HOLA

Project Life Cycle

The series of phases that a project passes through from initiation to closure

A generic, high-level view, of the life cycle structure:

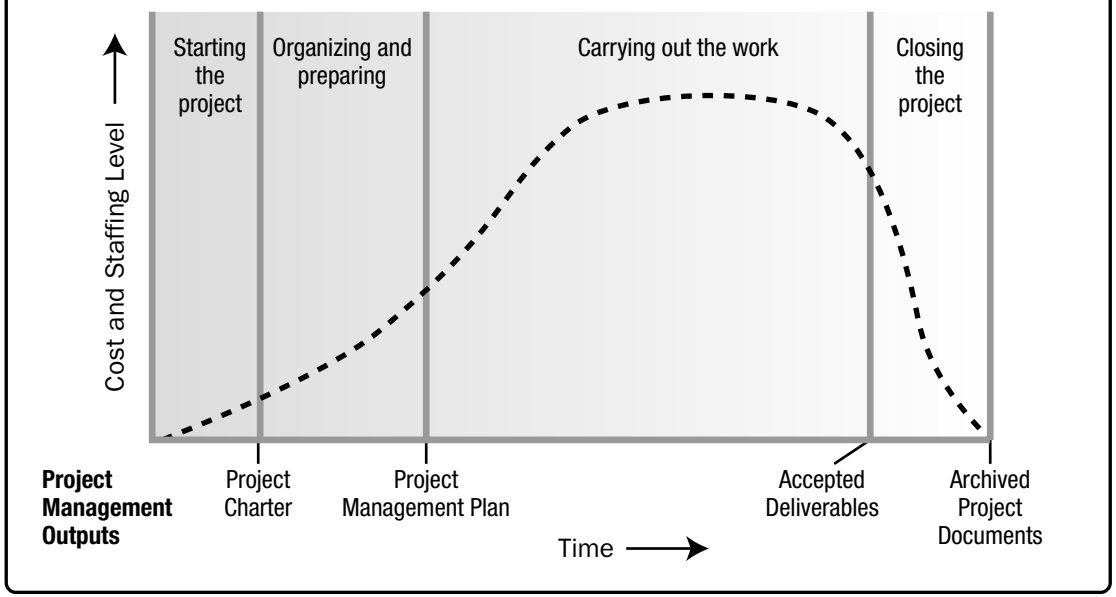


Figure 2-8. Typical Cost and Staffing Levels Across a Generic Project Life Cycle Structure

Project Life Cycle

The ability to influence the final characteristics of a project, without significantly impacting cost, is highest at the start of a project

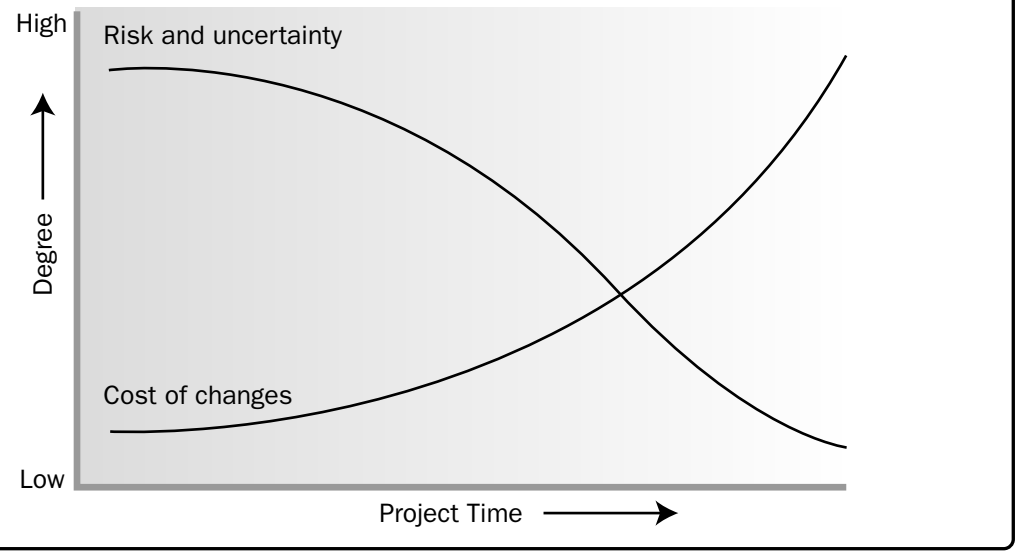


Figure 2-9. Impact of Variable Based on Project Time

A project manager may decide that certain deliverables are required to be completed before the project scope can be completely defined

