

31272

PROJECT MANAGEMENT AND THE PROFESSIONAL

STUDY NOTES

2019

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WEEK 2 – PROJECTS, CONCEPTS AND STAKEHOLDERS

PROJECT MANAGEMENT DEFINED

- Project – A temporary endeavour undertaken to accomplish a unique purpose
- Project Management – The application of knowledge, skills, tools and techniques to project activities in order to meet project requirements
- The Triple Constraint – Successful PM means meeting all three goals (Scope, time, cost) and satisfying the sponsor

PROJECT SUCCESS CRITERIA

- Delivers its functionality
- Meets quality thresholds
- Achieves its stated business purpose and objectives
- Finishes on budget, on time and to requirements
- Key stakeholders are happy with project outcomes

PROJECT SUCCESS FACTORS

1. Executive management support
2. Emotional maturity
3. User involvement
4. Optimisation (Scope vs business value)
5. Skilled resources
6. Standard architecture
7. Agile process
8. Modest execution
9. Project management expertise
10. Clear business objectives

STAKEHOLDER MANAGEMENT

- Individuals, groups or organisations with a stake/claim in project’s outcome
- Not all Stakeholders have the same objectives
- Different types of Stakeholders:
 - o Internal to the Project Team
 - o External to the Project Team but in the organisation
 - o External to the organisation

ROLE OF THE PROJECT MANAGER

- Recognise different interests of stakeholders (what’s in it for me?)
- Reconcile competing interests between stakeholders
- Continually communicate with stakeholders
- Ensure a continuing commitment from stakeholders

STAKEHOLDER ANALYSIS CHECKLIST

- Develop list of stakeholders with interest in the project
- Identify their type of interest in project
- Gauge their influence over project
- Define a role for each stakeholder
- Identify an objective for each stakeholder
- Identify strategies for each stakeholder
- Decide communication needs for each stakeholder

Stakeholder	Interest	Influence	Role	Objective	Strategy

STAKEHOLDER MANAGEMENT

- Analysis chart can be used for identification, assessment and high-level management of involved parties

COMMUNICATION MANAGEMENT

- Communication is a key skill for the Project Managers
- It is a priority for both the PM and the team – Lack of communication results in incorrect assumptions
- PMs must identify problems, challenges and issues early and communicate this along with alternatives to overcome

COMMUNICATION PLANNING

1. How will the information be stored?
2. What info goes to whom, how often and how?
3. Who can access the information?
4. Who will update/keep current the information?
5. What method/media of communication is best?

PERFORMANCE REPORTING TO STAKEHOLDERS

- Right information to right people in the right format
- Satisfy stakeholders that progress expectations are being met
- Help stakeholders make educated decisions regarding the project

STAKEHOLDER ENGAGEMENT VS MANAGEMENT

- Engagement seeks to build rapport/understanding between stakeholders as a basis for decision making (Relationship)
- Management seeks to establish specific deliverables and expectations then actively plans/executes towards those outcomes (Realisation)

WEEK 3 – INTRODUCTION TO ETHICS

DEFINITIONS

- Professional – Experts in a field, which provides them an advantage over the lay person and that professional's work has the potential to impact the general public at large
- Ethics – Beliefs regarding right or wrong behaviour, involve moral, legal and social issues and attempt to determine some general basis for choosing and judging moral actions
- Ethical behaviour – Conforms to generally accepted social norms

PROFESSIONAL CODES OF ETHICS

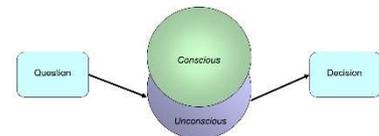
- Symbolized profession
- Protect group interests
- Detail membership etiquette
- Inspire good conduct
- Educate members
- Discipline members
- Foster external relations
- Detail principles
- Express ideals
- Put forth rules
- Offer guidelines
- Codify rights

ETHICS INFLUENCES

- Parents
- Family
- Culture
- Television/Media/Internet
- Boss/Peers/Friends
- Books/Newspaper/Magazines
- Schools/Universities
- Government/Law

ETHICAL FOUNDATIONS

- Decision-making based on the values we hold



ETHICAL PERSPECTIVES

- Deontology – Right and wrong is dependent on meeting a duty and independent of consequences
- Consequentialism – Right/wrong determined by comparative assessment of each act's consequences (Utilitarianism – greatest good, greatest number)
- Relativism – There is no single ethical truth, everything is contingency-based (whatever a culture thinks is right or wrong for its members)
- Universalism (Absolutism) – There is a single truth – Implies a single perspective as to what is right and wrong
- Virtue Ethics – Focuses on the person who acts – and character traits of the actor as expressed by their actions
- Justice Ethics – Duty to treat all parties fairly and to distribute risks and benefits equitably (and following rules derived from these principles)
- Ethical Pluralism – Society comprises diverse pressure groups with divergent social interests. Stakeholder conflict is normal/accepted

ETHICAL PRINCIPLES

- Ethical views are founded in individual belief, tend to be deeply held and do not change easily or frequently
- An issue is not likely to be an ethical issue if the individual views which define it are:
 - o Primarily concerned with convenience
 - o Founded on opinion, not beliefs
 - o Casually modified or frequently changed
- General rules of thumb: The mum, media, smell, market, 'Other persons shoes' tests
- Seven step approach to tackle ethical issues:
 1. Get the facts
 2. Identify the stakeholders and their position
 3. Consider the consequences of your decision
 4. Weigh-up various guidelines and principles
 5. Develop and evaluate options
 6. Review your decision
 7. Evaluate the results of your decision
- Having an ethical framework helps provide answers to questions such as:
 - o What should I do?
 - o What goals should I pursue?
 - o What laws should we have?
 - o What collective behaviour should we pursue?
- Ethics in IT must consider how Information systems and technology affect human choice, action and potential
- Law determines principles and regulations in a community set by some authority and enforced by judicial decision