31272 Project Management and the Professional

Lecture 3: Governance
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Agenda

- What is Governance and why is it important

- Measurable Organisational Value (MOV) the language of finance

- Project context and success

- Project Life Cycle (PLC) & Systems Development Life Cycle (SDLC) - What is all this stuff ?

- Project Management Office (PMO).

Strategic Planning –the Business

➡️Strategic planning helps you clearly define your company's long-term objectives—and maps how your short-term goals and work will help you achieve them. This, in turn, gives you a clear sense of where your organization is going and allows you to ensure your teams are working on projects that make the most impact.

Vision
Business aspiration

Mission
Why the company exists and what the founders envisioned

Objectives
Result that a company aims to achieve

Strategy
Long term plan designed to achieve objectives

Approach
Methodology for executing the long-term plan

Tactics
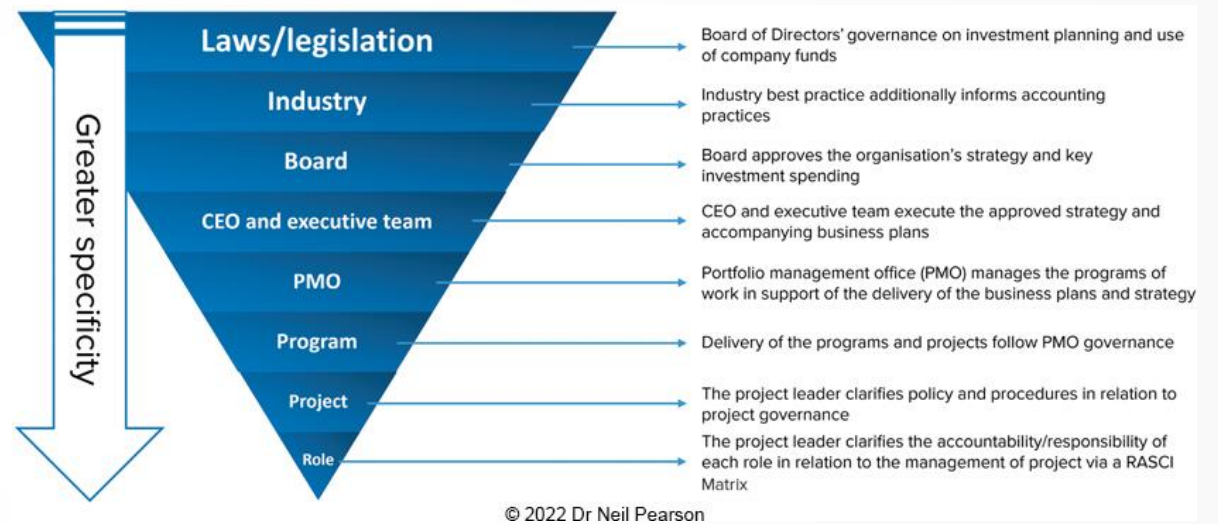Smaller, focused action plans that support the overall strategy

