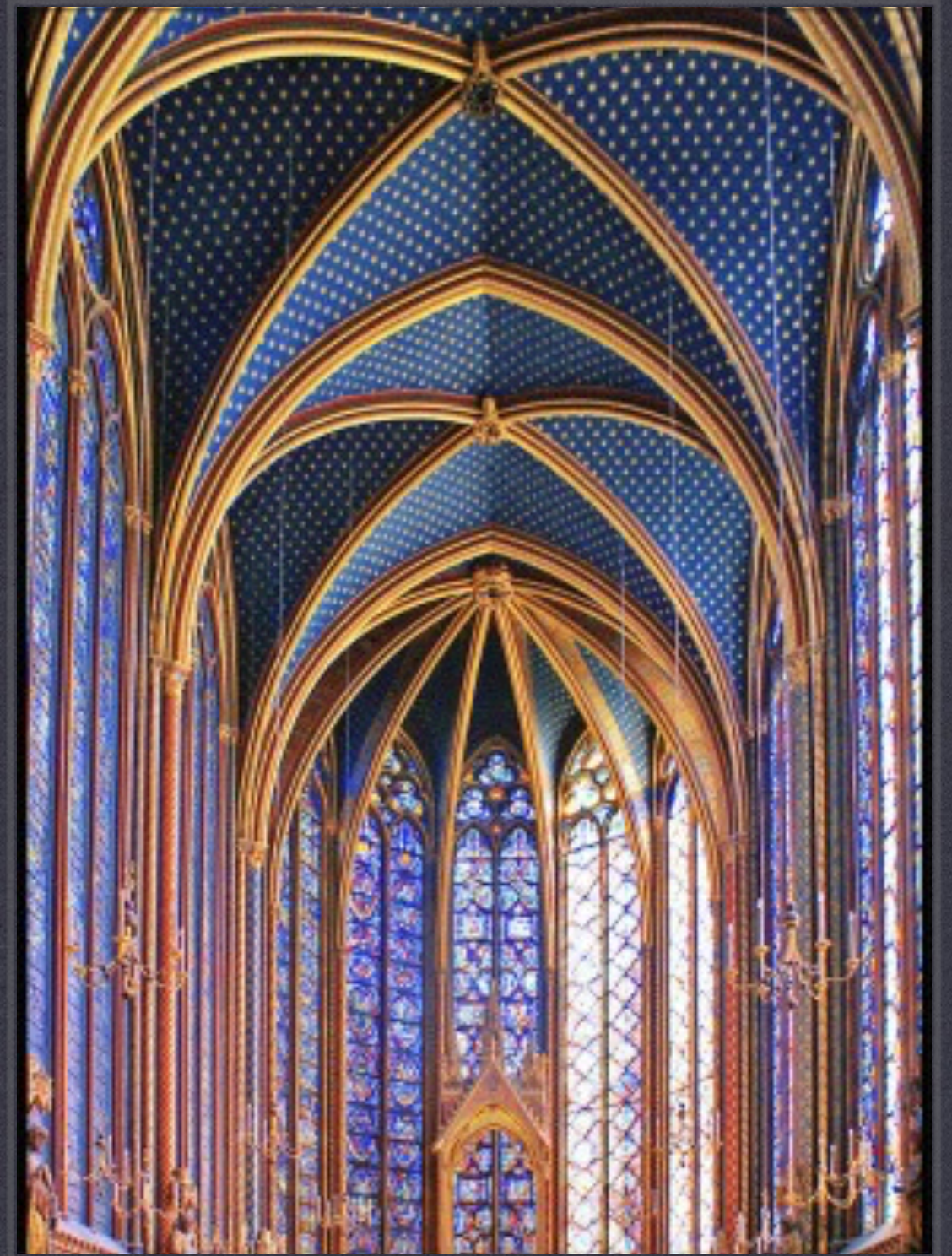
<http://www.nasa.gov/centers/langley/news/factsheets/Apollo.html>

Why do we need PM?

- * Bad things happen...
- * Projects can and **do** fail
- * No magic bullet, but others' experience helps
- * Go and find the book or website that fits you!

STEP BACK!

WHAT DO I WANT?



Paris | YVES FEY Wikimedia commons photograph by Didier B

STEP BACK!

WHAT DO I WANT?

First: from the customer's side



Paris | YVES FEY Wikimedia commons photograph by Didier B

Let's fill in the definition

- * What are my “planned objectives”?
Define them as “outputs”, “outcomes” or “benefits”
- * What is my “acceptance criteria”?
- * What is my “timescale”?
- * What is my “budget”?

