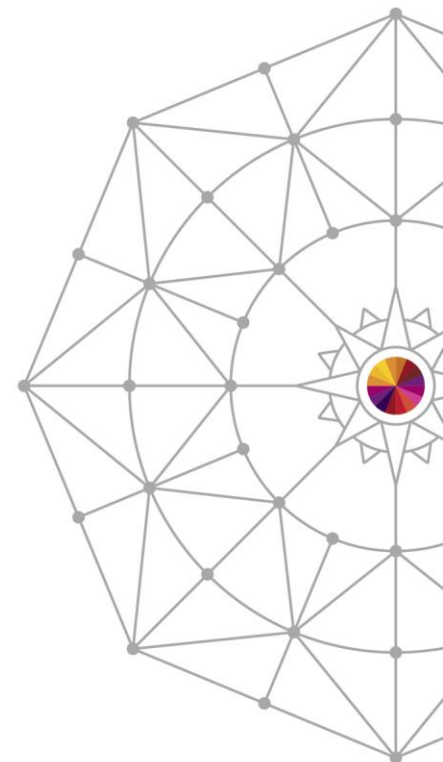


# Project Management for I/T

*Dr. William Cross  
St Petersburg College  
August, 2014*



# Plan the Execution

# Execute the Plan

Insert  
Custom  
Session  
QR if  
Desired.

**#SHAROrg**



Plan the Execution  
Execute the Plan

Insert  
Custom  
Session  
QR if  
Desired.

#SHAREorg



# Why projects go bad

- No management commitment
- Gutless estimating
- No change control
- Poor management