Strategic Planning – the ITS Plan

IT strategic planning entails developing a strategy that uses IT resources to meet business goals. The plan outlines the technology and funds needed to meet these objectives. By outlining priorities and the steps required to achieve them, business leaders and IT staff collaborate for the best return on investment.
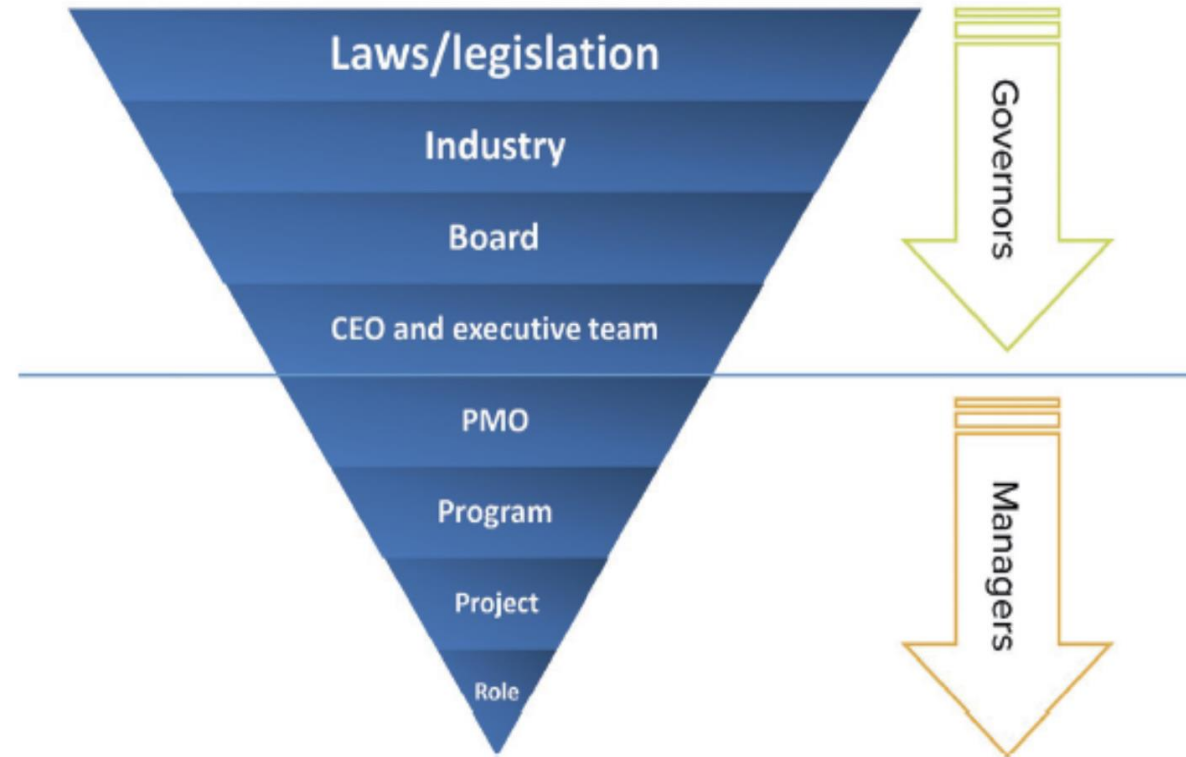
What is strategic framework in information technology?
The technology strategic framework includes detailed market trends and emerging technologies analysis. This enables CIOs to anticipate changes, identify opportunities, and avoid potential threats, keeping the organization at the forefront of technological innovation

# What is Governance and why is it important

Laws/legislation — Board of Directors' governance on investment planning and use of company funds

Industry — Industry best practice additionally informs accounting practices

Board — Board approves the organisation's strategy and key investment spending

CEO and executive team — CEO and executive team execute the approved strategy and accompanying business plans

PMO — Portfolio management office (PMO) manages the programs of work in support of the delivery of the business plans and strategy

Program — Delivery of the programs and projects follow PMO governance

Project — The project leader clarifies policy and procedures in relation to project governance

Role — The project leader clarifies the accountability/responsibility of each role in relation to the management of project via a RASCI Matrix

Greater specificity

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The scope of Governance and why is it important