Project Phases

A collection of logically related project activities that culminates in the completion of one or more functional objectives, deliverables or milestones

Logical steps for the ease of management, planning and control

The need for phases and the degree of control applied depends on the size, complexity, and potential impact of the project

Characteristics of project phases:

- The work has a distinct focus
- Requires unique controls or processes

The end of a phase is a natural point to reassess the project (this may be referred to as a stage gate, milestone, phase review, phase gate or kill point)

Project Phases

A single phase PMI project:

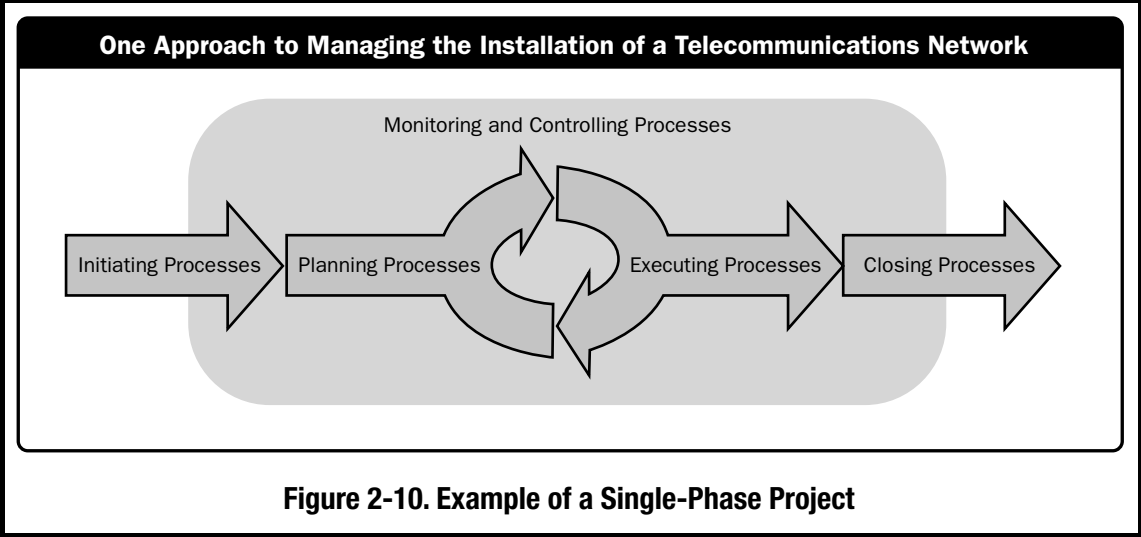


Figure 2-10. Example of a Single-Phase Project

There is no single ideal structure that will apply to all projects.

Project Phases

Phase-to-Phase Relationships

Sequential relationship: the next phase starts only when the previous phase is complete (this is the most typical)