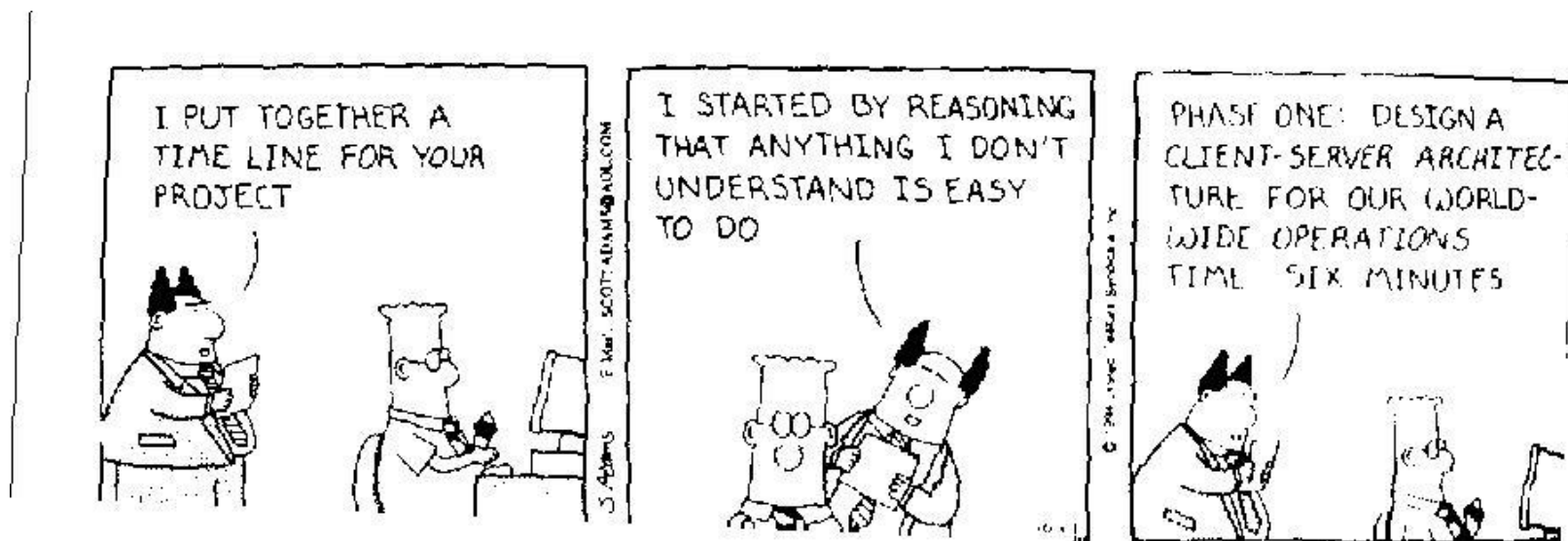
# Control

- Set standard
- Measure performance
- Compare standard & performance
- Act

# Project Plans

- Tasks
- Milestones
  - Complete
  - Concrete
  - Measurable
- Budgets

# Scheduling



# Schedules

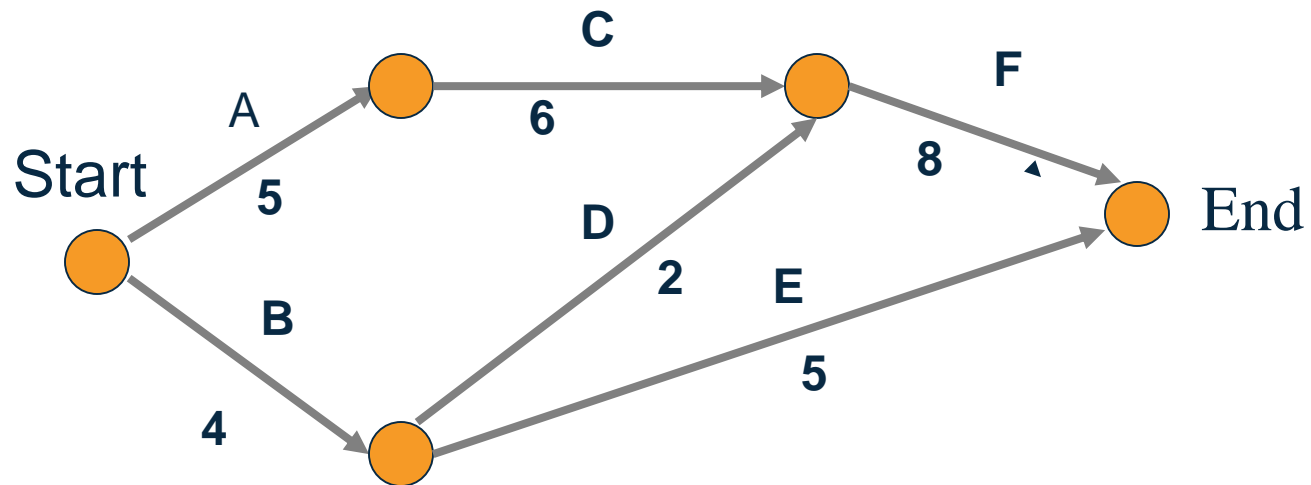
- Tasks
- Duration
- Predecessors / Successors
- CPM / PERT



# Project Activity Times

Task	Precedence	Time (days)
A		5
B		4
C	A	6
D	B	2
E	B	5
F	C, D	8

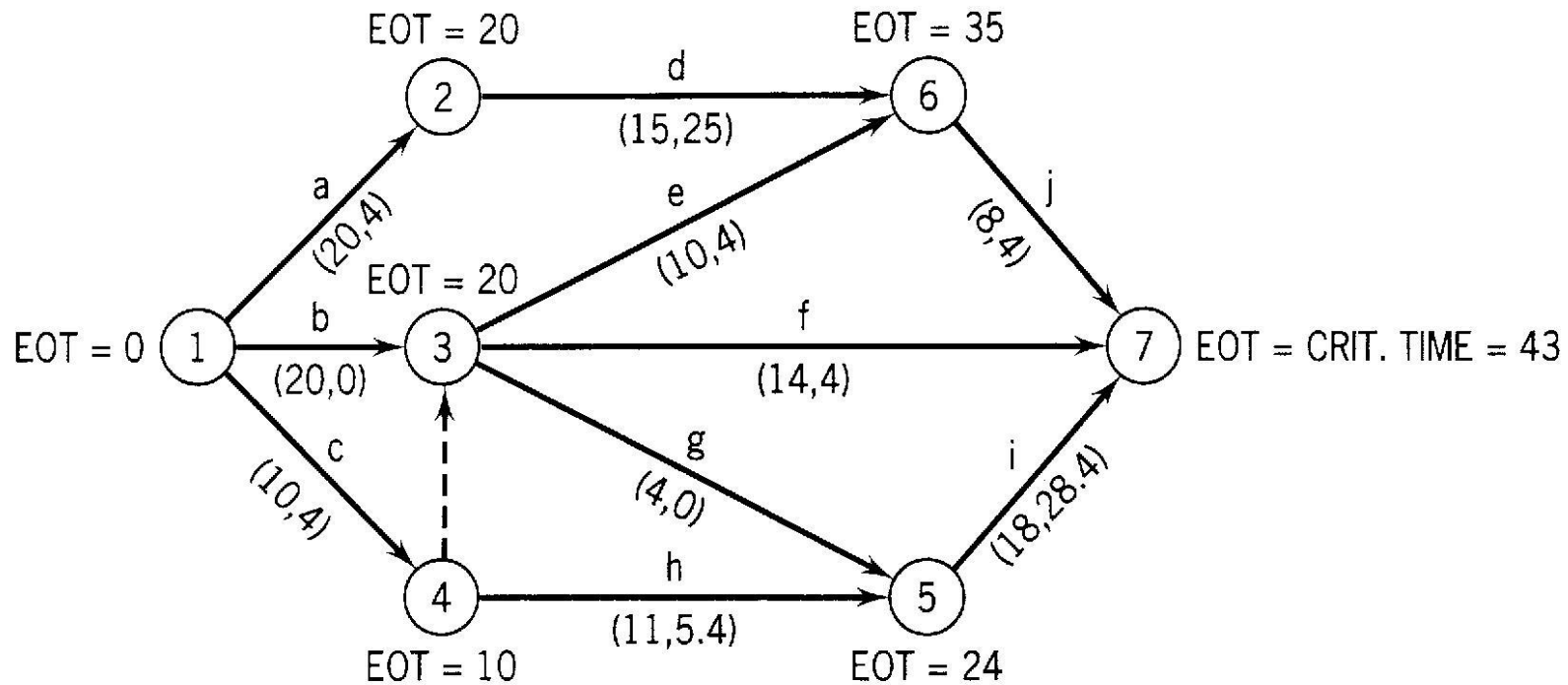
Task	Precedence	Time (days)
A		5
B		4
C	A	6
D	B	2
E	B	5
F	C, D	8