Approval to implementation
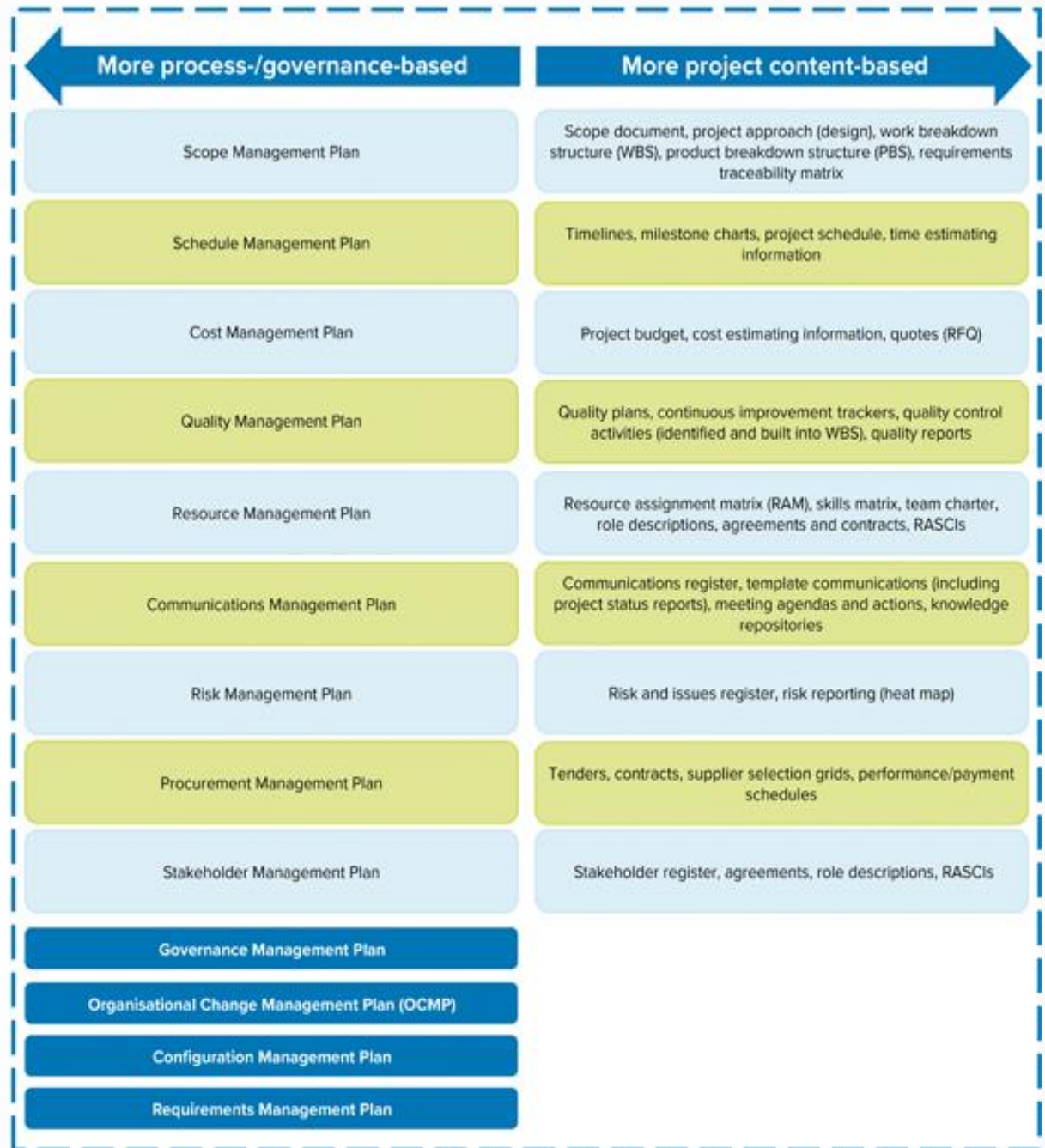
- **Crucial**… Approval of the **Governance model** is required for proposal completion to ensure delivery and compliance within control processes
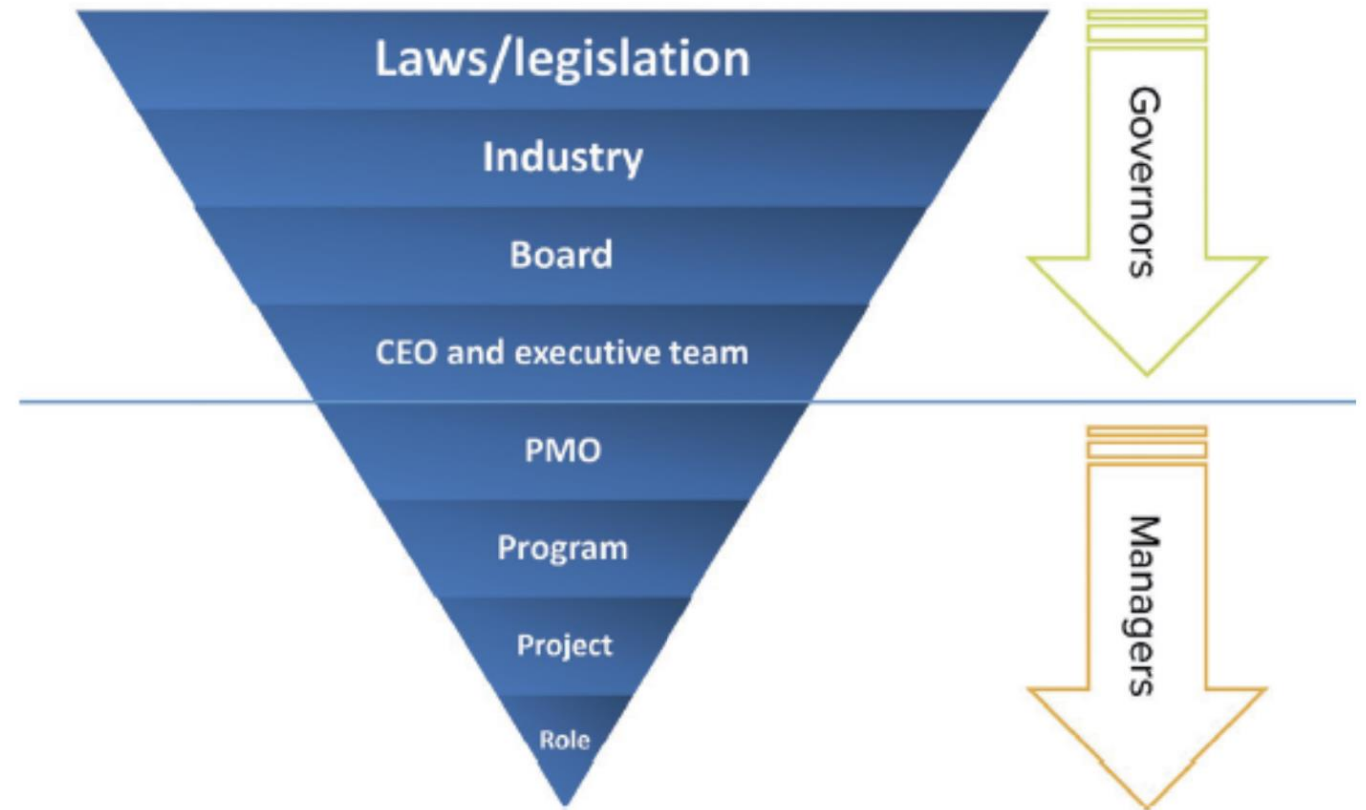
Where do the rules come from ?

