

1: Project Management: Initiating

A major outcome and deliverable from the project initiation and planning phase that contains the best estimate of a project's scope, benefits, costs, risks, and resource requirements.

Projects may be audited or reviewed while the project is in progress. Formal audits are generally risk or compliance-based and management will direct the objectives of the audit. An examination may include a comparison of approved project management processes with how the project is actually being managed. If project control is not implemented correctly, the cost to the business should be clarified in terms of errors and fixes. Control systems are needed for cost, risk, quality, communication, time, change, procurement, and human resources. In addition, auditors should consider how important the projects are to the financial statements, how reliant the stakeholders are on controls, and how many controls exist. Auditors should review the development process and procedures for how they are implemented. The process of development and the quality of the final product may also be assessed if needed or requested. A business may want the auditing firm to be involved throughout the process to catch problems earlier on so that they can be fixed more easily. An auditor can serve as a controls consultant as part of the development team or as an independent auditor as part of an audit. Businesses sometimes use formal systems development processes. These help assure systems are developed successfully. A formal process is more effective in creating strong controls, and auditors should review this process to confirm that it is well designed and is followed in practice. A good formal systems development plan outlines: Designing a new car, writing a book. Project Complexity[edit] Complexity and its nature plays an important role in the area of project management. Despite having number of debates on this subject matter, studies suggest lack of definition and reasonable understanding of complexity in relation to management of complex projects. Level 2 Project " develop and improve compliance to a business process with targeted completion time from 3 months to 1 year. Level 3 Project " develop, change and improve a business process with targeted completion time from 1 to 2 years. Level 4 Project " develop, change and improve a functional system with targeted completion time from 2 to 5 years. Level 6 Project " develop, change and improve a whole single value chain of a company with targeted completion time from 10 to 20 years. Level 7 Project " develop, change and improve multiple value chains of a company with target completion time from 20 to 50 years. Project managers are in charge of the people in a project. People are the key to any successful project. Without the correct people in the right place and at the right time a project cannot be successful. Project managers can have the responsibility of the planning, execution, controlling, and closing of any project typically relating to the construction industry, engineering, architecture, computing, and telecommunications. Many other fields of production engineering, design engineering, and heavy industrial have project managers. A project manager needs to understand the order of execution of a project to schedule the project correctly as well as the time necessary to accomplish each individual task within the project. A project manager is the person accountable for accomplishing the stated project objectives. A project manager is required to know the project in and out while supervising the workers along with the project. Typically in most construction, engineering, architecture and industrial projects, a project manager has another manager working alongside of them who is typically responsible for the execution of task on a daily basis. This position in some cases is known as a superintendent. A superintendent and project manager work hand in hand in completing daily project task. Key project management responsibilities include creating clear and attainable project objectives, building the project requirements, and managing the triple constraint now including more constraints and calling it competing constraints for projects, which is cost, time, and scope for the first three but about three additional ones in current project management. A typical project is composed of a team of workers who work under the project manager to complete the assignment. A project manager normally reports directly to someone of higher stature on the completion and success of the project. A project manager is often a client representative and has to determine and implement the exact needs of the client, based on knowledge of the firm they are representing. The ability to adapt to the various internal procedures of the contracting party, and to form close links with the nominated representatives, is essential in ensuring that

the key issues of cost, time, quality and above all, client satisfaction, can be realized. Project management types[edit] Project management can apply to any project, but it is often tailored to accommodate the specific needs of different and highly specialized industries. For example, the construction industry, which focuses on the delivery of things like buildings, roads, and bridges, has developed its own specialized form of project management that it refers to as construction project management and in which project managers can become trained and certified. Biotechnology project management focuses on the intricacies of biotechnology research and development. It focuses on three important goals: Successful projects are completed on schedule, within budget, and according to previously agreed quality standards. This allows project plans to become very thorough and highly repeatable, with the specific intent to increase quality, lower delivery costs, and lower time to deliver project results. Project management success criteria[edit] There is a tendency to confuse the project success with project management success. They are two different things. Project management success criteria is different from project success criteria. The project management is said to be successful if the given project is completed within the agreed upon time, met the agreed upon scope and within the agreed upon budget. Meanwhile, a project is said to be successful, when it succeeds in achieving the expected business case. Project risk management An example of the Risk Register that includes 4 steps: Risk management applies proactive identification see tools of future problems and understanding of their consequences allowing predictive decisions about projects. Work breakdown structure[edit] Main article: Work breakdown structure The work breakdown structure WBS is a tree structure that shows a subdivision of the activities required to achieve an objectiveâ€”for example a program, project, and contract. It is an essential element in assessing the quality of a plan, and an initial element used during the planning of the project. For example, a WBS is used when the project is scheduled, so that the use of work packages can be recorded and tracked. There have been several attempts to develop project management standards, such as: This is the first project management ISO.

