Ecommerce Website Project Management

电子商务网站项目管理

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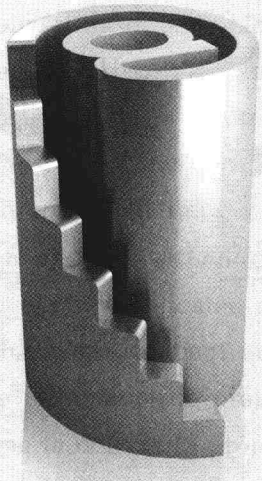

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Preface

As companies discover new ways to become more efficient, customer friendly and competitive , responsibility for actual implementation continues to fall on information systems (IS) managers and staff. This will continue well into the next century.

The last few years have seen a surge in business philosophies, such as restructuring downsizing, rightsizing and re-engineering, all aimed at helping businesses survive and grow in an intensely competitive business environment. All of these philosophies also have at least one other characteristic in common. At some point, an IS project manager is generally empowered to deliver a computer application to support the business decisions.

The last decade has also seen a surge in the variety of computer technology available (e. g. database servers, languages, operating systems, network software. GUIs, pen-based computing and voice automation). A broad range of architectures (e. g. , open systems, client/server, distributed) allow many of these products to be connected in innovative ways for a variety of applications. Here too, an IS project manager is asked to step in , regardless of the nature of the technical solution.

The project manager's role appears to be secure in the future; however, one additional thing is clear. With the momentum of business changes with a continuing technological revolution , the management discipline is becoming more complicated and critical than before.

This book is about management at the project level. It is intended to provide information to project managers or aspiring project managers, to allow them to deliver IS projects successfully. Guidelines and techniques presented in this book are based on the actual work experiences of the authors.

This book provides a framework for introducing project in a planned , cohesive and coordinated manner , so that they are driven by demonstrated business needs. The book can be used as a handbook to initiate, develop, and implement projects on time and within budget. The author have written this book with hope that it will stimulate critical thinking and provide an opportunity to analyze business needs and objectives, assess risks and benefits, and understand the total lifecycle costs of a project before it is actually undertaken. Due to the time constraint, please be advised that there maybe exist few mistake and miss-spelling, would be appreciated your kindness to point it out for us.

Appreciations also goes for Guilin University of Technology ' s teaching material funds' support , which enable this book to publish.

Liu Hewei. ; Li, Junbo.
June 28, 2011.

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Chapter 1 Project Life Cycle

1 What's a project?

A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of aproject indicates a definite beginning and end. The end is reached when the project's objectives have been achieved or when its objectives will not or cannot be met, or when the need for the project no longer exists. Temporary does not necessarily mean short in duration. Temporary not generally apply to the product, service, or result created by the project; most projects are undertaken to create a lasting outcome. For instance, a project to build a national monument will create a result expected to last centuries. Projects can also have social, economic, and environmental impacts that far outlast the projects themselves.

Every project creates a unique product, service, or result. Although repetitive elements may be present in some project deliverables, this repetition does not change the fundamental uniqueness of the present work in some project deliverables, For example, office buildings are constructed with the same or similar materials or by the same team, but each location is unique—with a different design, different circumstances different contractors, and so on.

An ongoing work effort is generally a repetitive process because it follows an organization's existing procedures. In contrast, because of the unique nature of projects, there may be uncertainties about the products, services, or results that the project creates. Project tasks can be new to a project team, which necessitates more dedicated planning than other routine work. In addition projects are undertaken at all organizational levels. A project can involve a single person, a single organizational unit, or multiple organizational

units.

A project can create:

(1) A product that can be either a component of another item or an end item in itself.

(2) A capability to perform a service (e. g. , a business function that supports production or distribution).

(3) A result such as art outcome or document (e. g. , a research project that develops knowledge that can be used to determine whether a trend is present or a new process will benefit society).

Examples of projects include, while not limited to:

(1) Developing a new product or service.

(2) Effecting a change in the structure, staffing, or style of an organization.

(3) Developing or acquiring a new or modified information system.

(4) Constructing a building or infrastructure.

(5) Implementing a new business process or procedure.

Table 1 - 1 Comparative Overview of Project, Program and Portfolio Management.