Example: building a house

- * My objective: my house
- * The output: the house
- * The outcome: move there
- * The benefit: quality of life
- * My timescale: 6 months
- * My budget: **JPY 45,000,000**



Example: building a house

- * My objective: my house
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- * My timescale: 6 months
- * My budget: JPY 45,000,000



My acceptance criteria: on time, in budget, at agreed quality

Example: *(yours!)*

- * My objective:
- * The output:
- * The outcome:
- * The benefit:
- * My timescale:
- * My budget:



Parabolic antennas on a telecommunications tower on Willans Hill.jpg
From Wikipedia, the free encyclopedia



FINDING OUR WAY IN THE LABYRINTH...

HOW TO DO PROJECT PLANNING AND MANAGEMENT?

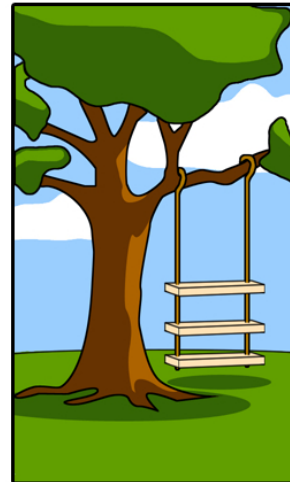
Hedge maze in rear garden, Traquair House in Scotland
From Wikimedia Commons, the free media repository

Project Management 101

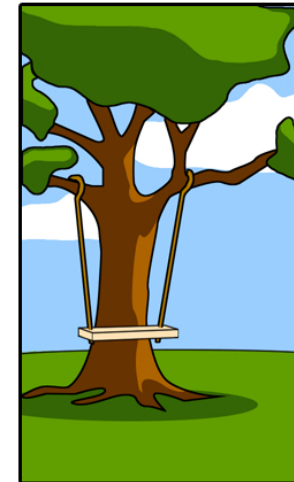
- * Scope
- * Resources
- * Duration, Schedule
- * Milestones
- * Risks
- * Tracking
- * Spiral

How Projects Really Work (version 1.5)

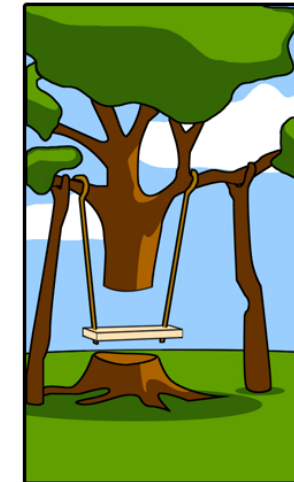
Make your own version on www.projectcartoon.com



