# Grundlagen des Projektmanagement

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22./23. September 2005

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Introduction	2
Agenda for Today	
9:15 – 10:00 Project Success	
10:00 – 10:45 Project Lifecycles	
10:45 – 11:00 Break	
11:00 – 11:45 Scope Management	
11:45 – 12:30 Time Management (1)	
12:30 – 13:45 Lunch	
13:45 – 14:30 Time Management (2)	
14:30 – 15:15 Project Organization	
15:15 – 15: 30 Break	
15:30 – 16:15 Project Change Management	
16:15 – 16:45 Discussion	
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## 1. Project Success



























### **Project Success**

Definition:

A project is successful if the specified results are delivered in the required quality and within the predetermined time and resource limits. 19

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- Computer scientists tend to focus on scope and quality only
  - The development of a technically perfect application is not a success if the cost exceeds the price clients are willing to pay
  - Excellent project results often are worthless if they come too late (temporary market windows, external deadlines)











































## 3. Scope Management







### Assumptions

- Definition: Assumptions are factors that, for planning purposes, are considered to be true, real, or certain
- Assumptions affect all aspects of project planning, and are part of the progressive elaboration of the project
- Project teams frequently identify, document, and validate assumptions as part of their planning process
- Assumptions generally involve a degree of risk

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- Track the progress of the project
- Determine how possible changes might affect the project

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- Communication
  - Will the activities be completed in time?
  - When are which resources needed?
  - When will major milestones be reached?



























## 5. Time Management (2)















## **Critical Path**



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- Sum of float on critical path is zero (or negative)
- Critical path is important
  - To shorten project duration
  - To focus progress control
  - To identify schedule risks
- There can be several critical paths in a project







## Resource Leveling

- Common results of critical path method
  - More resources required than available
  - Changes of resource levels are not manageable
- Analysis: Resource histograms
- Heuristic: Resource-based method
  - Allocate scarce resources to critical path first
- Resource leveling usually leads to longer project duration

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6. Project Organization		88
Comparis	on (to Fu	Inctional Organization)
<ul> <li>Projectize</li> </ul>	d organizatio	ion
Efficient project of	organization	No "home" when project is completed
Loyality to the pr	oject	Lack of professionalism in disciplines
More effective co	ommunication	Duplication of facilities and job functions
<ul> <li>Matrix org</li> </ul>	anization	
Highly visible pro	ject objectives	More than one boss for project teams
Maximum utilizat resources	ion of scarce	Tougher problems with resource allocation
Better horizontal dissemination of	and vertical information	Functional managers may have different priorities than project mngrs
Team members	maintain "a home	e" Higher potential for conflict
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#### Stakeholders

#### Definition

Individuals and organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion; they may also exert influence over the project and its results

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- Key stakeholders
  - Project manager
  - Customer
  - Performing organization
  - Project team members
  - Sponsor























# Follow-Up Actions

- If accepted
  - Plan incorporation into the system
  - Create new baselines
  - Modify the schedule and allocate resources

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- If rejected
  - Communicate and document the decision
- If deferred
  - Perform further analysis
  - Consider further alternatives
  - Hold until a specified time

7. Project Change Management			102
Scope Chang	ge Control: Sui	mmary	
<ul> <li>Purpose         <ul> <li>To influence the ensure change</li> <li>To determine</li> <li>To manage the</li> </ul> </li> </ul>	ne factors that create es are agreed upon that a scope change l e actual changes whe	scope changes to has occurred en and if they occur	
Inputs	Tools & Techniques	Outputs	
Inputs1. Work breakdown structure2. Performance reports3. Change requests4. Scope management plan	<ol> <li>Scope change control</li> <li>Performance measurement</li> <li>Additional planning</li> </ol>	Outputs <ol> <li>Scope changes</li> <li>Corrective action</li> <li>Adjusted baseline</li> </ol>	













































