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MATRIC NUMBER: 16/SCI01/004

COURSE CODE: CSC 408

COURSE TITLE: PROJECT MANAGEMENT

QUESTION 1

1. Project Management Processes

a. Project Initiation- this is the starting point of any project. In this process, all the

activities related to winning a project takes place. The main activity of this phase is the

pre-sale.

During the pre-sale period, the service provider proves the eligibility and ability of

completing the project to the client and eventually wins the business. Then, it is the

detailed requirements gathering which comes next.

During the requirements gathering activity, all the client requirements are gathered and

analysed for implementation. In this activity, negotiations may take place to change

certain requirements or remove certain requirements altogether.

b. Project Planning- Project planning is one of the main project management processes. If

the project management team gets this step wrong, there could be heavy negative

consequences during the next phases of the project.

Therefore, the project management team will have to pay detailed attention to this

process of the project.

In this process, the project plan is derived in order to address the project requirements

such as, requirements scope, budget and timelines. Once the project plan is derived,

then the project schedule is developed.

Depending on the budget and the schedule, the resources are then allocated to the

project. This phase is the most important phase when it comes to project cost and

effort.

c. Project Execution- the project management executes the project in order to achieve

project objectives, after all paperwork is done. During this, each member of the team

carries out their own assignments within the given deadline for each activity. The

detailed project schedule will be used for tracking the project progress. When doing the

project execution, there are many reporting activities to be done. The senior

management of the company will require daily or weekly status updates on the project

progress.

In addition to that, the client may also want to track the progress of the project. During

the project execution, it is a must to track the effort and cost of the project in order to

determine whether the project is progressing in the right direction or not.

d. Control and Validation- During the project life cycle, the project activities should be

thoroughly controlled and validated. The controlling can be mainly done by adhering to

the initial protocols such as project plan, quality assurance test plan and communication

plan for the project.

Sometimes, there can be instances that are not covered by such protocols. In such

cases, the project manager should use adequate and necessary measurements in order

to control such situations.

Validation is a supporting activity that runs from first day to the last day of a project.

Each and every activity and delivery should have its own validation criteria in order to

verify the successful outcome or the successful completion.

When it comes to project deliveries and requirements, a separate team called quality

assurance team will assist the project team for validation and verification functions.

e. Closeout and Evaluation- Once all the project requirements are achieved, it is time to

hand over the implemented system and closeout the project. If the project deliveries

are in par with the acceptance criteria defined by the client, the project will be duly

accepted and paid by the customer.

Once the project closeout takes place, it is time to evaluate the entire project. In this

evaluation, the mistakes made by the project team will be identified and will take

necessary steps to avoid them in the future projects.

During the project evaluation process, the service provider may notice that they haven&#39;t

gained the expected margins for the project and may have exceeded the timelines

planned at the beginning.

In such cases, the project is not a 100% success to the service provider. Therefore, such

instances should be studied carefully and should take necessary actions to avoid in the

future.

1. IT Project Management Methodology

Waterfall methodology, often referred to as SDLC (Software Development Life Cycle) is a project management methodology theme with a very simple approach that values solid planning, doing it once and doing it right, rather than the Agile approach of incremental and iterative delivery. It’s simple to understand because you simply make a good plan, and execute on it.

The project manager tends to be large and in charge, and work is planned extensively up front and then executed, in strict sequence, adhering to requirements, to deliver the project in a single, and usually very long cycle.

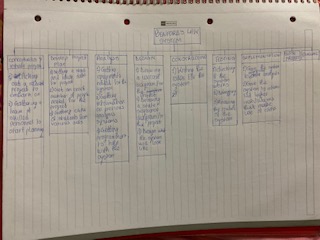
Requirements are defined in full at the beginning, at the top of the Waterfall before any work starts. Work then cascades, like water down a Waterfall through phases of the project. In a Waterfall model, each phase must be completed before the next phase can begin and there is no overlapping in the phases. Typically, in a Waterfall approach, the outcome of one phase acts as the input for the next phase sequentially.

After the plan is approved, there’s little scope to adapt the plan unless absolutely necessary, and changes that are needed usually require change requests. The project then flows through the process from requirements, through design, implementation, testing and into maintenance.

Because of the single cycle approach, in a Waterfall project, there’s little scope to reflect, revise and adapt once you’ve completed something. Once you’re in the testing stage, it is very difficult to go back and change something that was not well designed in the concept stage. There’s also nothing to show and tell the client as you go along. You complete the project with a big fanfare and pray the client likes it. That’s potentially very risky.

Waterfall is generally regarded with some disdain within agencies as an inefficient and passé traditional project management approach. But Waterfall can be a useful and predictable approach if requirements are fixed, well documented and clear, the technology is understood and mature, the project is short, and there’s no additional value gained from ‘going Agile’. A Waterfall approach can actually provide more predictable end result for budget, timeline and scope.

QUESTION 2: WBS for analysation Benford’s law system



QUESTION 3: Why is the study of project management important for computing and information technology students?

**1. Defines a plan and organises chaos**– projects are naturally chaotic. The primary business function of project management is organizing and planning projects to tame this chaos. A clear path mapped out from start to finish ensures the outcome meets the goals of your project.  
  
**2. Establishes a schedule and plan** – Without a schedule, a project has a higher probability of delays and cost overruns. A sound schedule is key to a successful project.  
  
**3. Enforces and encourages teamwork** – A project brings people together to share ideas and provide inspiration. Collaboration is the cornerstone to effective project planning and management.  
  
**4. Maximises resources** – Resources, whether financial or human, are expensive. By enforcing project management disciplines such as project tracking and risk management, all resources are used efficiently and economically.  
  
**5. Manages Integration** – Projects don’t happen in a vacuum. They need to be integrated with business processes, systems and organizations.  
You can’t build a sales system that doesn’t integrate with your sales process and sales organization. It wouldn’t add much value. Integration is often key to project value.  
Project management identifies and manages integration.  
  
**6. Controls cost** – some projects can cost a significant amount of money so on budget performance is essential. Using project management strategies greatly reduces the risk of budget overruns.  
  
**7. Manages change** – projects always happen in an environment in which nothing is constant except change. Managing change is a complex and daunting task. It is not optional.  
  
**8. Managing quality**– Quality is the value of what you produce. Project management identifies, manages and controls quality. This results in a high quality product or service and a happy client.  
  
**9. Retain and use knowledge**– projects generate knowledge or at least they should. Knowledge represents a significant asset for most businesses. Left unmanaged knowledge tends to quickly fade. Project management ensures that knowledge is captured and managed.  
  
**10. Learning from failure** – projects do fail. When they do, it is important to learn from the process. Project management ensures that lessons are learned from project success and failure.