Slide 1

Project Management

Muhammad Ali Babar
Ph.D. Researcher CSE/NICTA;
malibaba@cse.unsw.edu.au;
www.cse.unsw.edu.au/~malibaba

Slide 2

Tears & Cheers
Relating the theories with real life experiences

“There are lessons to be learned from failure, if only we are willing to find and examine them.”
—Attributed: Peter Drucker

“A project is a temporary endeavor undertaken to achieve a particular aim and to which project management can be applied, regardless of the project’s size, budget, or timeline.”
PMBOK Guide 2000 Ed

Slide 3

What is Project Management?

Project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project, and only once.

“There are lessons to be learned from failure, if only we are willing to find and examine them.”

Slide 4

Primary functions of Project Manager

Software managers only perform five primary functions to get their job done:

- **Planning.** Plan the projects thoroughly to create a roadmap to set expectations. Use the plan as a baseline to monitor and measure the progress.
- **Organizing.** Create organizations to get the work done efficiently and effectively by assigning responsibilities, delegating authority, and holding people accountable for results.
- **Staffing.** Recruit, train, appraise, retain the right people by recognizing talent, breeding competence, and weeding out deadwood.
- **Directing.** Get things done through the actions of people by building a synergistic team and motivating them to perform at their fullest capability.
- **Controlling.** Put appropriate control mechanism in place to assess status.

Donald E. Keene Software Management
5th Ed.
Common Reasons for Project Failure

<table>
<thead>
<tr>
<th>Reason</th>
<th>Cause</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope Creep</td>
<td>Poor Sponsorship</td>
</tr>
<tr>
<td>Poor Planning</td>
<td>Lack of Monitoring &amp; Measurement</td>
</tr>
<tr>
<td>Vague &amp; unclear deliverables</td>
<td>Ineffective communication</td>
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<tr>
<td>Ineffective/non-existent change control process</td>
<td>Ineffective skills</td>
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<tr>
<td>High turnover rate</td>
<td>Unspecified responsibility</td>
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Setting the Scene for project 1

- **Company Profile**
  - Second largest News Paper
  - Simultaneously published from three cities
  - More than 500 staff in publishing business

- **Project Summary**
  - Computerising News room to streamline processes
  - Centralising News selection & publication decisions
  - Educating editorial staff to use computers for productivity

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Process Model of News Room

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Project Sponsors & Stakeholders

Project Sponsors - Socially forced

Stakeholder totally ignored

- Editors and sub-Editors
- News Reporters
- Computer section staff
- Proof readers and other support staff
We were doomed to fail because

- Ignored the important stakeholders
- Couldn’t manage required cultural changes
- No systematic & formal risk management process
- Too much emphasis on adding value, but nothing for people and relationship management
- Black box PM approach, intuitive & unilateral decision making

Setting the Scene for project 2

- Company Profile
  - Hardware specialist transforming into software house
  - ISO 9002 certified for hardware supply and support
  - Offices in 5 Australian cities, AS$70-80 Millions in sales
- Project Summary
  - Developing an open interoperable architecture for E-Business systems
  - Formalising software development process to get certified
  - Identifying required activities, tasks and deliverables for certification

It’s all in my head

It’s rare to meet any team whose members can’t tell about the project and the process as all in their heads.

However, each one of them would have a slightly different version, scope and objectives of the project and process

It’s all in MS Project!
Why project didn’t succeed?

“To manage a project without an effective executive sponsor is to visit hell on Earth.” Rob Johnson

- Poor sponsorship
- Ill-defined scope and objects
- No realization of Added-Value requirements
- No process change control mechanism
- Lack of stakeholder-buy in

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Success with hiccups

- Major drawbacks
  - Inappropriate resources (staff skills)
  - Lack of commitment on the part of sponsors
  - Ambiguously defined authority and responsibility
  - Black box style project management approach
  - Ineffective communication
  - Political expediency & infighting

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Company Profile

- System engineering R&D centre

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Why We succeeded?

“When software projects fail, it is generally because of teamwork problems and not technical issues.” Watts S. Humphrey

- Redefined the project scope and objects
- Project sponsors agreed to compromise irrelevant requirements.
- Management agreed to staff the project with appropriate resources (Skills)
- Clearly assigned responsibilities and tasks
- Team members had high stakes in project success
Human side of Management

Maslow’s theory of motivation

- Self Actualization
- Growth needs
- Esteem Needs
- Love & Belonging Needs
- Safety & Security Needs
- Physiological Needs

Try to identify the needs which have not been satisfied as only those needs work as true motivators

http://departments.web.columbia.edu/500/heidtfelts.html