

PROJECT LIFECYCLE

Project Processes

- A project normally requires a number of processes.
- A **process** is a series of actions directed toward a particular result
- Project management can be viewed as a number of interlinked processes. These phases each make use of certain **Process Groups**.

Media Snapshot

Just as information technology projects need to follow the project management process groups, so do other projects, such as the production of a movie. Processes involved in making movies might include screenwriting (initiating), producing (planning), acting and directing (executing), editing (monitoring and controlling), and releasing the movie to theaters (closing). Many people enjoy watching the extra features on a DVD that describe how these processes lead to the creation of a movie... This acted "...not as promotional filler but as a serious and meticulously detailed examination of the entire filmmaking process."* Project managers in any field know how important it is to follow a good process.

*Jacks, Brian, "Lord of the Rings: The Two Towers Extended Edition (New Line)", Underground Online (accessed from www.ugo.com August 4, 2004).

Project Management Process Groups

- Project Management has 5 different process areas:
 - I. Initiating Processes
 - II. Planning Processes
 - III. Executing Processes
 - IV. Closure Processes
 - V. Control and Monitoring Process

Project Initiation Process



Project Initiation

- This involves defining what the project will do and why:
 - What is in scope? What is not in scope?
 - What is the business case? Why are we doing this?
 - What do we estimate it will cost?
 - How long do we think it will take?
 - Are **stakeholders** supportive of the project? Who are they?

Project Initiation

- Project Initiation requires:
 - Understanding the Customer's need (usually the Customer has prepared a **Project Charter** document)
 - Estimating the work
 - Putting together the project team
 - Defining how you will work as a team
 - Someone from the client or sponsor who can make decisions

Project Planning Process



Project Planning

- This involves defining how you will do the project:
 - What is the **Work Breakdown Structure** or **WBS**?
 - What are the milestones to deliver?
 - What are the most important tasks?
 - Who will do what task?
 - How long will each task take?
 - What are the risks, assumptions and constraints?
 - What do the stakeholders need/want?

Project Planning

- Project Planning requires:
 - Communication among the team
 - Writing down and documenting the **Project Plan** (and getting the customer to sign-off on the plan)
 - Estimating effort, time and cost
 - Asking questions:
 - What can go wrong?
 - What special skills do we need?
 - How will we do this?

Project Executing Process

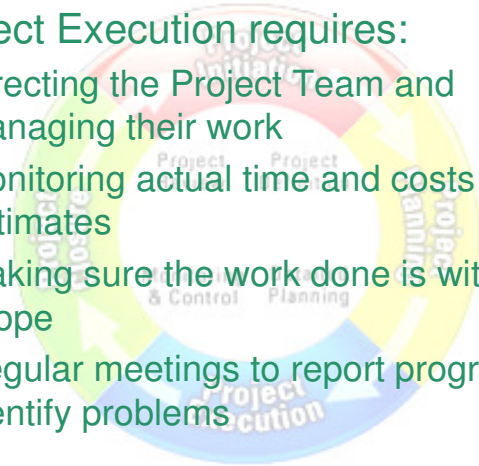


Project Execution

- This involves doing what you said you would:
 - Carrying out the plan
 - Doing the work
 - Making sure you meet quality (scope verification)
 - Monitoring risks
 - Monitoring time and progress
 - Managing Change

Project Execution

- Project Execution requires:
 - Directing the Project Team and managing their work
 - Monitoring actual time and costs against estimates
 - Making sure the work done is within scope
 - Regular meetings to report progress and identify problems

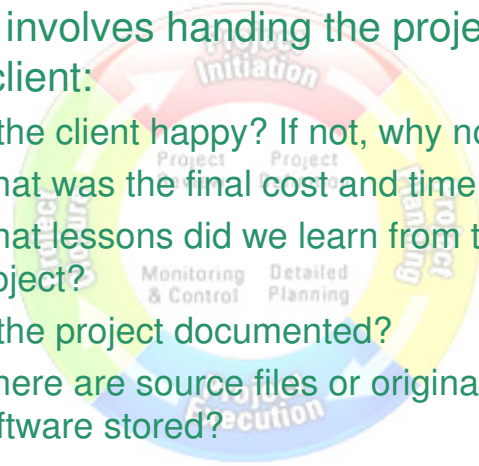


Project Closure Process



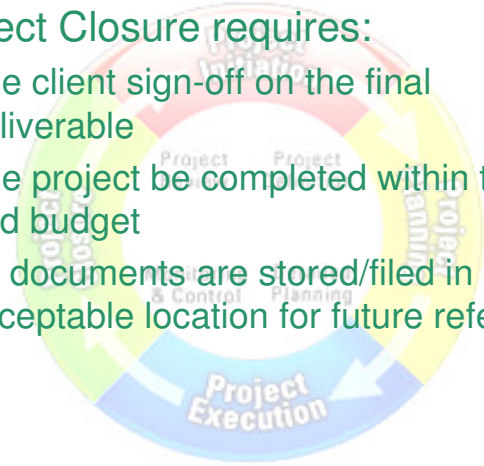
Project Closure

- This involves handing the project to the client:
 - Is the client happy? If not, why not?
 - What was the final cost and time?
 - What lessons did we learn from this project?
 - Is the project documented?
 - Where are source files or original software stored?