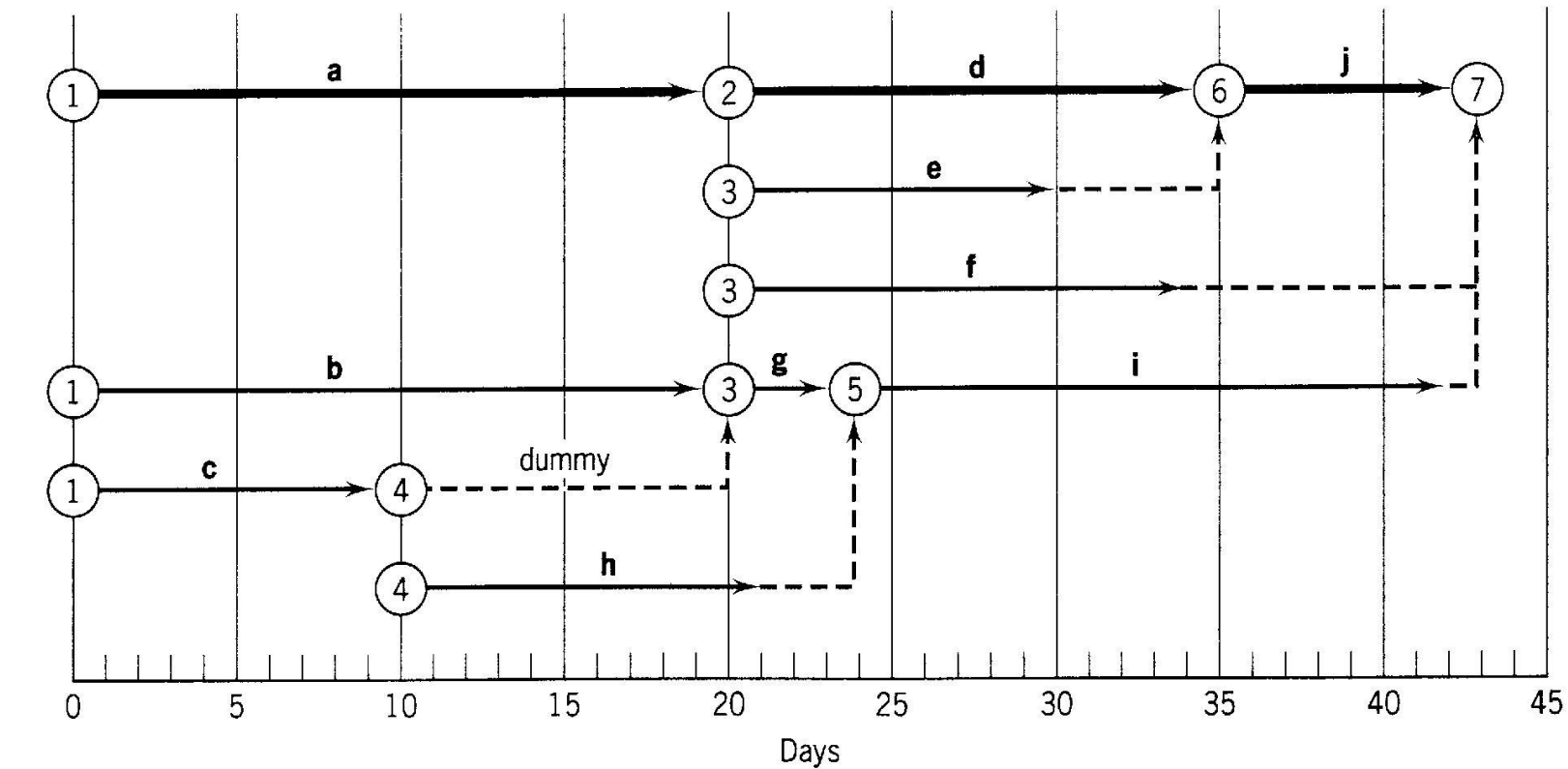
Critical path - ACF 19 days

Task	Precedence	Time (days)
a		20
b		20
c		10
d	a	15
e	b, c	10
f	b, c	14
g	b, c	4
h	c	11
i	g, h	18
j	d, e	8