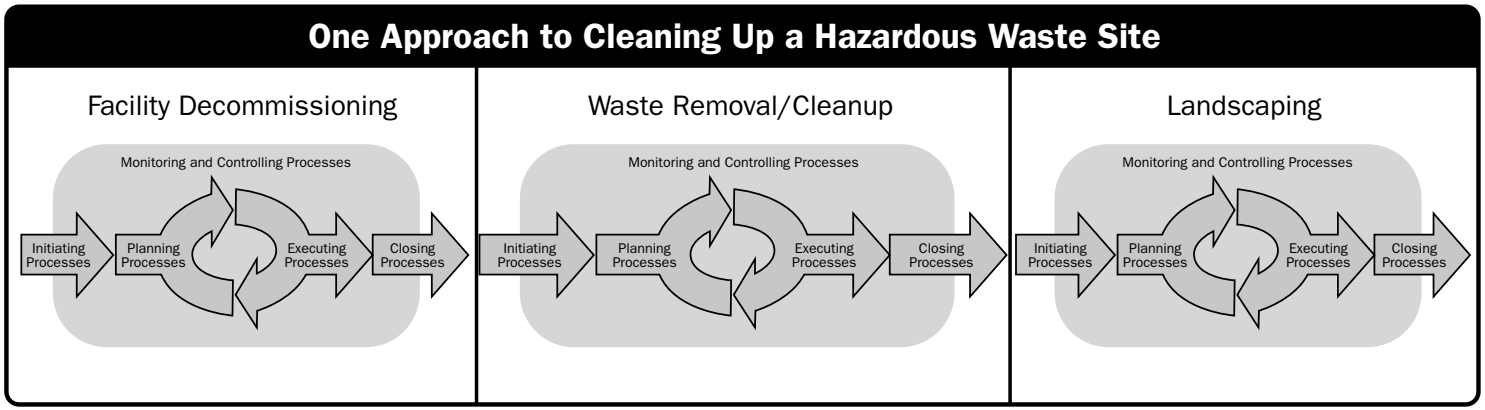


Figure 2-11. Example of a Three-Phase Project

Project Phases

Phase-to-Phase Relationships

Overlapping relationship: one phase starts prior to completion of the previous

Sometimes this is used to compress a schedule (fast tracking)

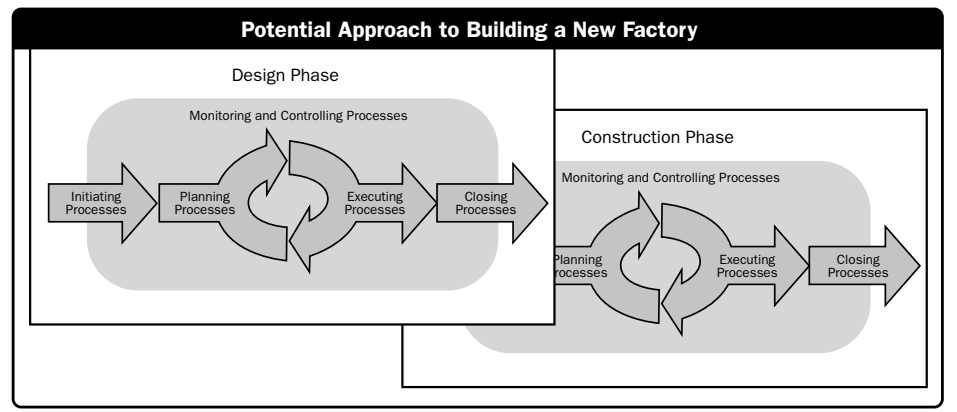


Figure 2-12. Example of a Project with Overlapping Phases

Overlapping, sequential and parallel phases can all be used in a project. The level of control, effectiveness, and the degree of activity uncertainty determine the relationship to be applied between phases

Project Life Cycle

The logical break down of what you need to do to complete a project

Predictive Life Cycle (plan-driven, waterfall):

3 constraints of a project, scope, time and cost, are determined in detail as early as possible

Is the most commonly used where the requirements are not expected to change and the product to be delivered is well understood

Phases proceed through sequential or overlapping modes

Change during the later stages of a project may = large cost over runs

Project Life Cycle

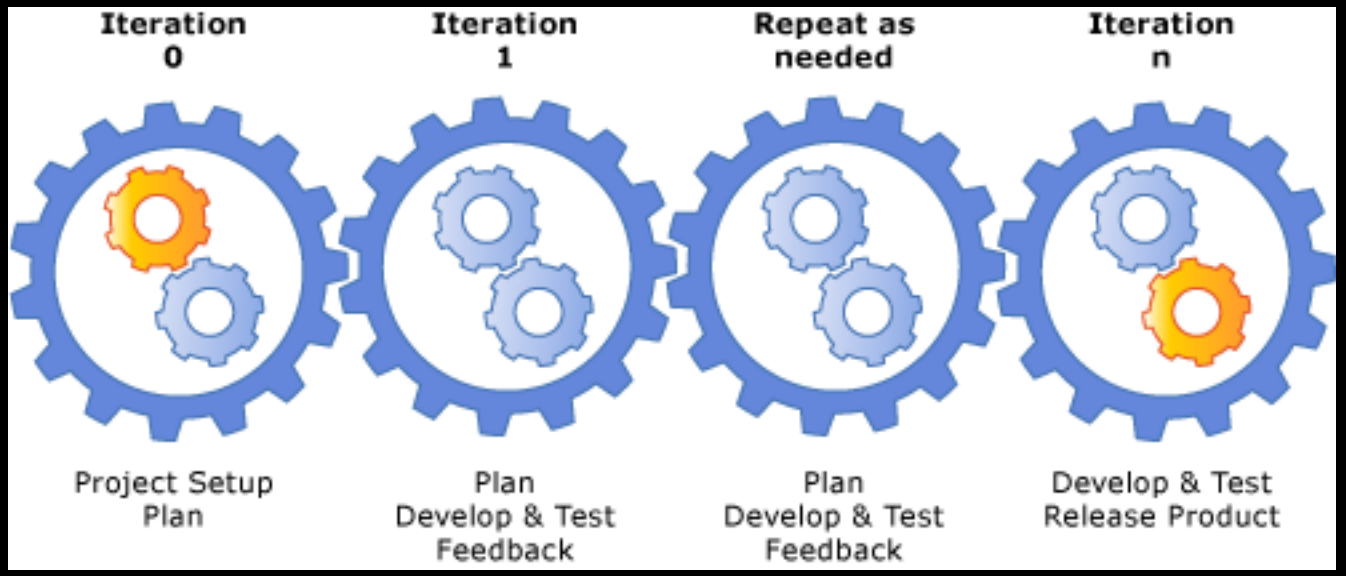
Iterative and Incremental Life Cycles (change-driven):