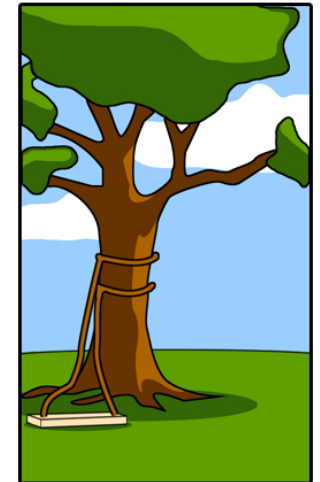
How the customer explained it



How the project leader understood it



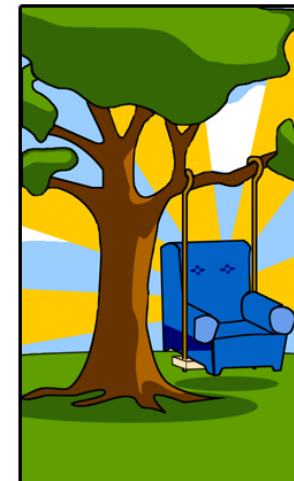
How the analyst designed it



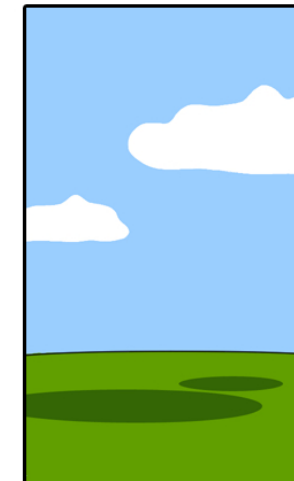
How the programmer wrote it



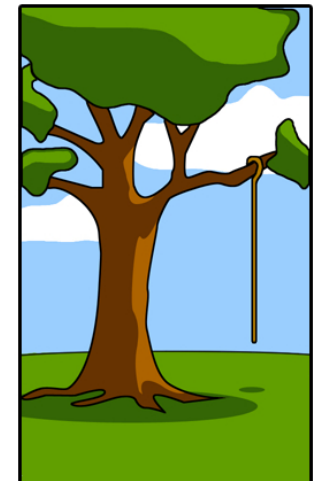
What the beta testers received



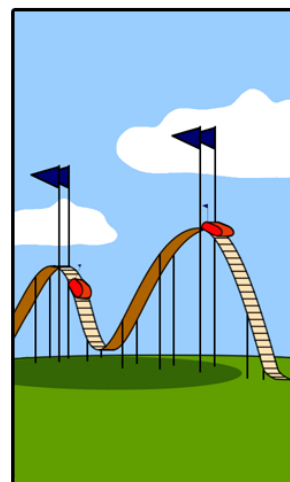
How the business consultant described it



