# CHAPTER 2

# The Project Management and Information Technology Context

**Hand Out # 2**

# Objectives

After reading this chapter you will be able to:

1. Understand the systems view of project management and how it applies to information technology projects
2. Explain the four general phases in the project life cycle
3. Distinguish between project development and product development
4. Analyze a formal organization using the four frames of organizations
5. Explain the differences among functional, matrix, and project organizational structures
6. Explain why top management commitment to project management is critical for a project’s success
7. List important skills and attributes of a good project manager
8. Briefly describe the five process groups of project management, the typical level of activity for each, and interactions among them
9. See how the project process groups relate to project management knowledge areas and how organizations can develop an information technology project management methodology.

# Chapter Outline

**A Systems View of Project Management**

**Project Phases and the Project Life Cycle**

Product Life Cycles

The Importance of Project Phases and Management Reviews

**Understanding Organizations**

Organizational Structures

Stakeholder Management

Top Management Commitment

###### Suggested Skills for a Project Manager

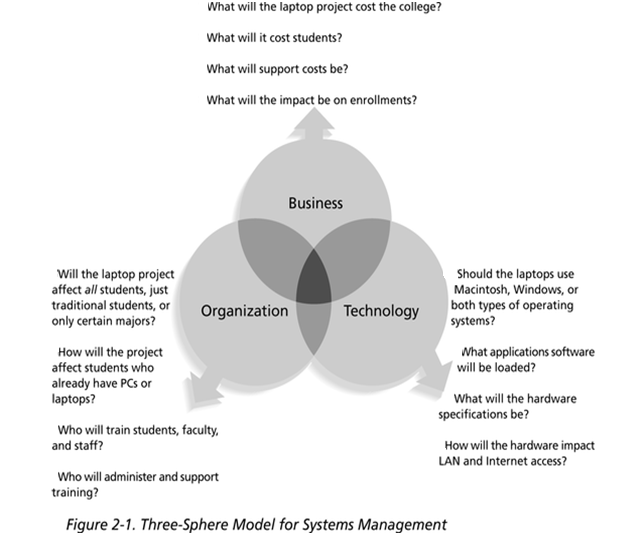
###### Project Management Process Groups

###### Developing and Information Technology Project Management Methodology

# Lecture Notes

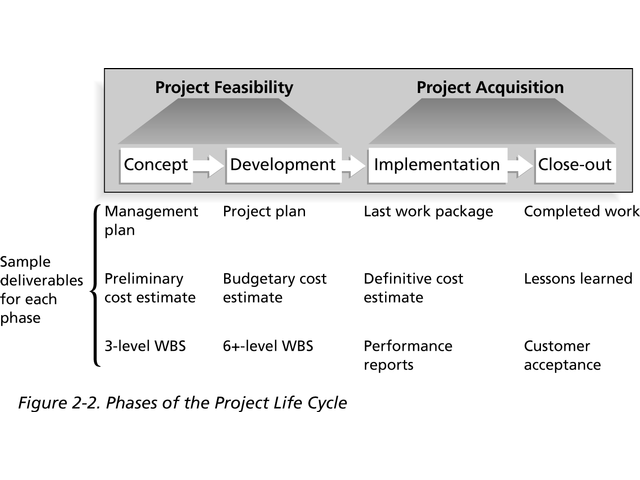
## A Systems View of Project Management

Most have heard about the information technology and its different fields applying the systems approach. It is still important to know how it relates projects in the context of a larger system. Figure 2-1 provides an example of applying the three-sphere model of systems management to opening case. For example; free distribution of laptops among students of University and to its associated colleges.



## Project Phases and the Project Life Cycle

All projects follow a typical project life cycle composed of four phases’⎯ Concept, Development, Implementation, and Close-out. The project life cycle with product life cycles is shown in Figure below.

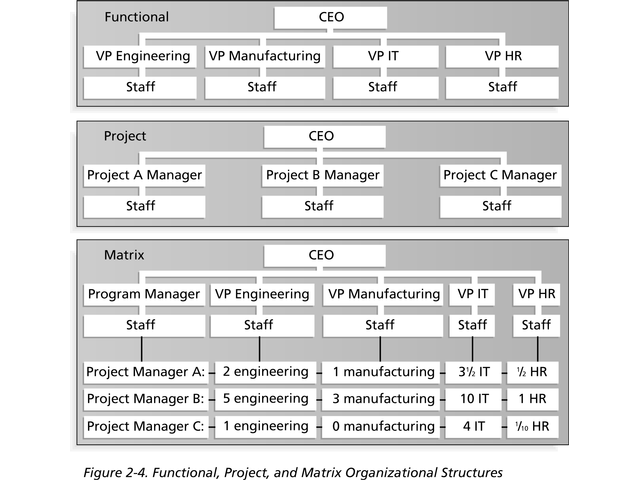


## Understanding Organizations

There are many books and courses on organizational behavior. The four frames of organizations presented here provide a good reference for various aspects of organizations. The structural frame is mostly used and it is also important to address the human resources, political, and symbolic frames of organizations.

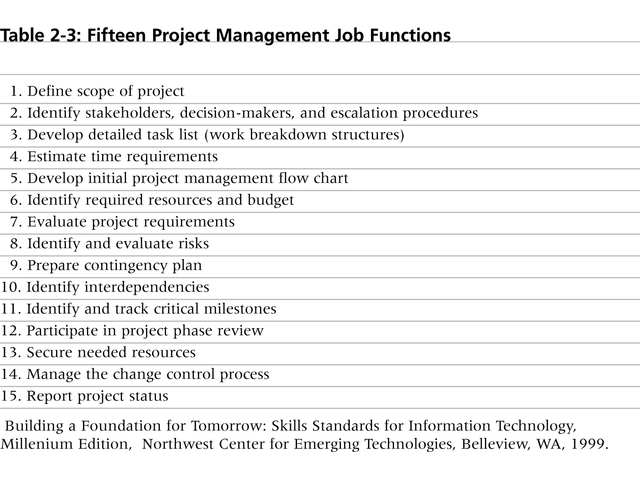
***Organizational Structures***

Various organizational charts shown in Figure 2-4.

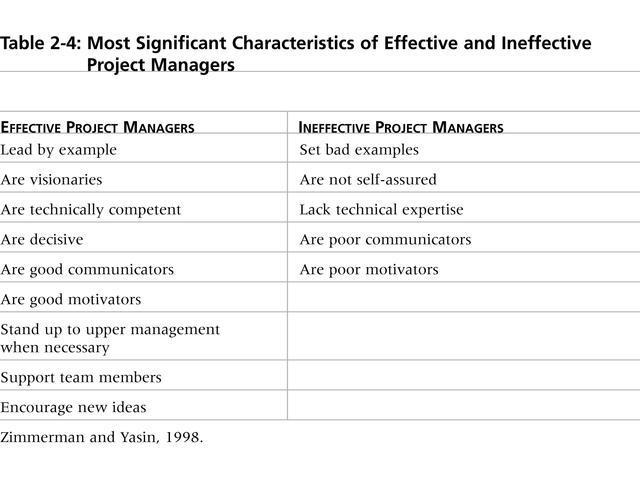


**Suggested Skills for a Project Manager**

Project management requires many different skills. Table 2-3 as an example of what project managers do.



Also Table 2-4 to compare characteristics of effective and ineffective of project managers.



## Project Management Process Groups

Project management process groups progress from initiation activities to planning activities, executing activities, controlling activities, and closing activities. These are process groups and not the project life cycle phases. Figure 2-5 to show how the process groups relate to each other and the level of activity over time. Mostly time should be spent on executing processes followed by planning processes.