Project phases, or iterations, are intentionally repeated as the project team's understanding of the product increases

Iterations successively add to the functionality of the product (think prototypes)

Used for projects where change in the scope need to be managed

Change is handled in upcoming iterations



Project Life Cycle

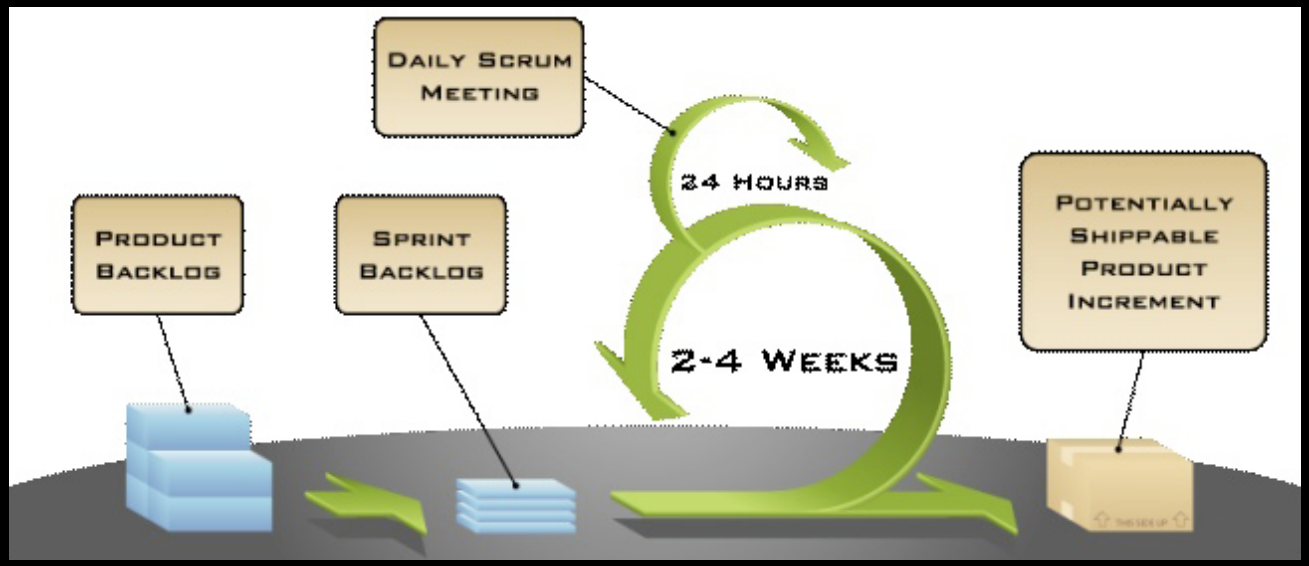
Adaptive Life Cycle (change-driven or agile):

Intended to respond to high levels of change and ongoing stakeholder involvement

Used where rapid changes are expected and scope is not possible to define up front

Is also iterative and incremental, but differs in that iterations are very rapid and have a fixed time and cost

The scrum process:



Assignment 01 Update:

This assignment is a prototype for future PMT courses where students will decide which charity or non-profit they will plan an event for.