- Drivers for Governance (we decide, what fits for us)

- Internal IT rules and procedures (ie need to conform to company IT strategy

  - And the PMO if there is one in the organisation

Predominately in the various "management plans"

More process-/governance-based	More project content-based
Scope Management Plan	Scope document, project approach (design), work breakdown structure (WBS), product breakdown structure (PBS), requirements traceability matrix
Schedule Management Plan	Timelines, milestone charts, project schedule, time estimating information
Cost Management Plan	Project budget, cost estimating information, quotes (RFQ)
Quality Management Plan	Quality plans, continuous improvement trackers, quality control activities (identified and built into WBS), quality reports
Resource Management Plan	Resource assignment matrix (RAM), skills matrix, team charter, role descriptions, agreements and contracts, RASCIs
Communications Management Plan	Communications register, template communications (including project status reports), meeting agendas and actions, knowledge repositories
Risk Management Plan	Risk and issues register, risk reporting (heat map)
Procurement Management Plan	Tenders, contracts, supplier selection grids, performance/payment schedules
Stakeholder Management Plan	Stakeholder register, agreements, role descriptions, RASCIs
Governance Management Plan	
Organisational Change Management Plan (OCMP)	
Configuration Management Plan	
Requirements Management Plan	

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Measurable Organisational Value

MOV the language of finance

Reminder ***** Projects and Project Management

A Project is …

A temporary endeavor undertaken to accomplish a unique purpose.

Project Management is …

The application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements

MOV … what is it

The MOV should be clear, concise, agreed on, and made explicit to all of the project stakeholders. Therefore the, the projects MOV should be highlighted and easily identifiable in the project charter.

The first stage of the project life cycle focuses on conceptualizing and initiating a project by defining the projects MOV.

The customer, client or committee then makes a go/no go decision as to whether the project opportunity should continue to the next phase of the project life cycle. This provides closure to the first phase of the project life cycle and, if approved , the project moves on to the next phase where a detailed project plan is developed. (Marchewka 5th Edition).

Area of impact	The project will be successful if …
Customer	Within 3 months 65 % of our customers will visit our restaurants at lease once a week.
Strategic	We will develop and manufacture a new router that sells for $50 less than our competitor's model by April next year.
Financial	Sales growth of our smartphone app increases from 3 % to 6% by the end of the year.
Operational	Our inventory ration improves 15 % by the end of our fiscal year.
Social	The number of accidents in our plant is reduced to zero next year.