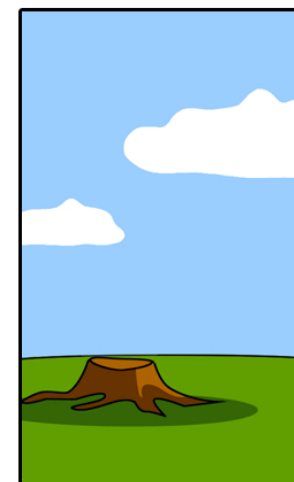
How the project was documented



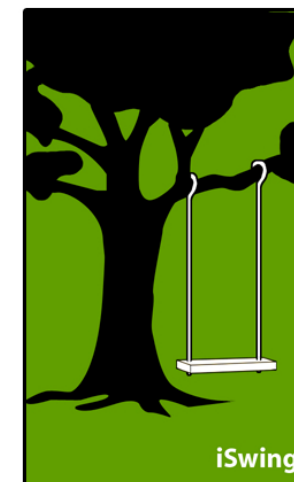
What operations installed



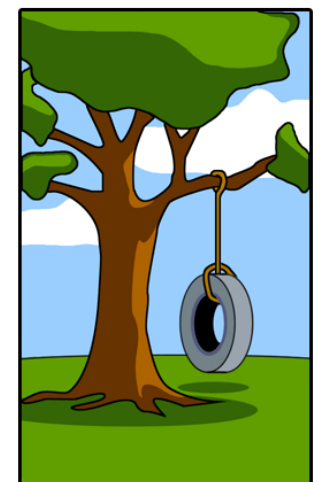
How the customer was billed



How it was supported



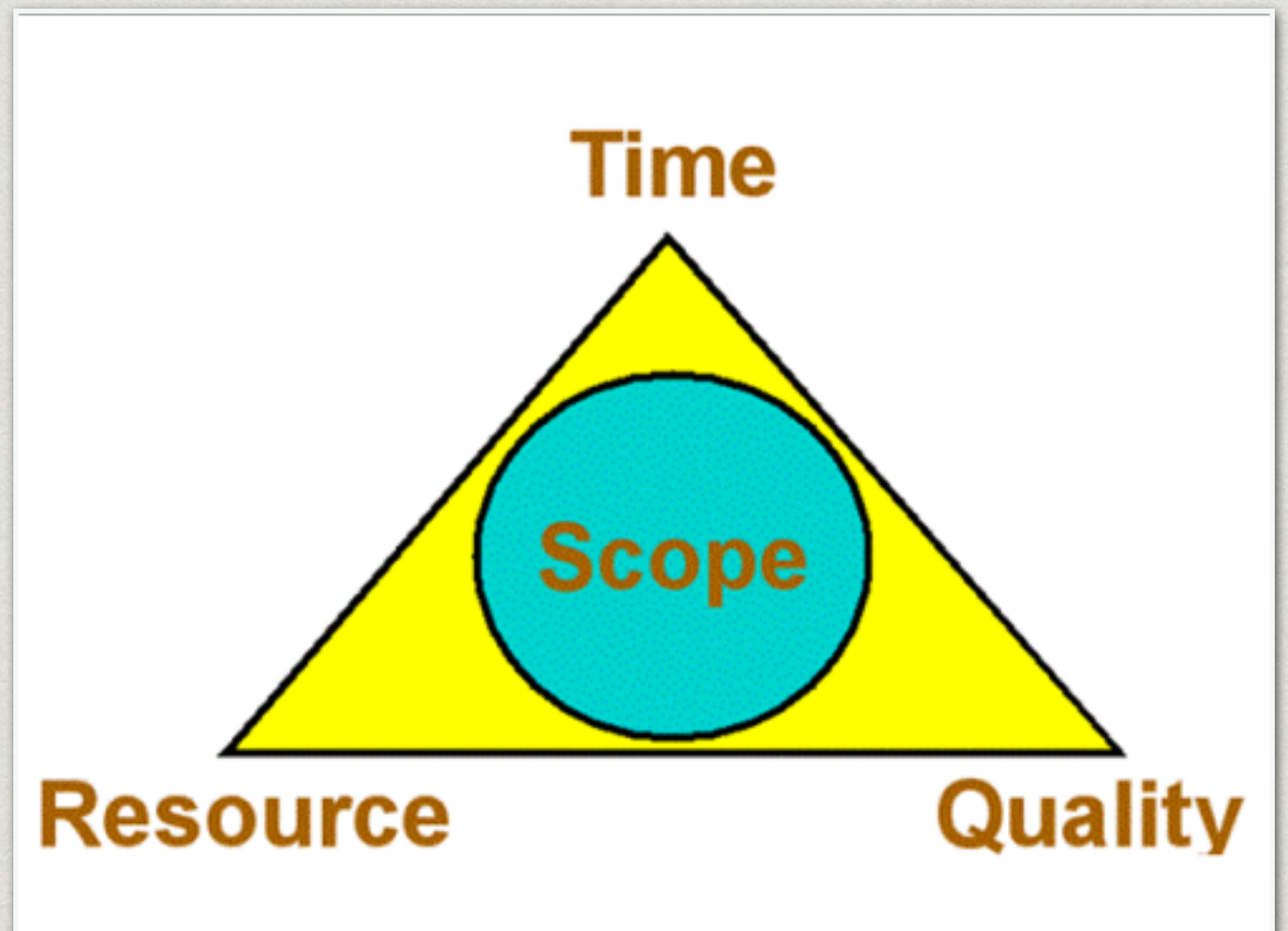