	PROJECTS	PROGRAMS	PROTFOLIOS
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a large scope and provide more significant benefits.	Portfolios have a business scope that changes with the strategic goals of the organization.
Change	Project manager expect change and implement processes to keep change managed and controlled.	The program manager must expect change from both inside and outside the program and be prepared to manage it.	Portfolio managers continually monitor changes in the broad environment.

续表

	PROJECTS	PROGRAMS	PROTFOLIOS
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Program managers develop the overall program plan and create high-level plans to guide detailed planning at the component level.	Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio.
Management	Project managers manage the project team to meet the project objectives.	Program managers manage the program staff and the project managers: they provide vision and overall leadership.	Portfolio managers may manage or coordinate portfolio management staff.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree if customer satisfaction.	Success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.	Success is measured in terms of aggregate performance of portfolio components.
Monitoring	Project manager monitor and control the work of producing the products, services or results that the project was undertaken to produce.	Program manager monitor the progress of program components to ensure the overall goals schedules, budget and benefits of the program will be met.	Portfolio managers monitor aggregate performance and value indicators.

1.1 What is Project Management?

Project management is the application of knowledge. skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the 42 logically grouped project management processes comprising the 5 Process Groups These 5 Process Groups. are:

- Initiating

- Planning
- Executing
- Monitoring and Controlling, and Closing

Managing a project typically includes:

- Identifying requirements.
- Addressing the various needs, concerns, and expectations of the stakeholders as the project is planned and carried out.
- Balancing the competing project constraints including, while not limited to:

ⅰ. Scope
ⅱ. Quality
ⅲ. Schedule
ⅳ. Budget
ⅴ. Resources
ⅵ. Risk

The specific project will influence the constraints on which the project manager needs to focus.

The relationship among these factors is such that if any one factor changes at least one other factor is likely to be affected. For example, if the schedule is shortened, often the budget needs to be increased to add additional resources to complete the same amount of work. In less time If a budget increase is not possible, the scope or quality may be reduced to deliver a product in less time for the same budget . Project stakeholders may have differing ideas as to which factors are the most important, creating an even greater challenge. Changing the project requirements may create additional risks. The project team must be able to assess the situation and balance the demands in order to deliver a successful project.

Because of the potential for change, the project management plan is iterative and goes through progressive elaboration throughout the project s life cycle Progressive elaboration involves continuously improving and detailing a plan as more—detailed and specific information and more accurate estimates

become available. Progressive elaboration allows a project management team to manage to a greater level of detail as the project evolves.

1.2 Relationships Among Project Management, Program Management, and Portfolio Management

In mature project management organizations, project management exists in a broader context governed by program management and portfolio management. The organizational strategies and priorities are linked and have relationships between portfolios and programs, and between programs and individual projects. Organizational planning impacts the projects by means of project prioritization based on risk, funding, and the organization's strategic plan. Organizational planning can direct the funding and support for the component projects on the basis of risk categories specific lines of business or general types of projects, such as infrastructure and internal process improvement.

2 What's a project manager?

The project manager is the person assigned by the performing organization to achieve the project objective.

The role of a project manager is distinct from a functional manager or operations manager. Typically the functional manager is focused On providing management oversight for an administrative area and operations managers are responsible for a facet of the core business.

Depending on the organizational structure, a project manager may report to a functional manager. In other cases, a project manager may be one of several project managers who report to a portfolio or program manager that is ultimately responsible for enterprise-wide projects. In this type of structure, the project manager closely with the portfolio or program manager to achieve the project objectives and to ensure the project plan aligns with the overarching program plan.

Many of the tools and techniques for managing projects are specific to a

project manager. However, understanding and applying the knowledge, tools, and techniques that are recognized as good practice is not sufficient for effective project management. In addition to any area-specific skills and general management proficiencies required for the project, effective project management requires that the project manager possess the following characteristics:

(1) Knowledge. This refers to what the project manager knows about project management,

(2) Performance. This refers to what the project manager is able to do or accomplish while applying their project management knowledge.

(3) Personal. This refers to how the project manager behaves when performing the project or related activity. Personal effectiveness encompasses attitudes, core personality characteristics and leadership – – the ability to guide the project team while achieving project objectives and balancing the project constraints.