MOV …. What's it look like ??

An example, you will need to develop a MOV (within your tutorial) for your case study

The Project Environment
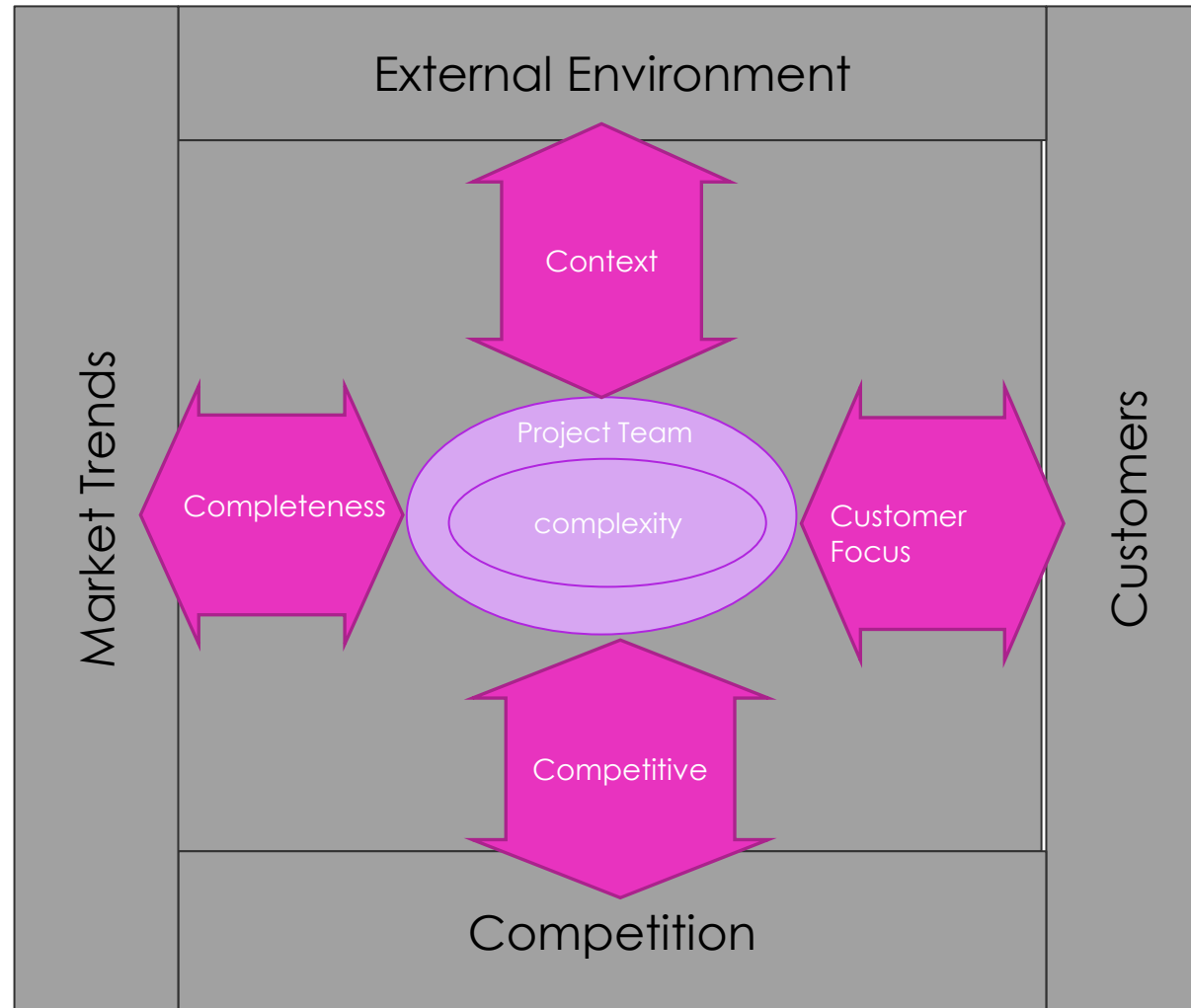
A project environment is **all the internal and external forces that exert on your project management**. These are things from inside and outside the project that can impact your schedule, budget, team morale and much more.

Context of Project Management

Project Success: what is it?

How do you define a successful project?

