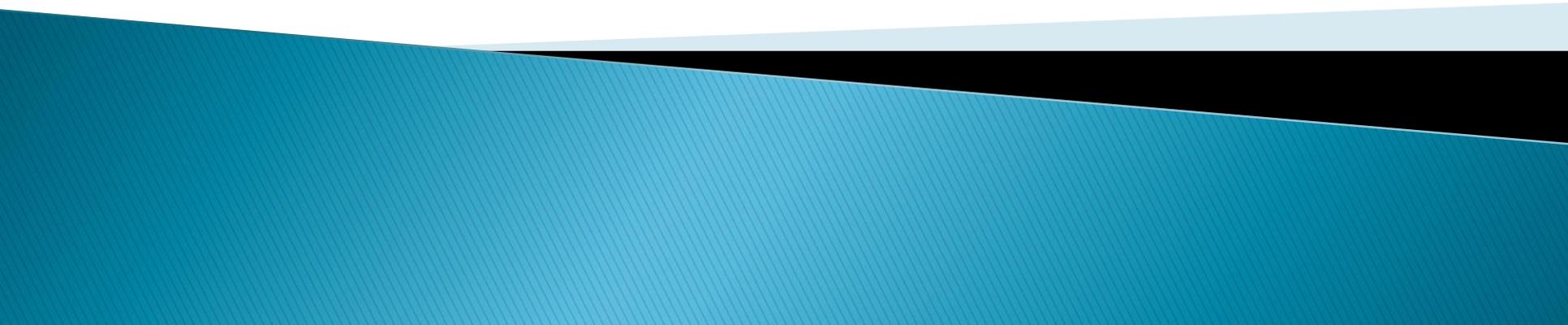


Unit 17: Project Development and Implementation for Strategic Manager

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Learning Outcome 1

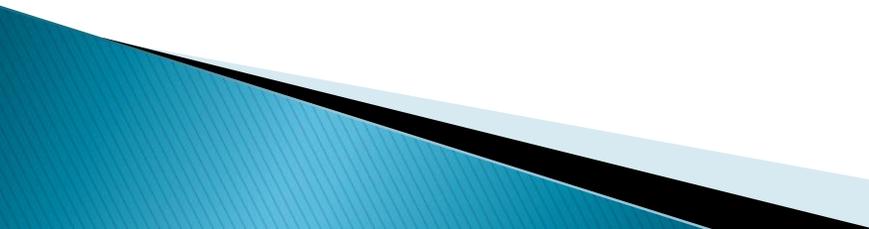
- ▶ Learning Objectives:
 - ▶ LO.1 Be able to develop a project specification
 - 1.1 analyse the factors that contribute to the process of project selection
 - 1.2 develop outline project specifications for the implementation of a new product, service or process
 - 1.3 produce a specification for an agreed project to implement a new product, service or process
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In This Session

- ▶ Be able to develop a project specification
 - AC 1.1 analyse the factors that contribute to the process of project selection
 - AC 1.2 develop outline project specifications for the implementation of a new product, service or process
 - ▶ Assessment Criteria
 - ▶ References
- 

AC 1.1 Analyse the factors
that contribute to the
process of project selection

What s Project Management

- ▶ Project: “A temporary endeavour undertaken to create a unique product, service or result.” PMBOK Guide, Fourth Edition.
 - New Product
 - Organisational Changes
 - Information Systems modifications
 - Execution of a new procedure or modification of an existing on
 - ▶ Project Management: “The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.” PMBOK Guide
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Elements for managing a Project

- ▶ The three elements that require simultaneous management in a typical projects are:
 - Identify project requirements
 - Monitor and tend to stakeholders needs and expectations throughout the project
 - Balance typical project constraints that are identified as:
 - Scope
 - Quality
 - Schedule
 - Resources
 - Risk