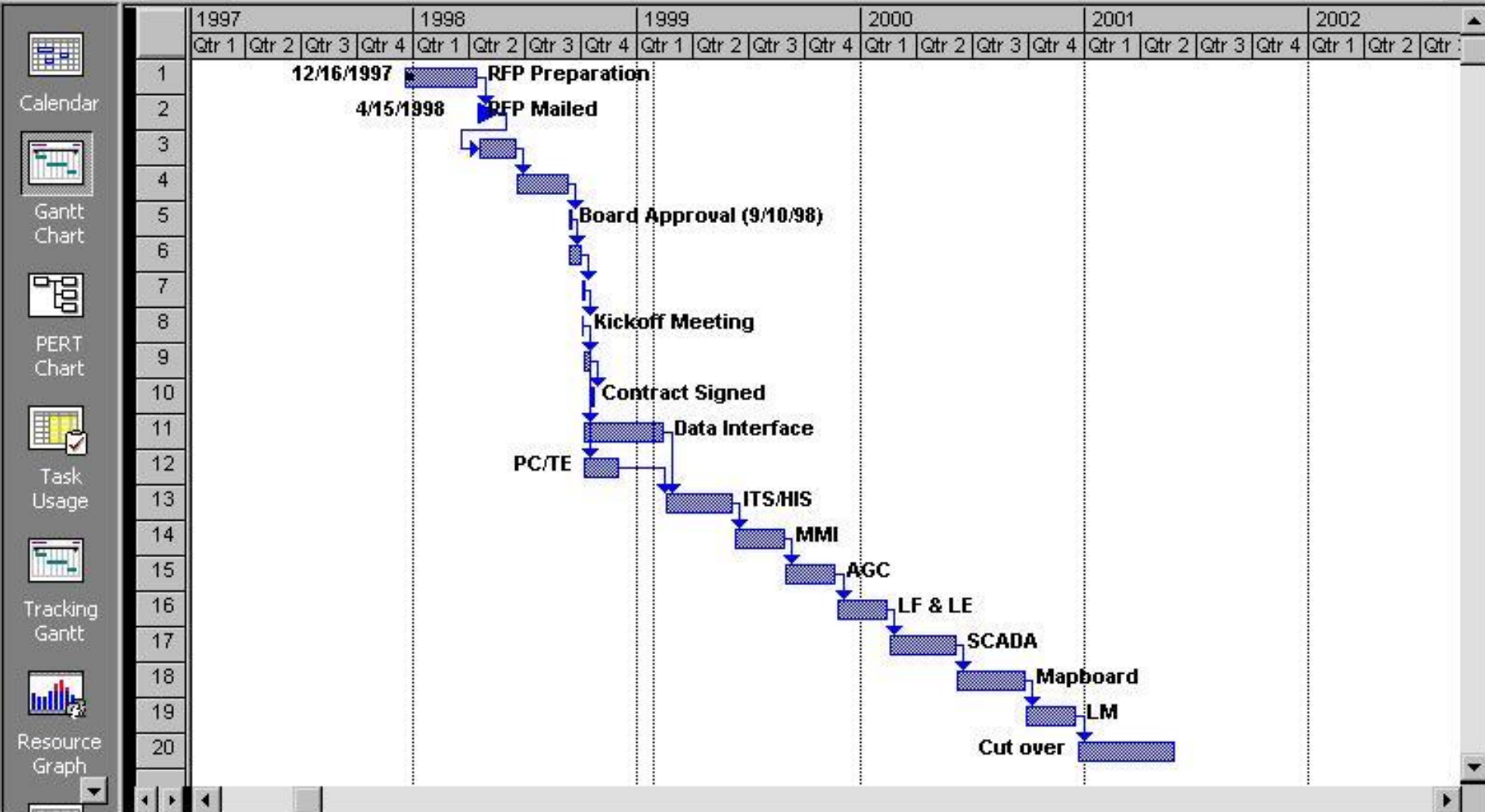
# PERT Representation



# Gantt Chart Representation



Print (EMCC Laserjet 4000)  
Specification Preparation

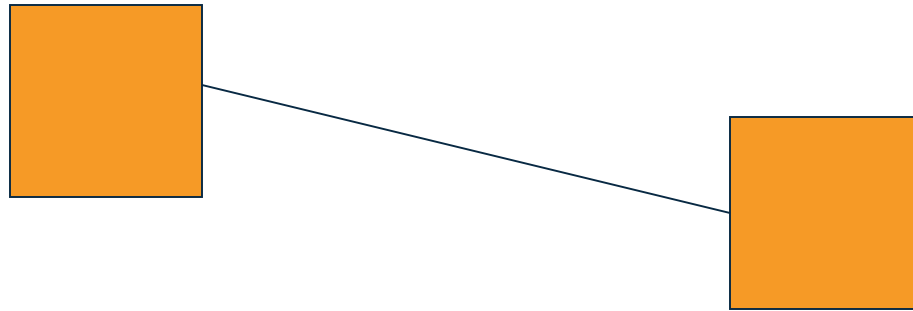


# Organization

- Pure project
- Department
- Matrix
- Project size
  - $I = n(n-1) / 2$
  - communications an issue