What marketing advertised



What the customer really needed

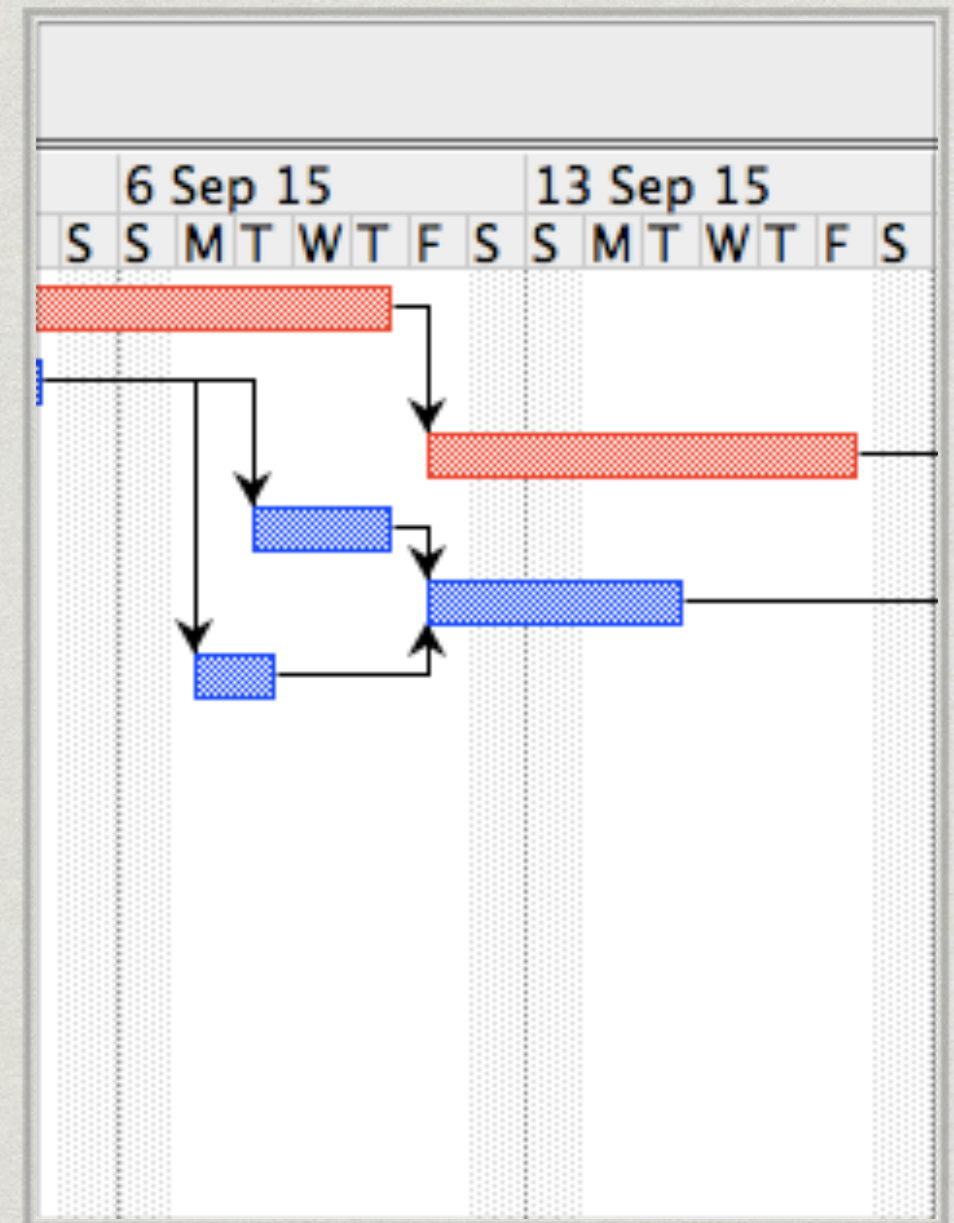
Scope

- * Start from the targets - - -
- * What is included?
- * What is **not** included? (explicitly!)
- * Develop WBS
- * Look out for scope creep!