Project Management

Product Delivery

Project Success: The Triple Constraint
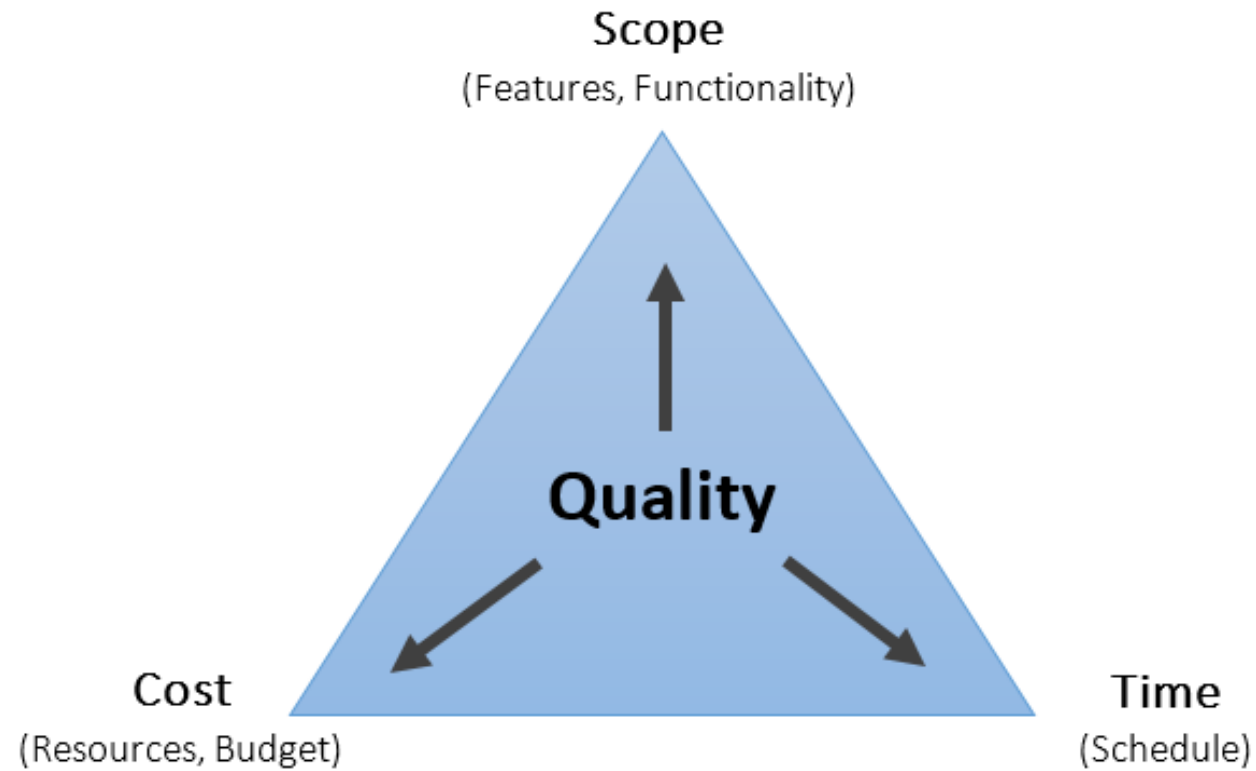
Project Success: The Triple Constraint

A successful project…

- 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 outcomes

	1994	**2020**
Successful	16%	31%
Challenged	53%	50%
Failed	31%	19%

Chaos Report

Project Success: Beyond the Triple Constraint

Project Success Dimension	Measures
Project efficiency	Meeting schedule goal Meeting budget goals
Impact on the team	Team morale Skill development Team member growth Team member retention
Impact on the customer	Meeting functional performance Meeting technical specifications Fulfilling the customer's needs Solving the customer's problem The customer is using the products Customer satisfaction
Business success	Commercial success Creating a large market share
Preparing for the future	Creating new markets Creating new product lines Developing new technology

Lalic et al. 2022

Project Success: Critical Success Factors

	Success Factor
1	Keep the project small (modest/optimized scope)
2	The product Owner/Sponsor must be highly skilled
3	Agile process when applicable
4	A highly skilled team
5	Emotional maturity

More information:
- https://hennyportman.wordpress.com/2020/01/03/review-chaos-report-2018/

PLC vs SDLC - What is all this stuff ?

SDLC - What is all this stuff ?