2: Project Initiation and Planning - IS - DePaul - GradeBuddy

systems planning is the first of five phases in the systems development life cycle (sdlc) in this phase, you will learn how it projects get started and how a systems analyst evaluates a proposed project and determines its.

Provide leadership on culture and values. Provide escalation path for project risks and issues. Ensure continuity of sponsorship. Focus on realization of benefits. Provide assurance to the project team by communicating executive-level support. Provide feedback and lessons learned. Project Sponsor Identify key business objectives and criteria for success. Identify Stakeholders including Business Owner s. Identify members of the planning team. Contributes to and approves the Project Charter. Contributes to and approves the preliminary Project Scope Statement based on a clear business problem, need, or opportunity. Develop the preliminary Project Staffing Estimate. Communicate with the business organization, executive management and external Stakeholders about the plans for the project. Participate in a Kick-Off meeting to establish and introduce the project team. Demonstrates commitment to the project. Stakeholder s Any person or group that has an active interest in the project outcome or process, and wishes to participate, or is invited to participate, in the tasks associated with the Initiating Process Phase. Assist in identifying other key IT Stakeholders within the organization who may have future responsibilities for implementing and operating the functionality created by the project. Review and provide feedback regarding the draft Project Organization Chart. Review and provide feedback to the RACI matrix. Review and provide feedback to the project staff estimates. Define the business outcomes and measurable objectives. Provide input into drafting the Preliminary Scope Statement. Provide input regarding business resources committed in the preliminary Budget Plan. Assist with identifying Stakeholders and review the Stakeholder Register. Project Manager Leads the development of the Project Charter. May perform high-level analysis of early project risks to complete the Project Scope Statement. Assist with developing project staffing and resource estimates. Conduct Stakeholder Analysis and create Stakeholder Register. Processes The following processes are associated with this process phase. The list below contains a high-level description of these processes. Establish Project Staffing - The process of establishing project management and staffing is critical to building a strong foundation for success. This includes identifying an appropriate Project Sponsor, Executive Sponsor and Project Manager who are all well matched to the demands and complexity of the project. This also includes designation of the project planning team, which will play a critical role in planning the many details of the project during the Planning Process Phase. Create a Project Library - The Project Manager creates a project library to maintain project information in an organized manner, allowing easy access and collaboration for team members throughout the life of the project. The sponsoring organization may have existing standards for project libraries, or a local directory structure or document management tool can be used as appropriate. This helps provide lessons learned and can help shape future requirements. It is important allow their needs to be considered from the very beginning. The output of this process is a preliminary Stakeholder Register, which will continue to be developed as the project progresses. Perform Charter Analysis - The Project Manager works closely with key Stakeholders to perform the analysis needed to prepare the Project Charter as well as the preliminary project scope, budget and schedule. This analysis includes reviewing documentation provided by business leads, reviewing the instructions for creating a Charter, and identifying potential business process changes and re-engineering needs. Monitoring and Controlling - Monitoring and Controlling activities may not be extensive during the Initiating Process Phase, because actual project development work has not yet begun. However, the Project Sponsor and Manager should monitor all outputs of the phase to ensure timeliness and completeness. Completion of the checklist ensures that all Stakeholders, including the project staff and the sponsoring organization, understand what is underway and what to expect as the project proceeds. Activities The following activities are undertaken in support of the processes that are associated with this process phase. The list below contains a high-level description of these activities. Identify Project Sponsorship - Selecting appropriate project sponsorship is critical to project success. The Executive Sponsor is the champion of the project both within and outside the organization. The Project Sponsor is responsible for serving as the