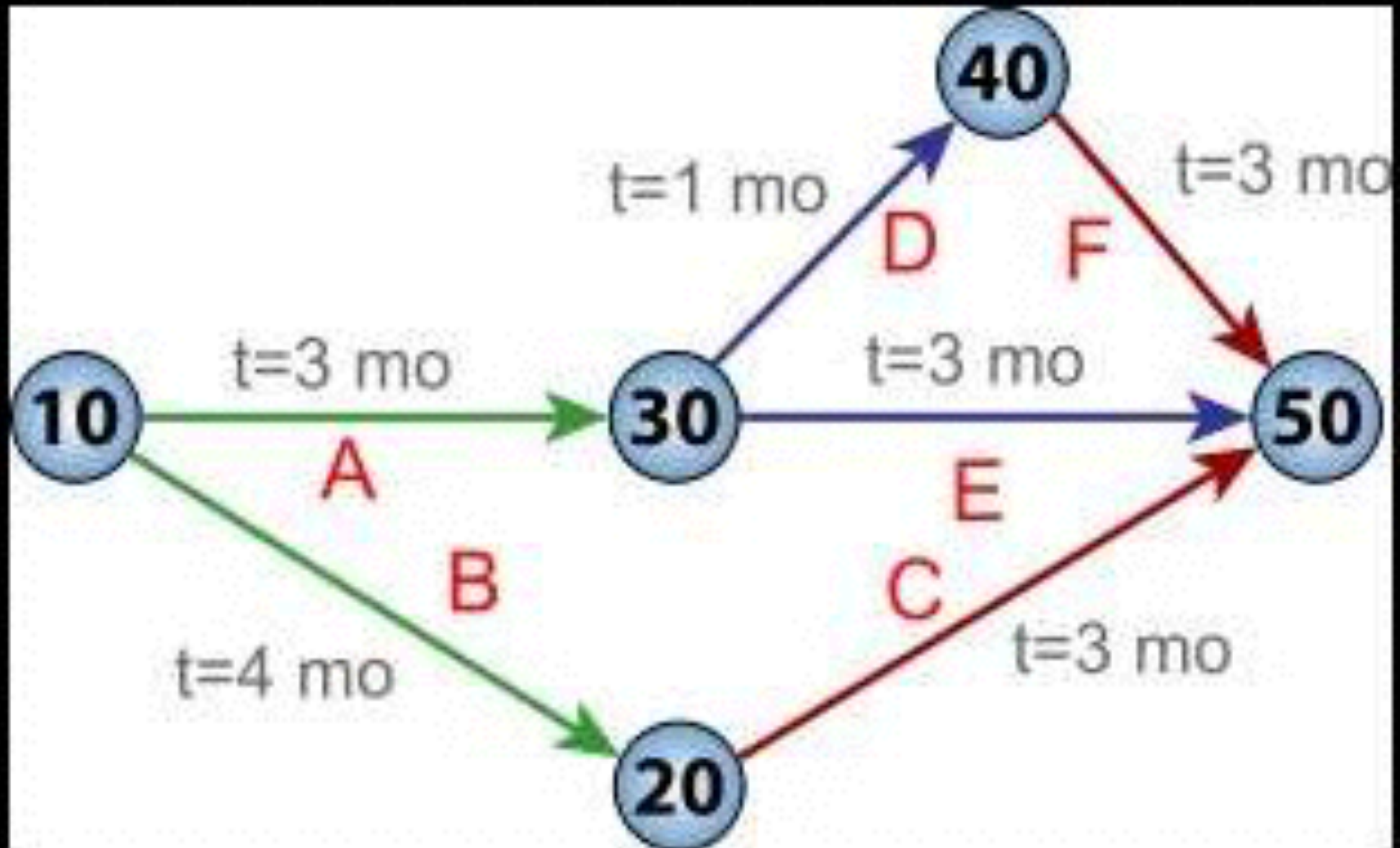


Schedule

- * Start from the WBS
- * Conservative estimates
- * Use a *scheduling software*
- * Look at the Gantt chart:



