

## Ch.1

### Advantages of using formal project management:

- } Better control of financial, physical, and human resources
- } Improved customer relations
- } Shorter development times
- } Lower costs
- } Higher quality and increased reliability
- } Higher profit margins
- } Improved productivity
- } Better internal coordination
- } Higher worker morale

### What is a project? & what are the major attribute?

**Project:** A temporary activity to create some product .

#### Project attribute:

- Has a unique purpose
- Is temporary
- Is developed using progressive elaboration
- Requires resources, often from various areas
- Should have a primary customer or sponsor
  - The **project sponsor** usually provides the direction and funding for the project
- Involves uncertainty

### What do you mean by triple constraint?

Means meeting all three goals (scope, time, and cost) – and satisfying the project's sponsor!

### Describe the knowledge area of project management?

- } The key competencies that project managers must develop.
  - } **4 core knowledge areas** (scope, time, cost, and quality)

### **The 10 most important factors to be project succeed ?**

1. Executive support
2. User involvement
3. Experienced project manager
4. Clear business objectives
5. Minimized scope
6. Standard software infrastructure
7. Firm basic requirements
8. Formal methodology
9. Reliable estimates
10. Other criteria, such as small milestones, proper planning, competent staff, and ownership.

### **The 10 most important skills of project managers?**

1. People skills
2. Leadership
3. Listening
4. Integrity, ethical behavior, consistent
5. Strong at building trust
6. Verbal communication
7. Strong at building teams
8. Conflict resolution, conflict management
9. Critical thinking, problem solving
10. Understands, balances priorities

## **Ch.2**

### **1. How can we view the project as a system and what do we mean by the system view of project management?**

Is to see the whole internal and external operational landscape in which the project will be functioning.

### **2. what are the 4- dimensions of understanding our organization?**

Structural: Focuses on roles and responsibilities

Human resources : Focuses on providing harmony between needs of the organization and needs of people.

Political : addresses organizational and personal politics.

Symbolic: Focuses on symbols and meanings related to events.

### **3.list kind of organization structure?**

Functional, project, and matrix.

**NOTE**: matrix between functional and project structures.

### **4- what is the important of top management commitment and how can help ?**

People in top management positions (senior executives) are key stakeholders in projects.

- A very important factor in helping project managers successfully lead projects is the **level of commitment and support** they receive from top management.

IT Project Management chapter 2 summary

- **champion**: a senior manager who acts as a key proponent for a project (could be the sponsor).

### 5. What are category of software development life cycle for project management?

- Predictive life cycle
- Adaptive Software Development (ASD) life cycle

### 6- what do you mean by outsourcing and what it is advantages and disadvantages and what the virtual team?

**Outsourcing**: Locate part of the product to other company.

**Virtual teams**: is a group of individuals who work across time and space using communication technologies.

#### **Main advantages of virtual teams:**

Increasing competitiveness, Lowering costs, Providing more expertise, Increasing the work/life balance.

#### **Main disadvantages of virtual teams:**

Isolating team members, increasing the potential for communications problems, Reducing the ability for team, Increasing the dependence on technology.

## Ch.3

### what are project charters and why kick-off meeting are important for successful project ?

- } It's good practice to hold a **kick-off meeting** at the beginning of a project so that stakeholders can meet each other, review the goals of the project, and discuss future plans

## Ch.4

### 1. What are the important processes of project integration management area and what are the output purposes and function?

- 1- Develop the project charter.
- 2- Develop the project management plan.
- 3- Direct and manage project execution.
- 4- Monitor and control the project work
- 5- Perform integrated change control
- 6- Close the project or phase

## 2-what is SWOT analysis and what dose it mean?

- Analyzing Strengths, Weaknesses, Opportunities, and Threats

## 3- Calculate Net present value (NPV) ?

???

## 4- Return on investment (ROI)?

????

## 5- what is the project charter and what is important elements of a project charter?

- ♣ A **project charter** is a document that formally recognizes the existence of a project and provides direction on the projects objectives and management.

**Element:** start date , deadline , Requirement of resources , title , etc..

## 6- weighted scoring model ?

The higher the weighted score, the better.

Multiply the scores by the weights and get the total weighted scores.

Score \* weights = weighted score

## 7- Change control and configuration control?

**Change control:** A formal, documented process that describes when and how official project documents and work may be changed.

**Configuration control:** Configuration management **ensures** that the descriptions of the projects products are correct and complete.

## Ch.5

### 1. Describe the processes and output of the scoop management area?

- ▶ Scope refers to *all* the work involved in creating the products of the project and the processes used to create them

### 2.what do we mean by collecting requirement and the methods?

- ▶ a condition or capability that must be met or possessed by a system.

### **Methods for Collecting Requirements:**

- ▶ Interviewing -Focus groups and facilitated workshops
- ▶ Using group creativity and decision-making techniques
- ▶ Questionnaires and surveys -Observation
- ▶ Prototyping -Software tools

### **3. Creating the work breakdown structure WBS?**

- ▶ A **WBS** is a deliverable-oriented grouping of the work involved in a project that defines the total scope of the project.

### **4- Approaches to do WBS?**

Analogy approach, top-down approach, bottom-up approach, mind mapping

### **5. Creating WBS and WBS dictionary?**

- ▶ A unit of work should appear at only one place in the WBS
- ▶ The work content of a WBS item is the sum of the WBS items below it
- ▶ A WBS item is the responsibility of only one individual, even though many people may be working on it
- ▶ The WBS must be consistent with the way in which work is actually going to be performed; it should serve the project team first and other purposes only if practical
- ▶ Project team members should be involved in developing the WBS to ensure consistency and buy-in
- ▶ Each WBS item must be documented in a WBS dictionary to ensure accurate understanding of the scope of work included and not included in that item
- ▶ The WBS must be a flexible tool to accommodate inevitable changes while properly maintaining control of the work content in the project according to the scope statement.

### **6. Scoop control? What activity should be performed to make sure that scoop problem dose not occur?**

- 1- Keep the scope realistic
- 2- Involve users in project scope management
- 3- Use off-the-shelf hardware and software whenever possible
- 4- Follow good project management processes.

### **7. What is the incomplete requirement and how to reduce them?**

- ▶ Develop and follow a requirements management process
- ▶ Use techniques such as prototyping, use case modeling, and JAD to get more user involvement
- ▶ Put requirements in writing and keep them current

- ▶ Create a requirements management database for documenting and controlling requirements
- ▶ Provide adequate testing and conduct testing throughout the project life cycle
- ▶ Review changes from a systems perspective
- ▶ Emphasize completion dates to help focus on what's most important
- ▶ Allocate resources specifically for handling change requests/enhancements like NWA did with ResNet

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