

1. How did the reasons for project failure in the “Seven Reasons IT Projects Fail” article compare to the Wikipedia’s?

Ch. 3: Planning the Project - “primary cause of project failure is due to failure to plan properly”

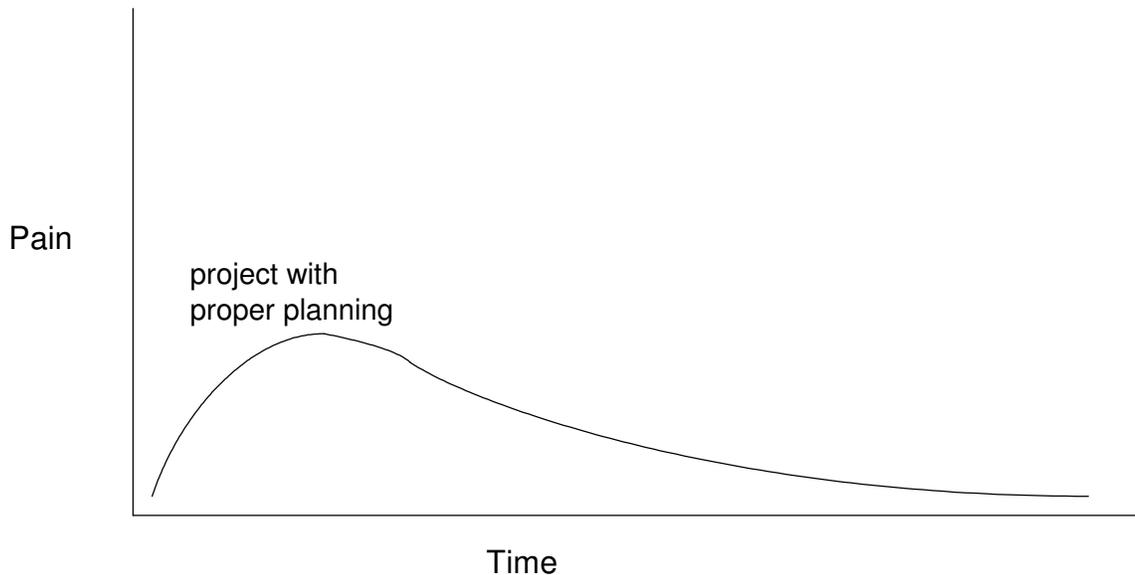
2. What do you suppose are the two barriers to good planning?

a) prevailing culture that planning is

b) human nature - planning is a painful activity. Why is planning for a project a painful activity?

3. The textbook illustrates the “project” pain curves for projects with and without proper planning.

a) Estimate the project pain curve for a *project without proper planning*. (The area under the curve represents the total amount of pain.)



b) Add vertical line separating stages in the project life cycle: Concept, Definition, Planning, Execution, Closeout

4. *Managing's* main function is to ensure desired organizational objectives are met by exercising control over scarce resources. *Control* is exercised by comparing where you are to where you are suppose to be so that corrective action can be taken when there is deviation. What conclusion(s) can we draw with respect to project management plan?

5. Planning must attend to the following 3 kinds of activities. What is the focus of each?

a) strategy -

b) implementation -

c) logistics -

6. Plan Ingredients:

Plan Ingredients	Action/Purpose
Problem statement	
Mission statement	
Project objectives	
Project strategy	
Scope statement	
Project work requirements	
Exit criteria for each milestone	
End-item specifications	
Work Breakdown Structure (WBS)	
Master Schedule including:	use WBS to estimate activity duration's, resource requirements, and costs
◆ milestones and working schedule	
◆ required resources for scheduled items	
◆ control system	
◆ major contributors	
◆ risk areas with contingencies	

7. Sign-off of the Plan

a) Why should it be submitted for to all stakeholders for signatures?

b) Why should the plan be signed at a “Project Plan Review Meeting”?

c) Why should stakeholders be encouraged to “shoot holes in the plan”?

8. Changing the plan should follow “standard” change procedure.

a) Why should the plan only be changed when a significant deviation occurs?

b) How do “standard” change procedures protect from “scope creep”?

c) Why should causes of changes be documented for future planning of projects?

9. Suggestions for effective planning

a) Why should you “Plan to plan” with a well-run meeting?

b) Why should the people doing the work participate in the plan development?

c) Why should you be prepared to replan?

d) Why should planning begin by looking at purpose of the project/problem statement?

Ch 4. Developing Mission, Vision, Goals, and Objectives

10. Why mistake(s) can be made at this stage that “dooms” a project to failure?

11. A *problem* is a gap between here you are and where you want to be, with obstacles existing that prevent easy movement to close the gap. Consider the textbook’s example of getting a new job in another city:

Problem: I have no place to live.		
Musts"	Wants:	Nice:
- 3 bedrooms - 2,500 sq ft - 2-car garage - 1-acre lot - large family room	- room for home office - basement	- fireplace in family room
Mission: To find a place to live that meets all "musts" and as many others as possible.		

12. Why are the following questions good to ask when developing a Project's Mission statement?

a) What are we going to do?

b) For whom are we going to do it?

13. Why is the following question "bad" to ask when developing a Project's Mission statement?

a) How will we achieve the mission?

14. After the mission statement, you develop the project objectives. Objectives are more specific and define desired results that must be achieved in order for the overall mission to be accomplished. Should project objectives address "how" to reach the desired results?

15. Mission objectives must be SMART: Specific, Measurable, Attainable, Realistic, and Time-limited. How does including the people doing the work help make the Mission Objectives SMART?

16. Why are the following two questions useful in setting objectives and in monitoring progress toward those objectives?

a) Outcome frame: What is our desired outcome?

b) Evidence question: How will we know when we achieve the outcome?

Example objectives from textbook:

- Our objective is to develop a one-minute commercial to solicit contributions to XYZ to air on local TV stations by June 5, 2012.
- Our objective is to raise \$600,000 in funds from local viewers by Sept. 18, 2012.

17. After objectives are developed, develop plans on how to achieve them including thinking about risks and contingency plans ahead of time for critical objectives by asking "What could go wrong?". Why should you just focus on the mostly risks and not all possible risks?