

Chapter 3: An overview of project planning

Part 1

NET481: Project Management



Topics to be covered

- ◆ Project Planning in an organized step by step manner
- ◆ Different techniques and how they are fit into an overall planning approach
- ◆ The need to repeat the planning process in more details for some activities within a project before execution

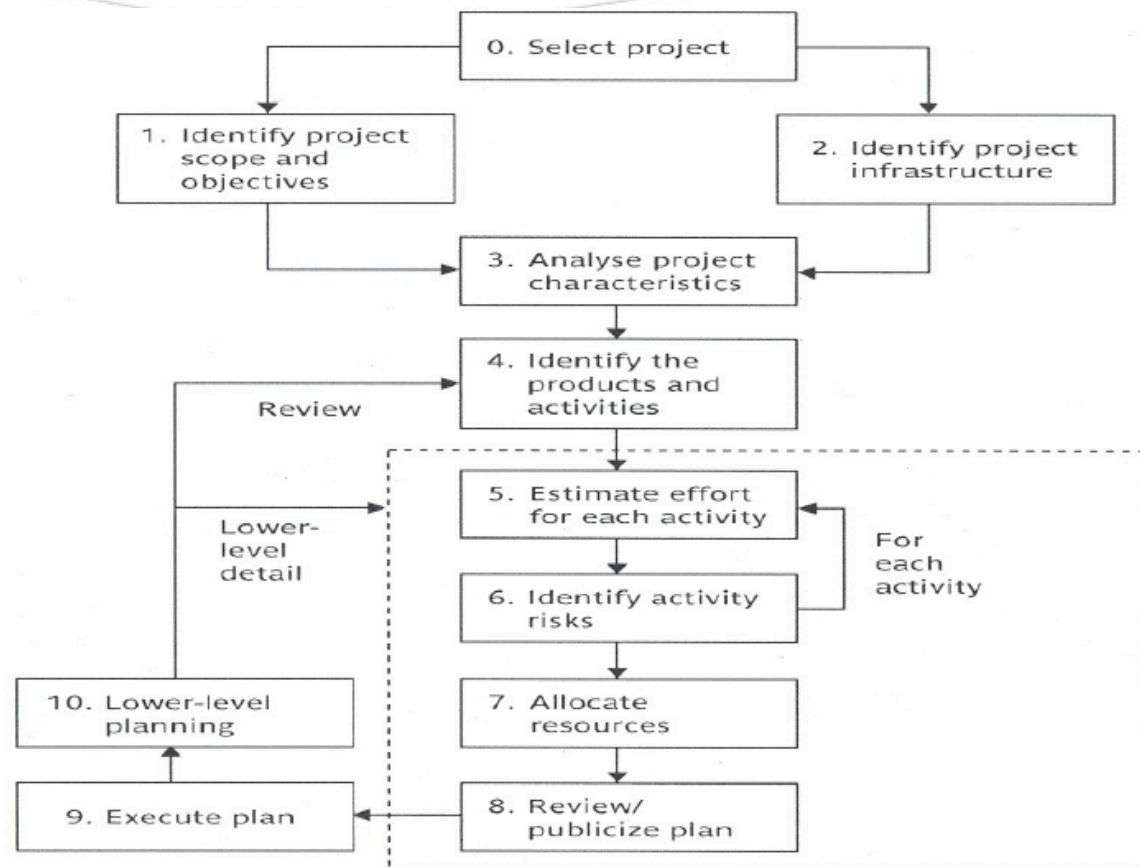
Planning Activities Steps

- ◆ Step 0: Select project
- ◆ Step 1: Identify project scope and objectives
- ◆ Step 2: Identify project infrastructure
- ◆ Step 3: Analyze project characteristics
- ◆ Step 4: Identify project products and activities
- ◆ Step 5: Estimate effort for each activity

Planning Activities Steps (cont.)

- ◆ Step 6: Identify activity risks
- ◆ Step 7: Allocate resources
- ◆ Step 8: Review/publicize plan
- ◆ Step 9: Execute plan
- ◆ Step 10: Execute lower levels of planning

An overview of step wise



Step 0: Select Project

- ◆ This is called step 0 because in a way it is outside the main project planning process.