The goal of the assignment is to have a project plan in place which the charity may or may not choose to implement. If implemented the funds raised would be split between CIES and that organization.

1. You will need to detail the steps involved in running your activity

2. Plan the event as though it could be run in any location

3. One of the projects will be selected to run in Calgary as a fund raiser for It takes 2 and the profits split.

Please create an account at trello.com to learn more about the project (a work in progress)

Q&A

Question

1. Understanding the culture, policies, and procedures of the organization in which the project is being performed is MOST challenging in:

   A. Global organizations.
   B. Manufacturing organizations.
   C. Small organizations.
   D. Agile organizations.

Answer

1. **Answer** A
   Explanation Understanding the culture, policies, and procedures of the organization in which the project is being performed is especially challenging in global organizations. Culture, policies, and procedures in the performing office may be different from those of the office from which the project is managed, and may also vary between international offices of the same organization. This will influence how the project is managed.

Question

2. In a projectized organization, the project team:

   A. Reports to many bosses.
   B. Has no loyalty to the project.
   C. Reports to the functional manager.
   D. Will not always have a "home."

Answer

2. **Answer** D
Explanation The main drawback of a projectized organization is that at the end of the project when the team is dispersed, they do not have a functional department ("home") to which to return.

Question

3. A project manager is trying to complete a software development project, but cannot get enough attention for the project. Resources are focused on completing process-related work, and the project manager has little authority to assign resources. What form of organization must the project manager be working in?

   A. Functional
   B. Matrix
   C. Expediter
   D. Coordinator

Answer

3. **Answer** A
Explanation In a functional organization, the project manager has the least support for the project and has little authority to assign resources. Project expediter and project coordinator are roles in a weak matrix organization.

Question

4. A project manager has very little project experience, but he has been assigned as the project manager of a new project. Because he will be working in a matrix organization to complete his project, he can expect communications to be:

   A. Simple.
   B. Open and accurate.
   C. Complex.
   D. Hard to automate.

Answer

4. **Answer** C
Explanation Because a project done in a matrix organization involves people from across the organization, communications are more complex.

Question

5. A project team member is talking to another team member and complaining that many people are asking him to do things. If he works in a functional organization, who has the power to give direction to the team member?

   A. The project manager
   B. The functional manager
   C. The team
   D. The PMO

Answer

5. **Answer** B
Explanation In a functional organization, the functional manager is the team member's boss and probably also the project manager's boss.

Question

6. Two project managers have just realized that they are in a weak matrix organization and that their power as project managers is quite limited. One figures out that he is really a project expediter, and the other realizes he is really a project coordinator.

   How is a project expediter different from a project coordinator?

   A. The project expediter cannot make decisions.
   B. The project expediter can make more decisions.
   C. The project expediter reports to a higher-level manager.
   D. The project expediter has some authority.

Answer

6. **Answer** A
Explanation The project coordinator reports to a higher-level manager and has authority to make some decisions. The project expediter has no authority to make decisions.

Question

7. Who has the MOST power in a projectized organization?

A. The project manager
B. The functional manager
C. The team
D. They all share power

Answer

7. **Answer** A
Explanation In a projectized organization, the entire company is organized by projects, giving the project manager the most power.

Question

8. All of the following are characteristics of a project EXCEPT:

A. It is temporary.
B. It has a definite beginning and end.
C. It has interrelated activities.
D. It repeats itself every month.

Answer

8. **Answer** D
Explanation "It repeats itself every month" implies that the whole project repeats every month. Generally, the only things that might repeat in a project are some activities. The whole project does not repeat.

Question

9. A framework for keeping an organization focused on its overall strategy is:

A. Organizational project management.
B. The *PMBOK® Guide*.
C. Project governance.
D. Portfolio management.

Answer

9. **Answer** A

Explanation Organizational project management (OPM) provides a framework and direction for how projects, programs, portfolios, and organizational work should be done to meet the organization's strategic goals.

Question

10. Which of the following BEST describes the major constraints on a project?

A. Scope, number of resources, and cost
B. Scope, cost, and time
C. Scope, time, cost, quality, risk, resources, and customer satisfaction
D. Time, cost, and number of changes

Answer

10. **Answer** C
Explanation "Scope, time, cost, quality, risk, resources, and customer satisfaction" is the most accurate list of constraints, or competing demands, that a project manager must deal with.

ADIOS