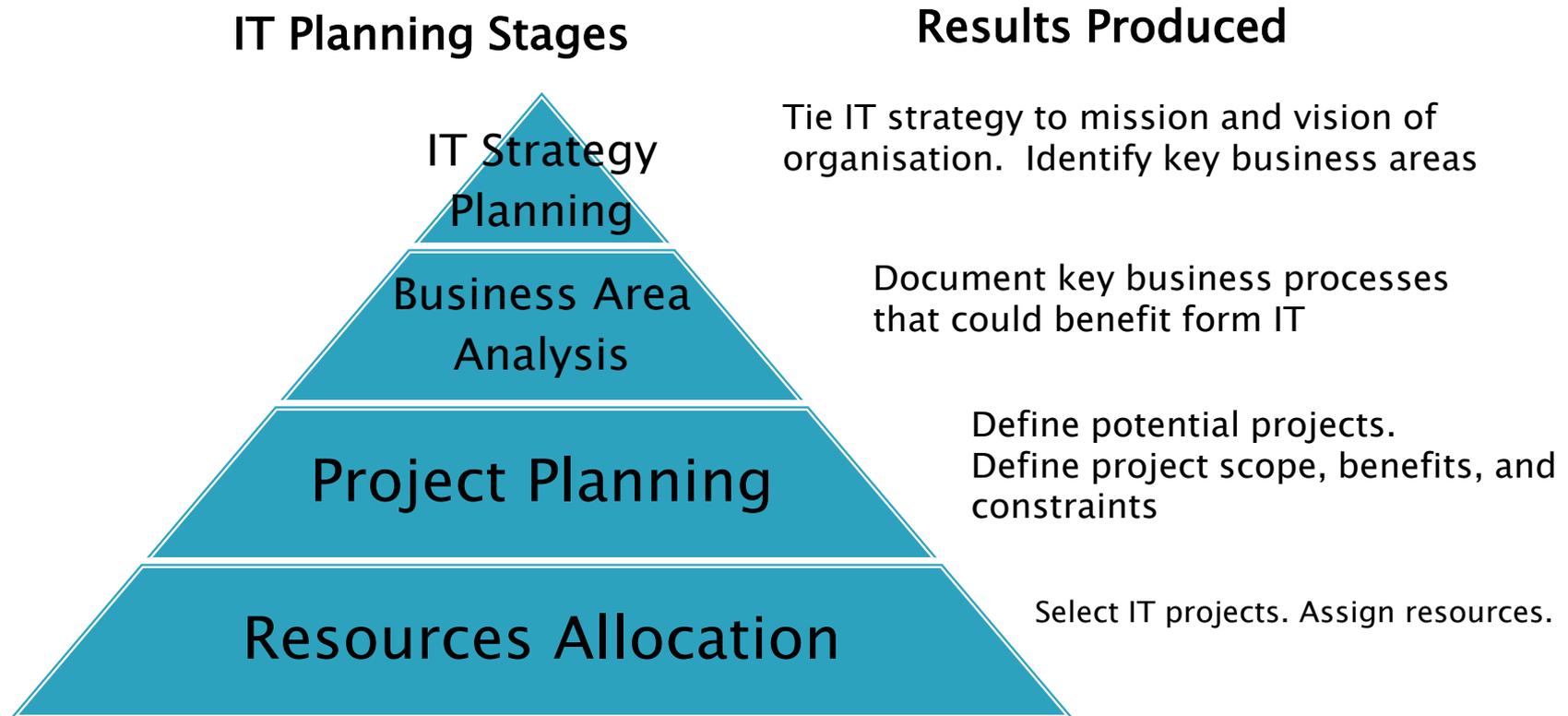
Project Selection

- ▶ Cotrim (2013) indicates that Project Selection is a process to assess each project idea and select the project with the highest priority. Projects are still just suggestions at this stage, so the selection is often made based on only brief descriptions of the project. As some projects will only be ideas, one may need to write a brief description of each project before conducting the selection process.
- ▶ According to the Guide to the PMBOK, project selection criteria is concerned with the product of the project. In other words, selection criteria is concerned with what the product or service of the project will produce and how it will benefit the company

Identifying potential Project

- ▶ The first step in PM is deciding what projects to do. According to Schwalbe (2010) project initiation starts with identifying potential projects, using realistic methods to select which project to work on, and then formalising their initiation by issuing some sort of project charter.
 - ▶ In addition to conducting a SWOT analysis, organisation often follow a detailed process for project selection.
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Planning Process for Selecting IT Projects