Step 1: Identify Project Scope and Objectives

◆ **Step 1.1 Identify objectives and practical measures of the effectiveness in meeting those objectives.**

- Correct definition of objectives.
- Identify measures of effectiveness for your objectives.

Measures of effectiveness provides practical methods of checking that an object has been met.

Ex: measuring reliability:

- ◆ Mean time between failures. (Performance measure)
- ◆ Number of errors found during code inspections. (Predictive measure)

Step 1 (cont.)

- ◆ **Step 1.2 Establish a project authority.**
 - ◆ To ensure the unity of purpose among all persons concerned.
 - ◆ The project authority is usually:
 - ◆ A project steering committee
 - ◆ A project board or project management board
 - ◆ The project authority have overall responsibility for setting, monitoring and modifying objectives.
 - ◆ The project manager runs the project but reports regularly to the steering committee

Step 1 (cont.)

- ◆ **Step 1.3 Identify all stakeholders in the project and their interests.**
- ◆ **Step 1.4 Modify objectives in the light of stakeholder analysis**
 - ◆ Based on the stakeholders requirements, it might be necessary to modify the project objectives.
 - E.g.. Adding new features to the system.
 - This has to be done in a controlled manner.

Step 1 (cont.)

- ◆ **Step 1.5 Establish methods of communication between all parties**
 - ◆ Communication between stakeholders is important in all kinds of projects
 - ◆ It is more important to arrange for in a dispersed project.
 - ◆ the way stakeholders will communicate is part of the project planning

Step 1 (cont.)

- ◆ **There has to be a communication plan:**
 - ◆ List the main stakeholders.
 - ◆ With special attention to those involved in the development and implementation.
 - ◆ List their concerns.
 - ◆ Identify suitable methods for effective communication
 - ◆ consulting stakeholder's representatives would be a help

Step 1 (cont.)

- ◆ The communication plan could be documented in a table with the following headings:
 - ◆ What? Name of the meeting.
 - ◆ Who? Target audience.
 - ◆ Purpose.
 - ◆ When/frequency?
 - ◆ Type/method?
 - ◆ E.g. Meeting or a document distribution.
 - ◆ Responsibility.
 - ◆ the person initiating the meeting.

Step 2: Identify Project Infrastructure

- ◆ **Step 2.1 Identify relationship between the project and strategic Planning**

- Select the projects to be carried out by an organization.

Project portfolio

- Programme management.
 - managing a group of projects together in a coordinated way
 - It can ensure that a group of projects contribute to a common organizational strategy

Step 2 (cont.)

- Establish a framework within which the system fits.
 - hardware and software standards should be followed.
 - The software or components to be created should be compatible with those created by previous projects and with the existing HW and SW platforms.

Step 2 (cont.)

- ◆ Step 2.2 Identify installation standards and procedures.
 - ◆ Identify standards and procedures related to the software project
 - ◆ E.g. specifying quality checks needed at each point of the project Life cycle
 - ◆ The project manager should be aware of the Project planning and control standards.
 - ◆ E.g how are hours spent by team members on tasks recorded on timesheets.

Step 2 (cont.)

- ◆ **Step 2.3 Identify project team organization.**

- ◆ e.g. a high level manager could decide that:

software developers and business analysts could be in different group

Step 3: Analyse Project Characteristics

- ◆ **Step 3.1 Distinguish the project as either objective-driven or product-driven.**
- ◆ **Step 3.2 Analyse other project characteristics (including quality-based ones).**
- ◆ **Step 3.3 Identify high level project risks.**

Step 3 (cont.)

- ◆ **Step 3.4 Take into account user requirements concerning implementation.**
 - ◆ E.g. an organization might mandate the use of a particular method.
- ◆ **Step 3.5 Select general life-cycle approach in the light of the above.**

Step 3 (cont.)

- ◆ **Step 3.6 Review overall resource estimates.**

Up to this stage:

- ◆ the major risks of the project are identified
- ◆ the overall approach of the project is decided

So, it is a good place to re-estimate the required effort and other resources for the project