Method 123
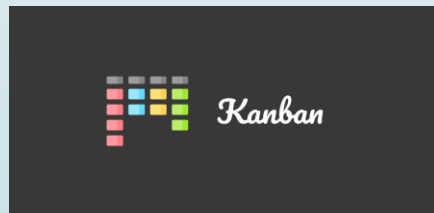
The project life cycle (PLC) focuses on the phases, processes, tools, knowledge and skills of managing a project, while the system development life cycle (SDLC) focuses on creating and implementing the project's product – the information system.

SDLC resides within the PLC
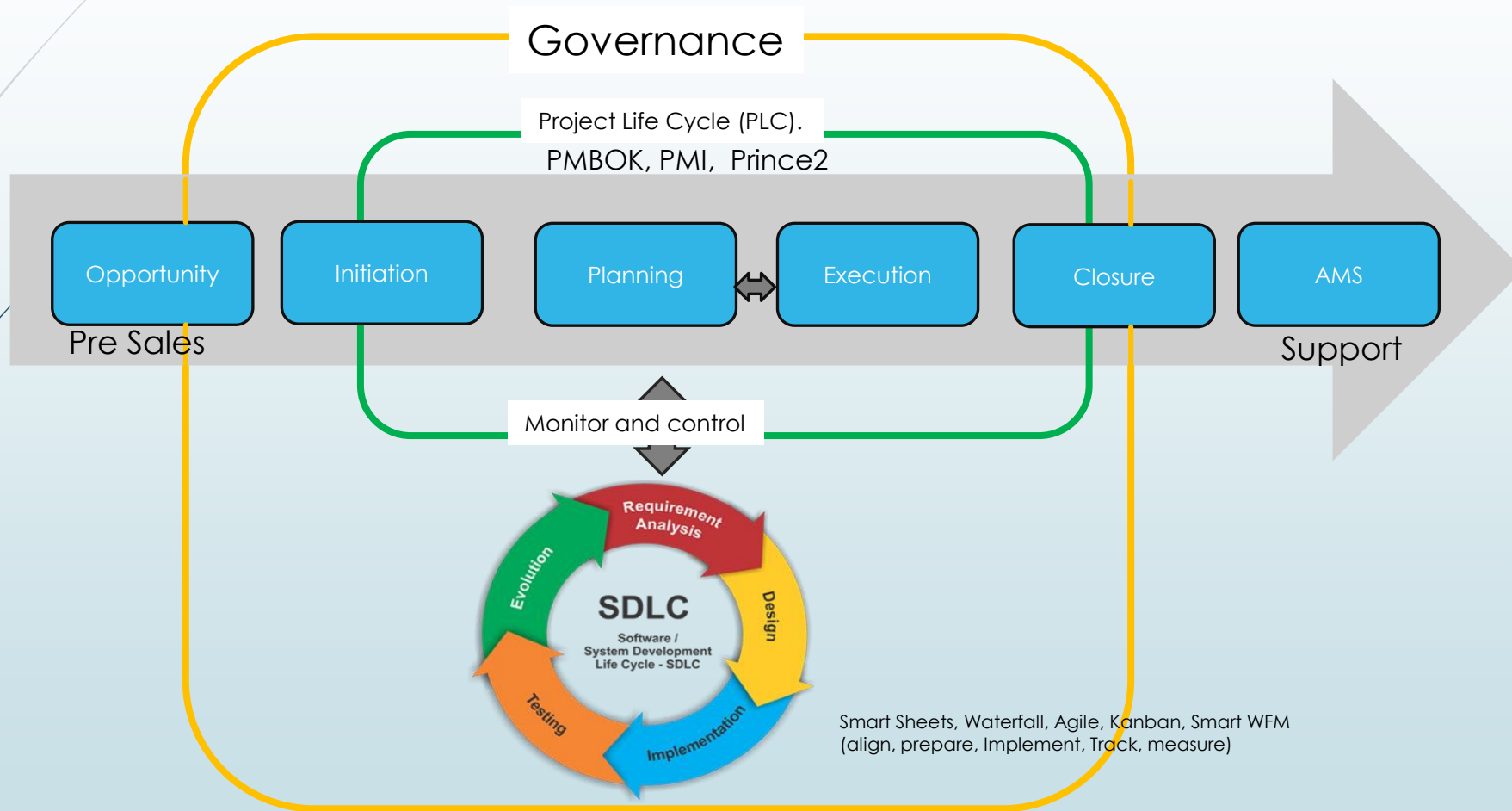
SDLC   what is it, why do we need to know ?
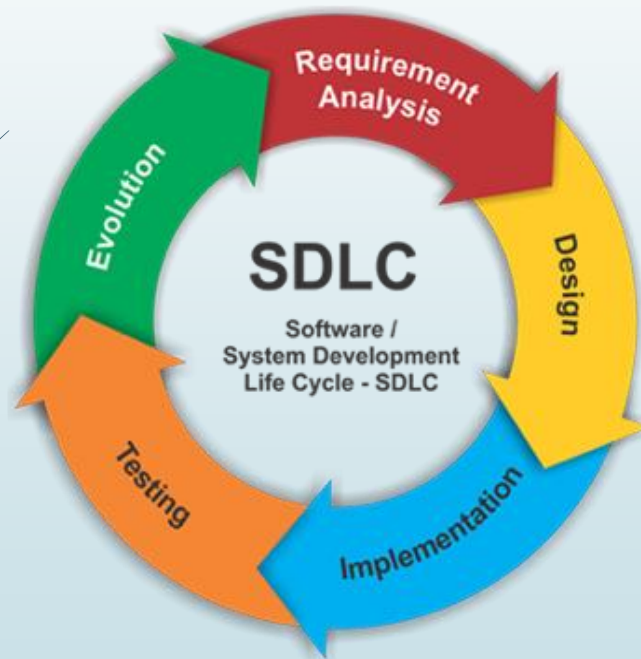
SDLC Phases and SDLC Models