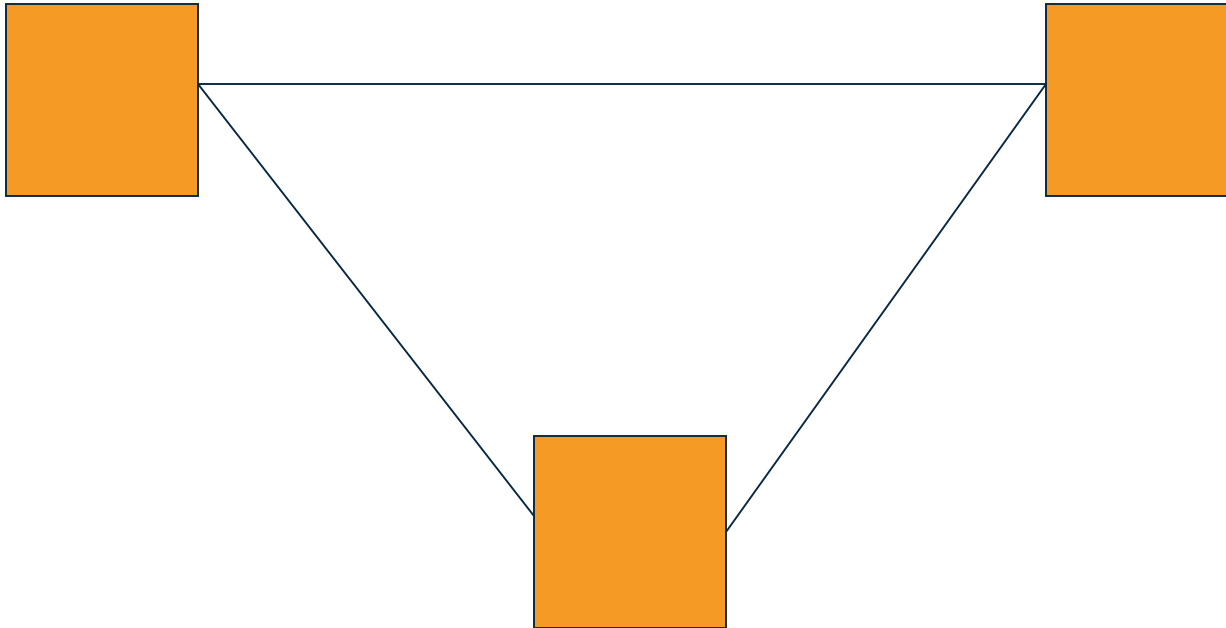


# Two People (1 Link)

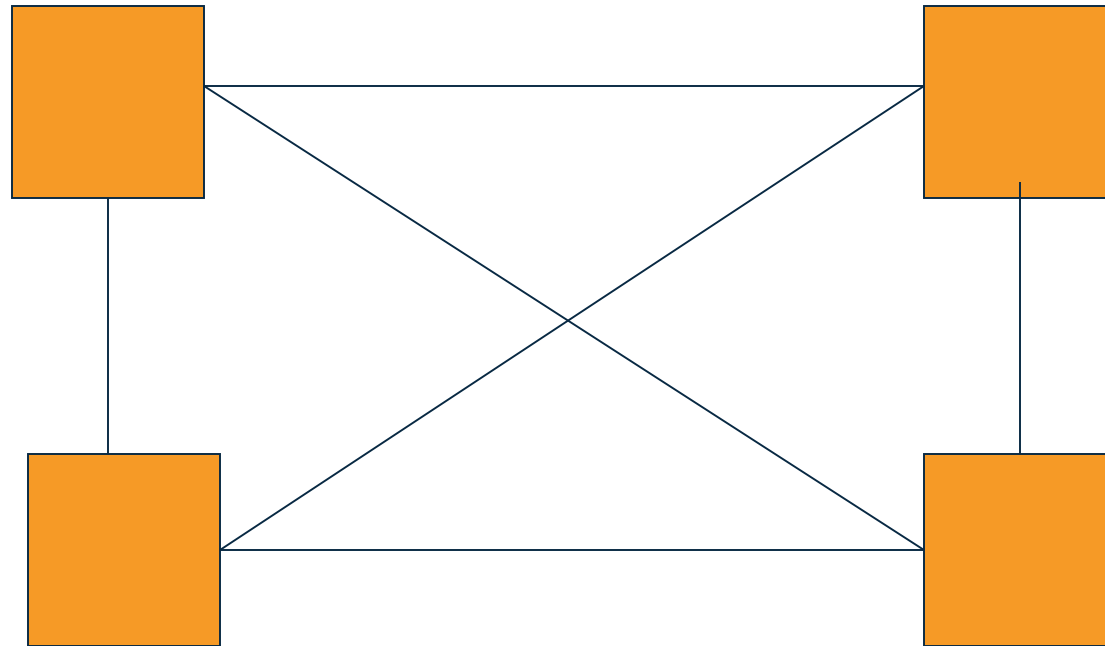




# Three People ( 3 Links)



# Four People (6 Links)



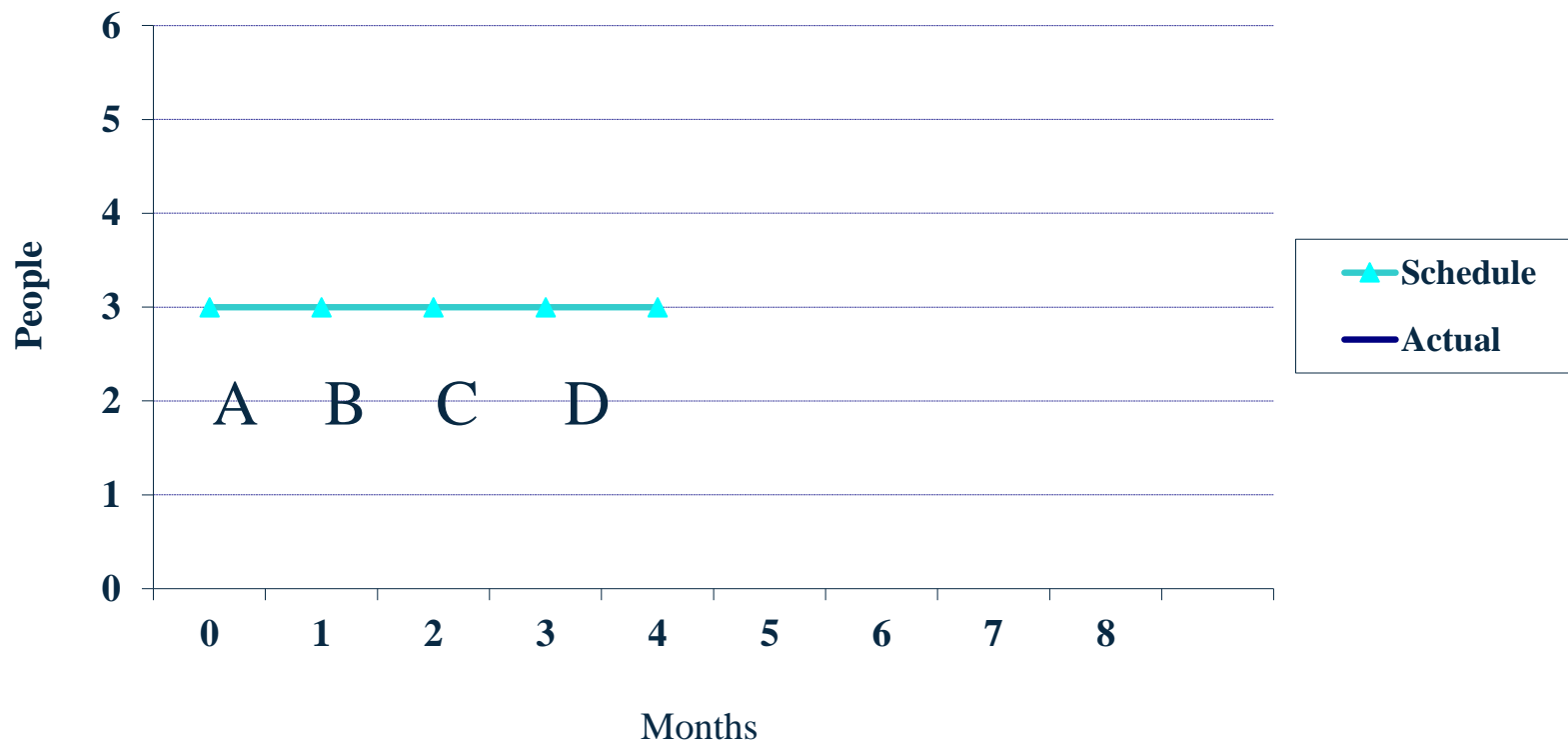
