Cheatography

System Development Project Management Cheat Sheet
by Natalie Moore (NatalieMoore) via cheatography.com/19119/cs/4236/

PM Reasons for failure

- Undefined PM practices
- Poor IT mgmt & poor IT procedures
- Inadequate exec project support
- Inexperienced PMs
- Unclear busi needs and project objectives
- Inadequate user involvement

Standish Group CHAOS Report only 32% project completely successful

Agile PM

Need to balance the order and chaos required for agile projects

Order: control project budget & duration

Chaos: adjust to changing customer needs

Agile projects implement PMBOK differently

Scope: re-prioritizing features each iteration

Time: plan each iteration at its start

Cost: cost control rather than estimating

Risk: build high-risk areas first

Quality: testing & QC spread through project

Self-evaluation: what can be done better?

Core Process 2 - Plan and Monitor Activities

Plan and Monitor Activities

Establish the project environment.
Schedule the work.
Staff and allocate resources.
Evaluate work processes.
Monitor progress and make corrections.

Quantify Project Approval Factors

1. Estimated Time for Completion (difficult, get team input)
2. Estimated COST for dev.
3. Est cost support ongoing system operation

Expense and amount

Intangible benefits

Strategic/Tactical new markets, market share, cross-sales existing customers

Efficiency Collecting $$, reduce staff

Quality: Lower expenses, error rates, bad debt, inventory loses tighter controls

Compete match competitors

Staff and Allocate Resources

1. Dev resource plan
2. ID and req specific technical staff
3. ID and req specific user staff
4. Org the project team into work groups
5. Training and team-building exercises

Role of PM

Project Management

- Organizing and directing other ppl to achieve a planned result within a predetermined schedule and budget
- Processes used to plan project, monitor and control it

Project Manager ---------------------

- Great need for effective project managers
- Internally managing people and resources
- Externally conducting public relations

Internal Responsibilities --------------

Developing the project schedule

Recruiting and training team members

Assigning work to teams and team members

Assessing project risks

Monitoring and controlling project deliverables and milestones

External Responsibilities -------------

Reporting the project's status and progress

Role of PM (cont)

Working directly with the client (the project's sponsor) and other stakeholders

Identifying resource needs and obtaining resources

Core Processes

Core Process 1 - ID problem & obtain approval

Identify Problem Activities

Identify the problem.
Quantify project approval factors.
Perform risk and feasibility analysis.
Review with the client and obtain approval.

## Establish the Project Environment

1. Recording and communicating—internal and external: Who, what, when, and how
2. Work env - Workstations, software dev tools (IDE), servers and repositories, office, meeting space, support staff
3. Process and procedures followed - Reporting and doc, prog approach, testing, deliverables, code, v control

Stakeholders

Client - person / group funds project

Oversight Committee - clients & key mgrs who review progress and direct project

Users - people who use the new system
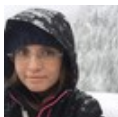
By **Natalie Moore**
(NatalieMoore)

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PMBOK: 9 knowledge areas

P SCOPE M—Defining / controlling functions to be included and scope of work to be done

P TIME M— Schedule project tasks, monitoring progress against milestones

COST—Calc initial cost/benefit analysis, update it. Monitor expenditures

QUALITY— plan for ensuring quality, inc quality control activities for every phase

HR—Recruiting p team members; train, motivate, team build; ensure a happy, productive team

COMMUNICATIONS—ID all stakeholders and comms to each; how and when

RISK—ID and review risks for failure and plan to reduce risks

PROCUREMENT— proposal requests, evaluate bids, write contracts, and monitor vendor performance

INTEGRATION—Integrate knowledge areas into seamless whole

ID the problem

Projects respond to an opportunity, problem, directive

System Vision Document ----------------

1. Problem Description: What is the problem and idea for the solution?

2. System Capabilities: What are the capabilities the new system will have? Helps define the scope

3. Business Benefits: The benefits that accrue to the organization. Tangible (in dollars) and intangible benefits

Schedule the Work

PM establish and keep adjusting:

Project Iteration Schedule
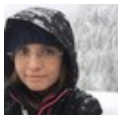
Iteration list & use cases / stories for each

Detailed Work Schedule (DWS)

In iteration, schedule that lists, organizes, and describes task dependencies

When iteration finished, DWS prepared for next iteration based on feedback/progress

Steps for Detailed Work Schedule

1. Work Breakdown Structure (WBS)

2. Estimate effort and identify dependencies: Task times, precedence and critical path

3. Create a schedule using a Gantt chart.