- Hybrid
- Waterfall
- Agile Model
- V-Shaped
- Prototype Model
- Spiral Model
- Iterative Incremental Model
- Big Bang Model
- Internal by Corporate PMO

SDLC to WBS and Gantt
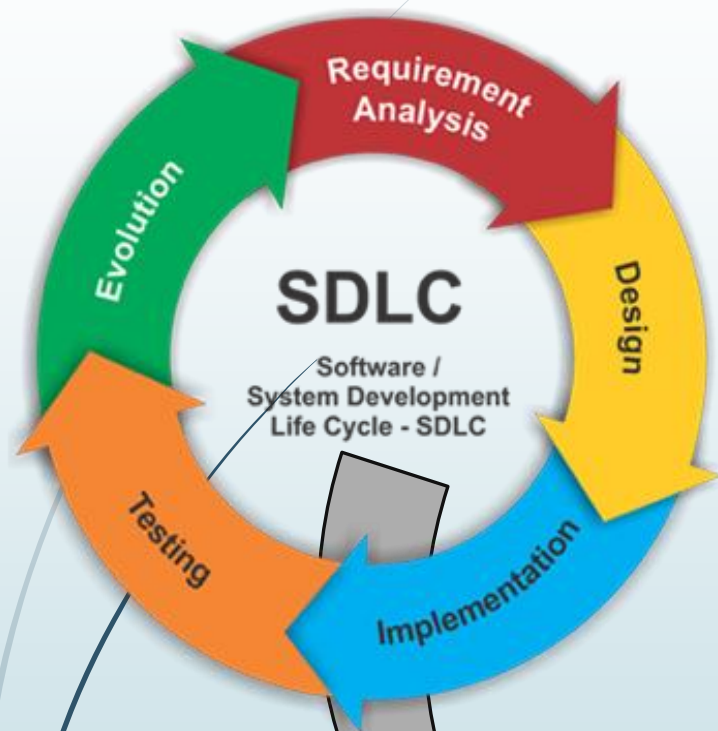
Tasks to plan your project WBS to Gantt chart. Chosen SDLC tasks must be reflected in the WBS and Gantt

A Project Management Office (also called PMO), is an office or department within an organization that defines and maintains standards for project management. The Project Management Office provides guidance and standards in the execution of projects (Governance).

If you are a small operation, you may be able to manage without a Project Management Office (PMO).

But if your organization runs multiple cross-functional projects at the same time, then it likely needs one! A PMO plays many roles within an organization, but this of course varies greatly from company to company depending on its size and the scope of projects being managed. A successful PMO is a combination of good people, processes and tools. Apart from just managing project portfolios, here are the other benefits it delivers:

There is no one "right" definition, its open to us to define !!!

Thanks for Listening