Project Closure

- Project Closure requires:
 - The client sign-off on the final deliverable
 - The project be completed within time and budget
 - All documents are stored/filed in an acceptable location for future reference



Project Control and Monitoring Process

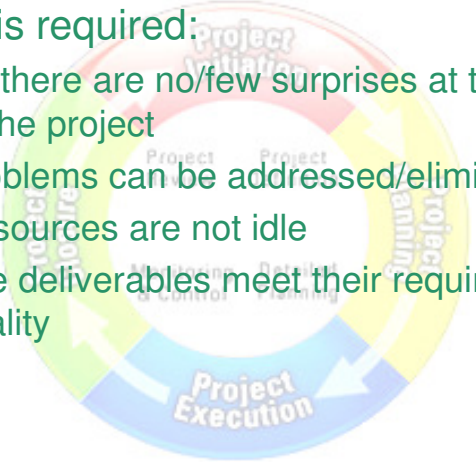


Project Control and Monitoring

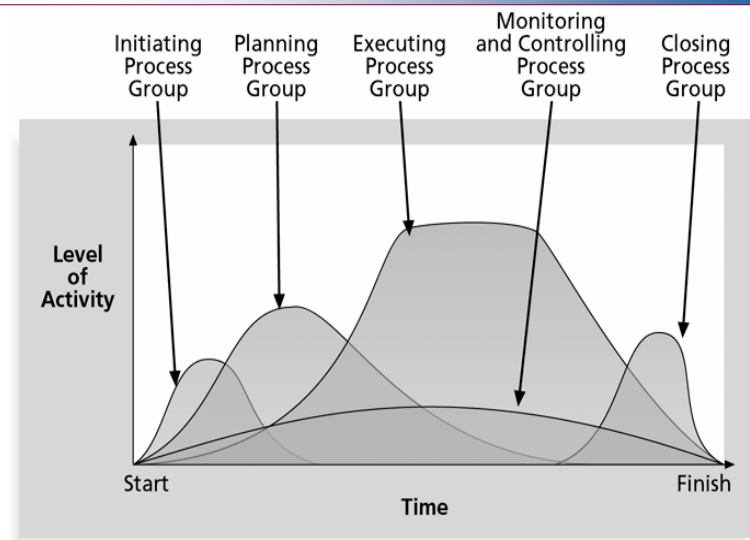
- Throughout the entire project, the Project Manager needs to monitor the work and direct the team:
 - Is work lining up with the project timeline? (Performance Reporting)
 - Are costs lining up with the budget?
 - Are there risks that might endanger the project?
 - Is quality acceptable?

Project Control and Monitoring

- This is required:
 - So there are no/few surprises at the end of the project
 - Problems can be addressed/eliminated
 - Resources are not idle
 - The deliverables meet their required quality



Time and Energy for each Phase



Length of Each Process

- The length of time for each process group is different for every project.
 - Some projects take much more planning.
 - Some projects are simple to plan but take much more work.
 - Some require much more negotiation at the Initial stage

- The Planning Process is very important.
- It is hard to change the plan once execution begins.
- However, we can usually start executing the plan even before the plan is completely finished.

Programs: After Closure

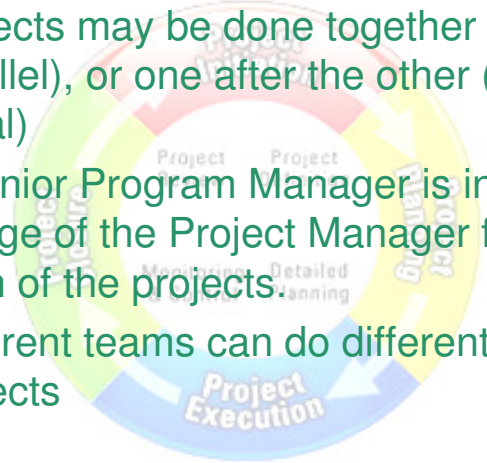


Programs

- A Program is a group of related projects managed together.
- Having one large project is difficult to manage and may take years to complete
- Instead, we have a vision of the final result and then break that vision into smaller projects

Programs

- Projects may be done together (in parallel), or one after the other (in serial)
- A senior Program Manager is in charge of the Project Manager for each of the projects
- Different teams can do different projects



Project Process Groups

- I. Initiating Processes
- II. Planning Processes
- III. Executing Processes
- IV. Closure Processes
- V. Control and Monitoring Process

References

- Graphic from:
<http://www.method123.com/images/project-lifecycle-v2.jpg>