principal authority on matters regarding the communication of business needs, and for resolving escalated issues regarding priority, scope, resources, and business requirements. Identify a Project Manager – The Project Manager is identified by the Sponsor s or organizational Project Management Office and assigned to begin project-initiating activities. Identify Stakeholder Project Priorities - Stakeholder project priorities should be identified after the Stakeholder analysis is completed. It also lists identified Stakeholders for each deliverable and their levels of responsibility. The preliminary Scope Statement defines what the project intends to accomplish by addressing and documenting the business need the project will address, the project and deliverables requirements, as well as end product requirements. Develop the Budget Estimate - The Project Manager develops a preliminary budget estimate based on currently known information. It may also include information gained from research on similar state projects. Develop the Schedule Estimate - As with the Budget Estimate, the Project Manager develops an estimated schedule based on currently known information. Target dates or other milestones provided by the Sponsors are also included. Document Assumptions, Constraints, and Risks - Comprehensive and accessible documentation of assumptions, constraints, and risks will be key to completing other Initiating Process Phase Activities, including identifying Stakeholders, creating the RACI Matrix, and drafting the Project Charter and other core documents. The Project Charter demonstrates organizational support for the project and the Project Manager, and documents the business needs of the new product or solution, service, or other project result. It provides a basis for project management, program management, executive management, and state-level control agencies to understand and agree on business problems or opportunities, and the objectives for addressing them. Complete the Initiating Process Phase Checklist - A checklist can assist the project team with quickly and confidently identifying areas of concern within this process phase of the Project Management Lifecycle. Completion of the checklist provides a clear milestone that the Initiating Process Phase is complete. Tools A number of project management outputs are developed during the Initiating Process Phase. The outputs are associated with tools available for your use. The assessment serves to identify the priorities of the project. It describes the business need for the project and the anticipated project results. It formalizes the existence of the project and provides the project with the authority to expend organizational resources to support project activities. Stakeholder Register Identifies the organizations and individuals with a role in the project. The Register provides important input for the planning of governance and communication for the project. Stage 1 Business Analysis S1BA PAL Part of the PAL, the S1BA provides a basis for project management, program management, executive management, and state-level control agencies to understand and agree on business problems or opportunities, and the objectives to address them. Additional information on the S1BA can be found in the: Complexity Assessments Oversight A self-assessment tool to be completed by the project team. The assessment serves to discover and characterize the business and technical complexities of the proposed project. Project Status Reports Oversight Includes status reports that communicate the current overall status of a project. It should be distributed to appropriate team members, Stakeholders, and sponsors on a regular basis. Project Document Approval This document can be used to circulate documents for review and approval. Attach to those plans and documents that need to be reviewed or signed off. Use is dependent on the project size and scope and the needs of the project team. A standard and a mini. The mini is designed for the smaller of the low complexity projects, pilot projects, and those who are exploring a proof of concept. The standard version is for all other projects. Outputs The following deliverables are created as a result of the processes and activities completed during this process phase; these are called outputs. These are described in the tools section. The outputs associated with this process phase are listed below: Completed Project Priorities Assessment.

3: Best Practices: Project Life Cycle Framework - State of California

Chapter Objectives. Describe the steps involved in the project initiation and planning process. Explain the need for and the contents of a Statement of Work and Baseline Project Plan.

4: PPT - Initiating and Planning Systems Development Projects PowerPoint Presentation - ID

INITIATING AND PLANNING SYSTEMS DEVELOPMENT PROJECTS pdf

Initiating and Planning System Development Projects Project Initiation Establishment of project team Development of relationship with customer Project Initiation Plan Establishment of Management Procedures Establishment of Project Workbook and Project Management Environment Project Planning Defining clear, discrete activities and the work.

5: CDT - CA-PMF - Initiating

Many activities performed during initiation and planning could also be completed during the next phase of the SDLC—systems analysis.

6: IT PM I: Initiating and Planning Successful Projects | Management Concepts

Chapter 6. Initiating and Planning Systems Development Projects. Chapter Overview. Chapter 6 introduces students to the second phase of the SDLC, project initiation and planning.

7: Modern Systems Analysis and Design Joey F. George Jeffrey A. Hoffer Joseph S. Valacich

Initiating and Planning Systems Development Projects. Now that the "No Customer Escapes" project team has been formed and a plan has been developed for distributing project information, Jim can begin working on the project's scope statement, workbook, and Baseline Project Plan.

8: Initiating and Planning Systems Development Projects | www.enganchecubano.com

Start studying Chapter 5: Initiating & Planning Systems Development Processes. Learn vocabulary, terms, and more with flashcards, games, and other study tools.

9: Project management - Wikipedia

Chapter 5 Initiating and Planning Systems Development Projects Multiple Choice Questions 1. As a rule of thumb estimate, what percentage of the entire development effort should be.

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