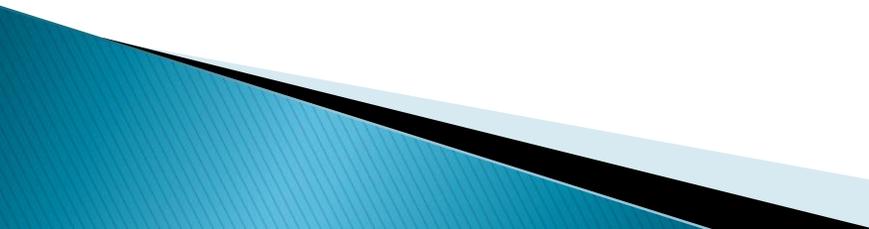


Source: Schwalbe (2010)

Criteria for Project Selection

- ▶ Cotrim (2013) identifies the following:
 - Benefits: A measure of the positive outcomes of the project. These are often described as "the reasons why you are undertaking the project". The types of benefits of eradication projects include: ▪ Biodiversity ▪ Economic ▪ Social and cultural
 - Fulfilling commitments made as part of national, regional or international plans and agreements.
 - Feasibility: A measure of the likelihood of the project being a success, i.e. achieving its objectives. Projects vary greatly in complexity and risk. By considering feasibility when selecting projects it means the easiest projects with the greatest benefits are given priority.

Criteria cont

- ▶ Selection criteria concerns every area of business from marketing to finance to information technology to human resources. It can be subjective or objective. Criteria for judging project selection could include financial measurements. For example, the selection criteria might dictate that projects must increase profits by a certain percentage in order to be considered.
 - ▶ Equally, project selection criteria might include the criteria that an increase in market share or an increase in the public awareness of the company or product will be enjoyed as a result of this project. There aren't any rules for project selection as the components of selection criteria are up to the company, steering committee, or project review committee to determine.
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Criteria cont

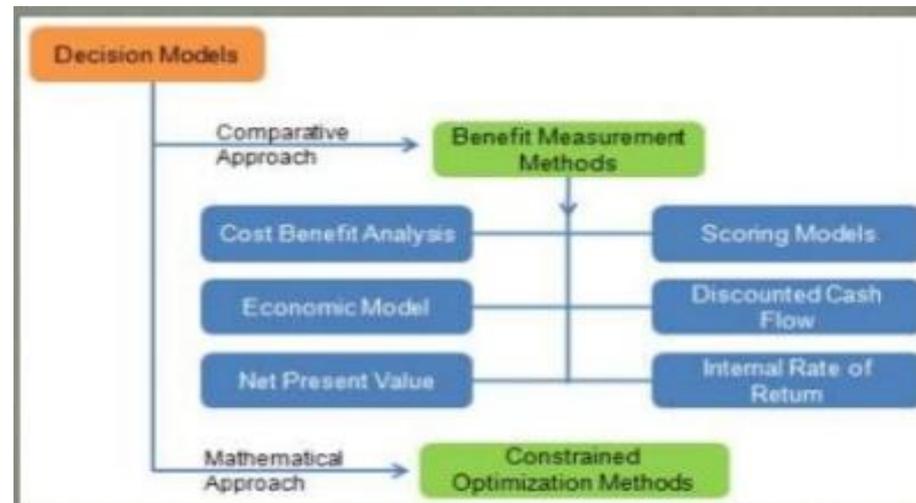
- ▶ Predetermined selection criteria, such as mentioned above, is one aspect of project selection, but so is the individual opinion, and power, of selection committee members. One must not underestimate the importance of the authority, political standing, and individual aspirations of selection committee members.
- ▶ Those committee members who happen to carry a lot of weight in company circles, so to speak, are likely to get their projects approved just on the fact that they are who they are. This is sometimes how project selection works in an organization.

Methods for Selecting Projects

- ▶ Schwalbe (2010) identify the following:
 - Focusing on broad organisational needs
 - Categorising information technology projects: what is the impetus (response to a problem, an opportunity, or a directive) for the project, time window for the project, and the general priority for the project?
 - Performing net present value or other financial analyses
 - Using a weighted scoring model
 - Implementing a balanced scorecard

Choosing one of two methods: Benefit Measurement and Constrained Optimization

- ▶ There are various project selection methods practiced by the modern business organizations. These methods have different features and characteristics. Therefore, each selection method is best for different organizations.
- ▶ Although there are many differences between these project selection methods, usually the underlying concepts and principles are the same.
- ▶ Below is an illustration of two of such methods (Benefit Measurement and Constrained Optimization methods):