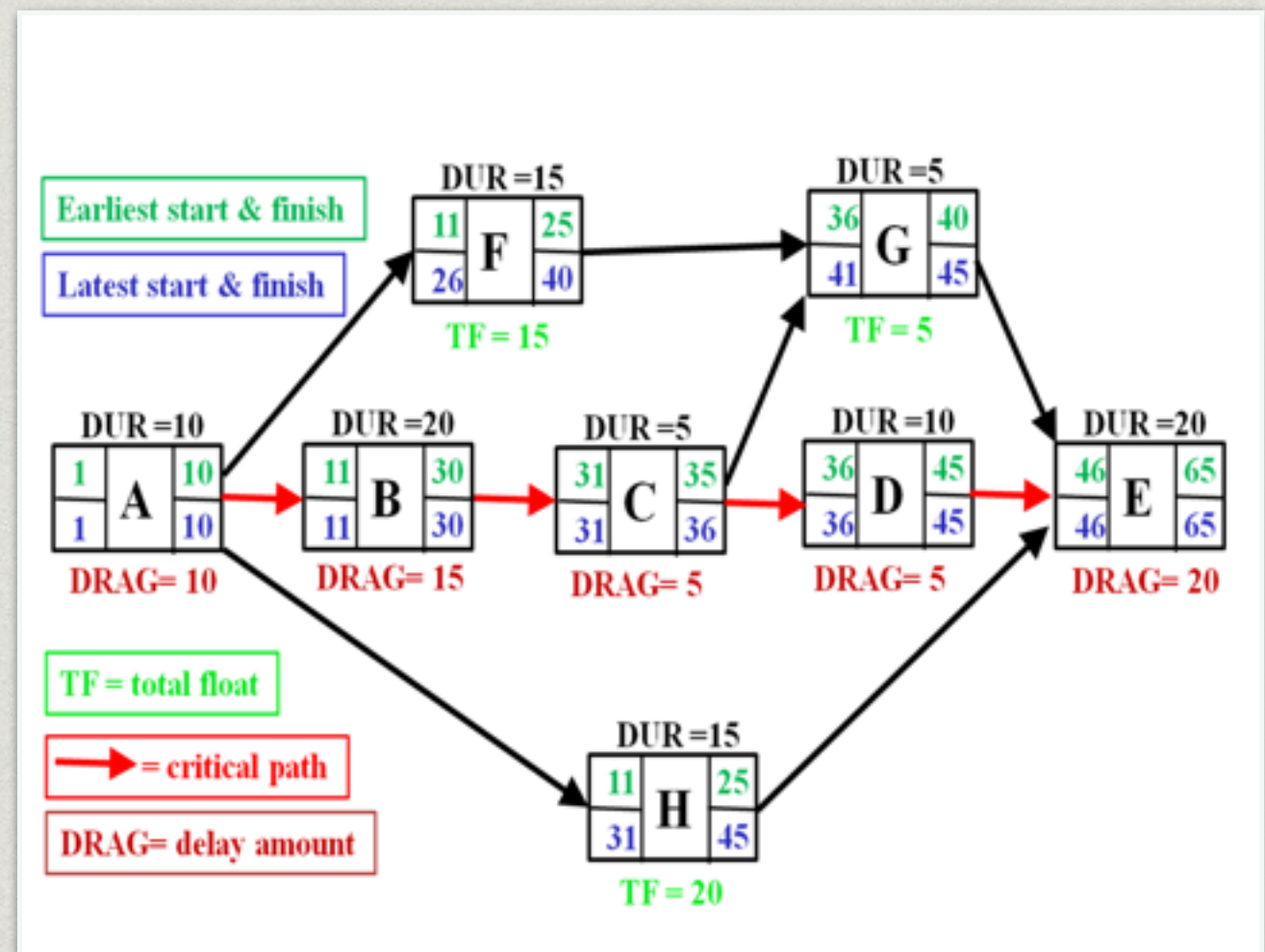
Critical Path Method



PERT CPM chart from wikipedia

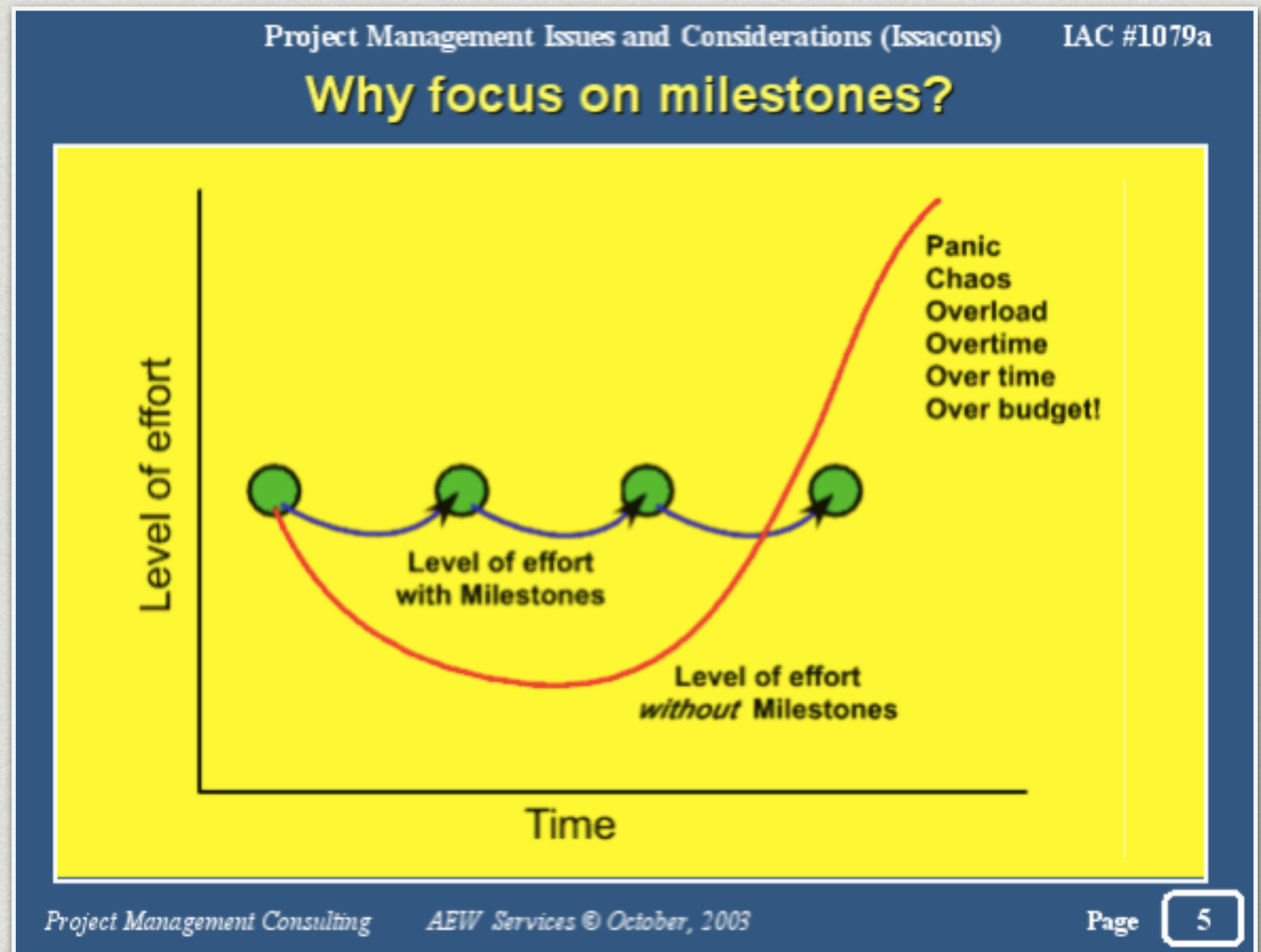
Activity-on-node diagram

- * Activities have durations
- * Find earliest start times
- * Get earliest finish times
- * Find the **critical path**
- * Get latest finish times
- * This gives latest start times



Milestones

- * Keep the project from sinking!