$$I = n(n-1) / 2$$

# Managing & Reporting

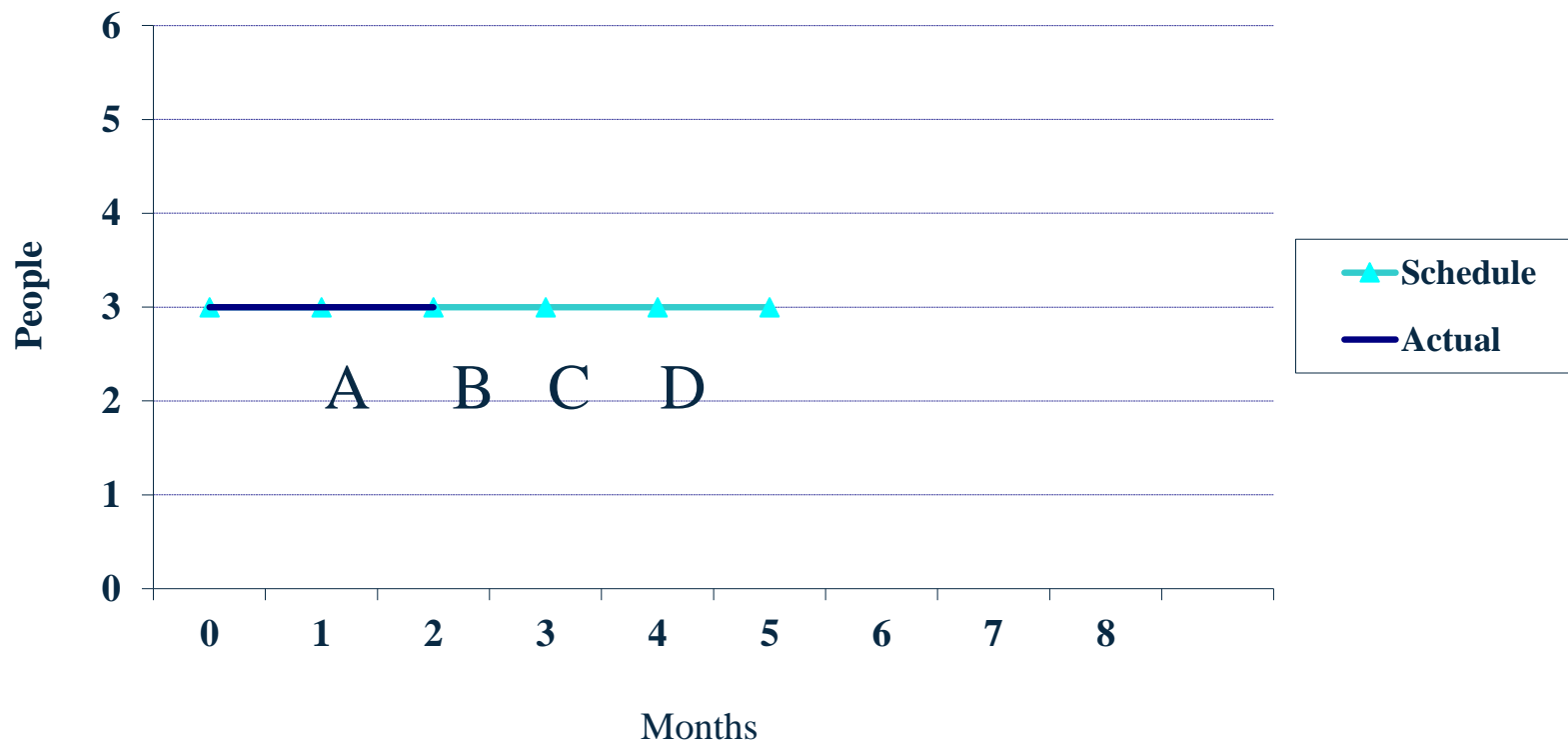
- Effort is not progress



# Original Schedule



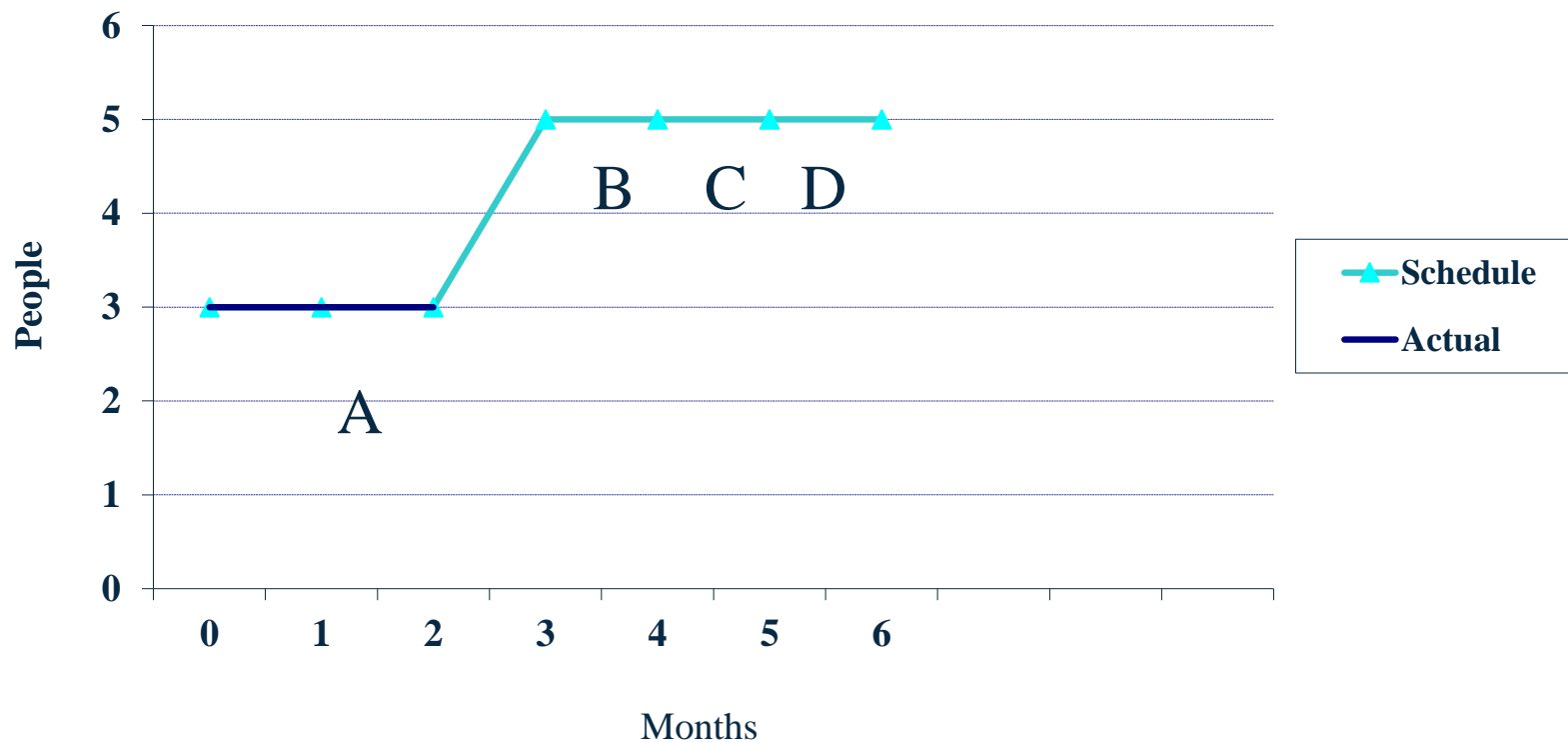
# Two Months Later



# Project Is Late!

- Add people
  - 12 PM - 3 PM = 9 PM remain
  - 3 people \* 2 mos. = 6 PM available
  - Add two people
- Train
- Repartition