(source: http://www.pacificinvasivesinitiative.org/rk/project/1_Project_Selection-Diagram.html)

AC 1.2: Develop outline project specifications for the implementation of a new product, service or process

Project Outline

- ▶ couchable.co (2012) notes that in order to get any design project off the ground successfully you need to create a solid outline. An outline clearly states the goals of the project, work involved, a timeline, deliverables and tools to measure the success (or failure) of the project after completion.
- ▶ The easiest way to create a project outline is to have a good understanding of the project as a whole, not just the work you will be doing.

Project Outline

- ▶ couchable.co (2012) suggest that in creating a Project Outline you should break the process down into steps or phases, whatever you feel like calling them.

- **Phase One: Research and Planning**

- Gather Materials:

- Text copy
 - Branding material – logo, colors, other assets

- Project Research:

- Competition
 - Similar project and their solutions
 - Mood Board
 - Analyze current design (if applicable)

Project Outline cont

▶ **Phase Two: Design**

- Create an initial design mockup
- Run by client
- Revisions
- Run by client again
- Revisions
- Client signs off (approval)

▶ **Phase Three: Develop**

- Depending on the type of project this can vary greatly.

Project Outline Cont

- ▶ **Phase Four: Test**

Again, depending on the type of project... This could be any and all of several things including: split testing, using heat maps, usability testing, browser testing etc.

- ▶ **Phase Five: Launch**

The best part. Seeing your project up and completed. This is where most projects end but you really should do further testing at this point.

- ▶ **Phase Six: Evaluate**

Did you meet your goals? Why or why not. This helps to not only see what you did well or poorly but also what do try and do differently next time around.

Sample Project Plan Outline

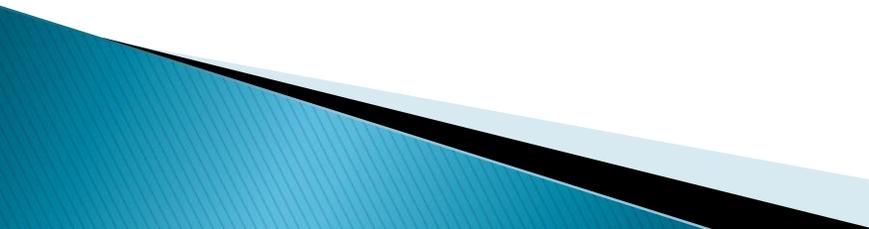
Outsourcing Project Plan Name

Company Name

Date of Issue

1. Project Overview
 - a. Statement of need
 - b. Project scope
 - c. Project objectives
2. Project Process
 - a. Technical specifications
 - b. Constraints
 - c. Deliverables
 - d. Project tasks
3. Selection Criteria
4. Project Time Frame
5. Project Budget
6. Reference Materials

Consideration for Project Outline

- ▶ Colostate.edu (2016) indicates that in developing a Project Outline, one should ask the following question:
 - What is the problem you are addressing?
 - What is the context?
 - What is your approach?
 - How will you evaluate your approach?
 - Based on your results what future directions will be possible?
 - What is the timeline of deliverables?
- 

THE END



Assessment Criteria

- ▶ Discussion with Students in Class for agreement.

Further Reading

- ▶ <http://couchable.co/blog/post/creating-a-design-project-outline>
- ▶ <http://www.cs.colostate.edu/~mstrout/CS653Fall10/Slides/06-proposal-writing.ppt.pdf>

References

- ▶ Cotrim, Joao Miguel (2013) The Process of Project Selection retrieved from <http://www.slideshare.net/joaocotrim/the-process-of-project-selection>
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- ▶ Couchable.co (2012) Creating a Design Project Outlin retrieved from <http://couchable.co/blog/post/creating-a-design-project-outline>
- ▶ PMI (2008) PMBOK (Project Management Body of Knowledge) Guide, Fourth Edition
- ▶ Schwalbe (2010) Managing Information Management Projects, sixth ed., Cengage Learning International Centre.
- ▶ Valenti, Andrew (2010) An Introduction to Project Selection Techniques retrieved from http://www.slideshare.net/apvalenti/project-selection-5320287?next_slideshow=1