<http://managementhelp.org/>

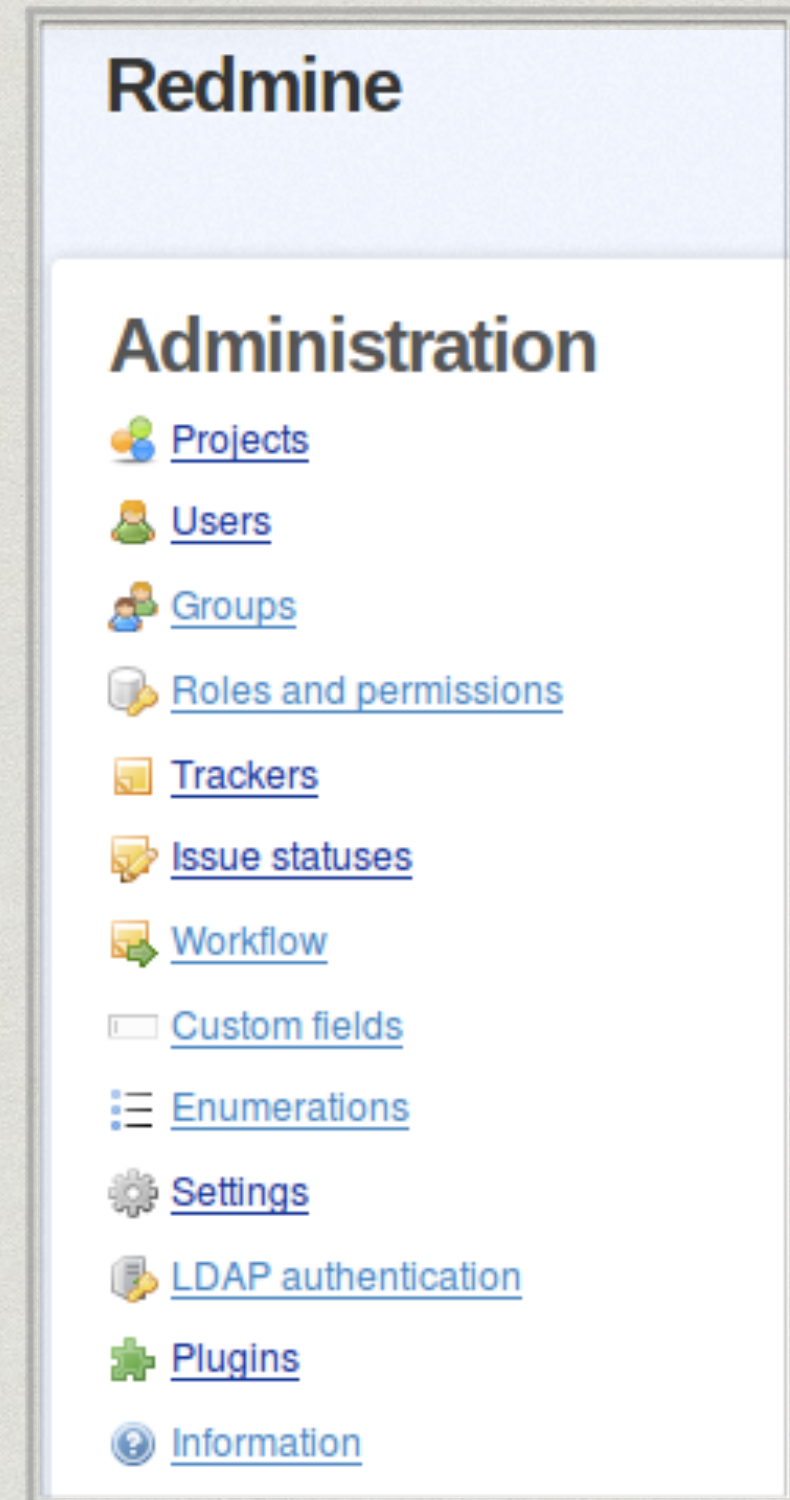
Risks

- * Risk Identification
- * Risk Analysis
- * Risk Minimization Plans
- * Contingency Plans



Tracking

- * Use a web-based planner
- * Generate e-mails for issue tracking
- * Review periodically



<http://www.redmine.org>

Coming up next:

- ✱ Creating the project outline
- ✱ Using project management tools
- ✱ Developing together a prototype