# Add Two People





# Adding people to a late project makes it later!!

Fred Brooks

# Managing & Reporting

- Measure progress

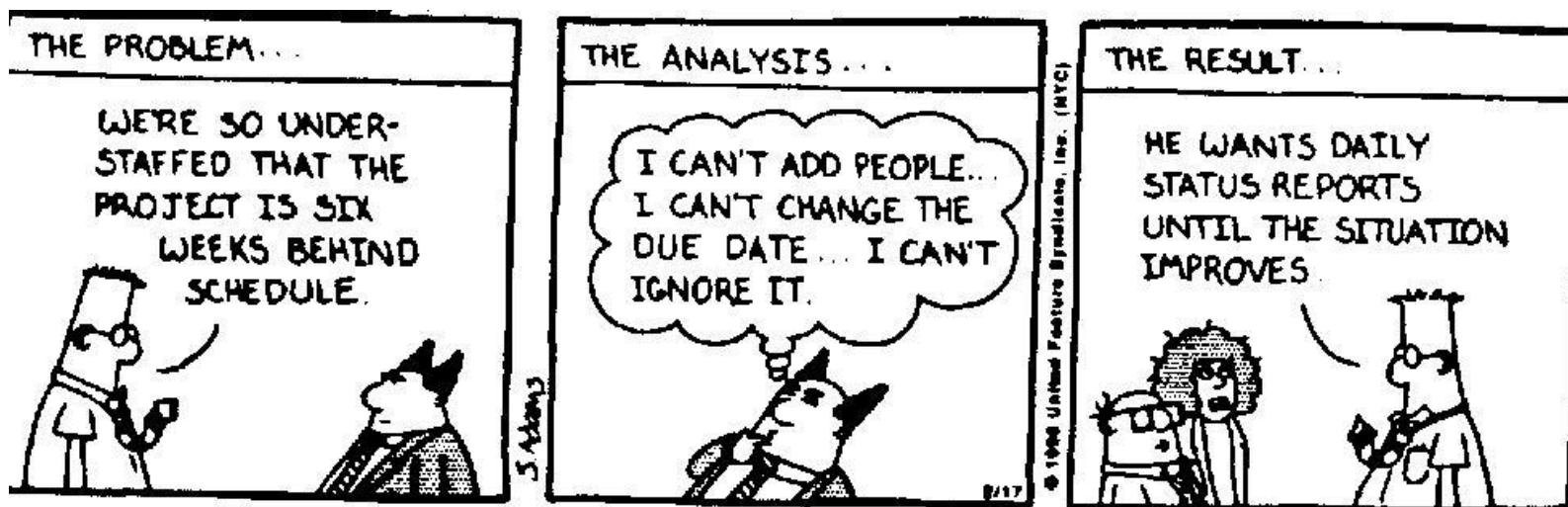


**"Good news folks. The project is 90% finished."**

# Measure Progress

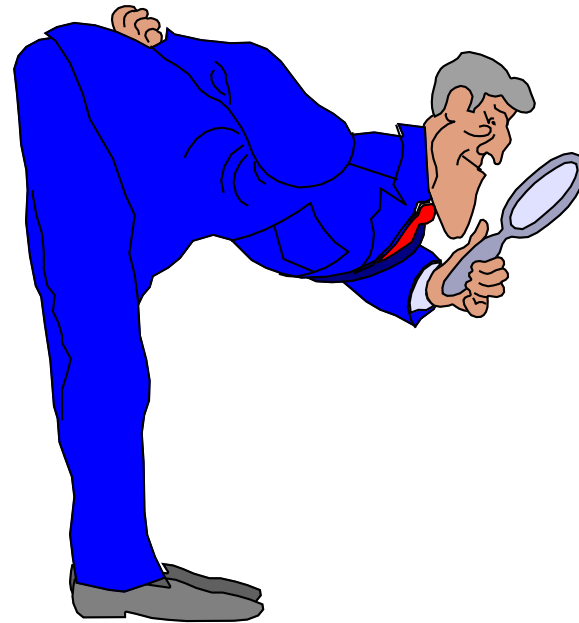
- Don't just report





# Measure Progress

- Don't just report
- Check accuracy
- Feedback



# MBWA



# Measure Progress

- Don't just report
- Check accuracy
- Feedback
- Binary milestones
- Consistent formula



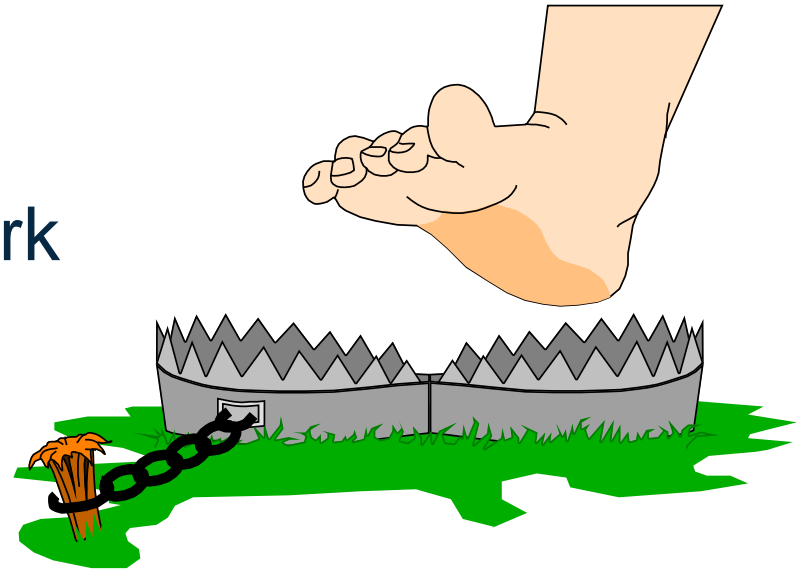


# Managing & Reporting

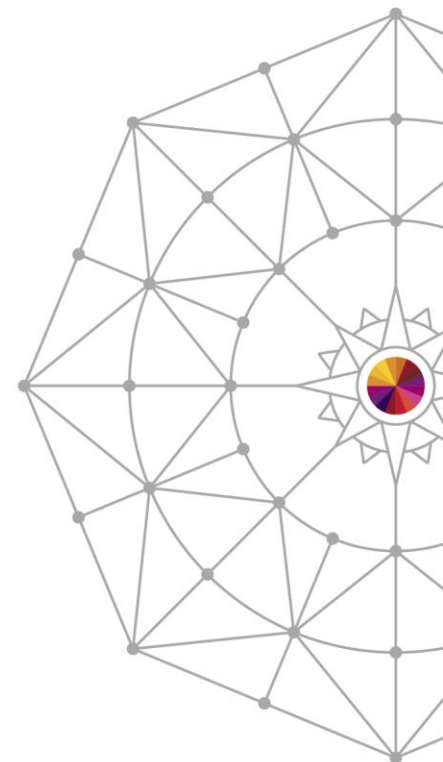
- Effort is not progress
- Smoothing
  - Cognitive dissonance
  - Pressure from above
  - Peer pressure
- Stability through change

# Large Project Problems

- Remoteness of leadership
- Reward for appearance of work
- Gender
- Relationships
- Prejudice
- Politics



# Questions?



#SHAREorg