3 The Project Life Cycle—Overview

A project life cycle is a collection of generally sequential and sometimes overlapping project phases whose name and number are determined by the management and control needs of the organization or organizations involved in the project the nature of the project itself, and its area of application. A life cycle can be documented with a methodology. The project life cycle can be determined or shaped by the unique aspects of the organization industry or technology employed. While every project has a definite start and a definite end the specific deliverables and activities that take place in between will vary widely with the project The life cycle provides the basic framework for managing the project, regardless of the specific work involved.

3.1 Characteristics of the Project Life Cycle

Projects vary in size and complexity No matter how large or small simple or complex; all projects can be mapped to the following life cycle structure

- Starting the project,
- Organizing and preparing
- Carrying out the project work
- Closing the project

This generic life cycle structure is often referred to when communicating with upper management or other entities less familiar with the details of the project This high—level view can provide a common frame of reference for comparing projects – – even if they are dissimilar in nature. When theses are sequential, the of a ends with some form of translator or handoff. The work product produced as the phase deliverable. This phase end represents a natural reassess the effort underway and to change or terminate the project if necessary. These points referred to as phase exits milestones, phase gates, decision gates, stage gates, or kill position focus that from any other phase, This often involves different organizations and different skills.

The primary deliverable or objective of the phase requires an extra degree of control to be successfully achieved, the repetition of processes across all 5 Process Group at as described provides that additional degree of control and defines the boundaries of the phase.

3.2 Product vs Project Life Cycle Relationships

The product life cycle consists of generally sequential non—overlapping product phases determined by the manufacturing and control need of the organization. The last product life cycle phase for a product is generally the products retirement project life cycles occur in one or more phases of a product life cycle. It should be taken to distinguish the project life cycle from the product of cycle. All projects have a purpose or objective, but in those cases where the objective is a service or result, there may be a life cycle for the service or result, not a product life cycle. When the output of the project is related for product, there are many possible relationships. For instance, the development of new product could be a project on its own . Alternatively an existing product might benefit from project to add new functions or features,

or a project might be created to develop a new model.

Many facets of the product life cycle lend themselves to being run as projects, for example performing a feasibility study, conducting market research running an advertising campaign. installing a product, holding focus groups conducting product in a test market. In each of these examples, the project life cycle would differ from the product life cycle . Since one product may have many projects associated with it, additional efficiencies may be gained by managing all related projects collectively, For instance ,a number of separate projects may be related to the development of a new automobile. Each project may be distinct but still contributes a key deliverable necessary to bring the automobile to market oversight of all projects by a higher authority could significantly increase the likelihood of success.

3.3 Project Phases

Project phases are divisions within a project where extra control is needed to effectively manage the completion of a major deliverable. Project phases are typically completed sequentially.

There are some overlap in some project situations The high level nature of project phases makes them an element of the project life cycle A project phase is not a Project Management Process Group. The phase structure allows the project to be segmented into logical subsets for ease of management, planning and control The number of phases, the need for phases and the degree of control applied depend on the size. complexity, and potential impact of the project Regardless of the number of phases comprising a project, all phases bare similar characteristics.

When phases are sequential 1he close of a phase ends with some form of transfer or handoff of the work product produced as the phase deliverable. This phase end represents a natural point to reassess the effort underway and to change or terminate the project it necessary. These points are referred to as phase exits, milestones phase gates, decision gates, stage gates, or kill points.

- The work has a distinct focus that differs from any other phase This

Often involves different organizations and different skill sets.

• The primary deliverable or objective of the phase requires an extra degree of control to be successfully achieved the repetition of processes across all fire Process Groups.

Although many projects may have similar phase names with similar deliverables, few are identical.

There is no single way to define the ideal structure for a project. Although industry common practices will often lead for the use of a preferred structure, projects in the same industry revenue. In the same organization—may have significant variation some organizations have established policies that standardize all projects while others allow the project management learn to choose the most appropriate for their individual project. For instance, one organization may treat a feasibility study as routine pre-project work another may treat it as the first phase of a project, and a third might treat the feasibility study as a separate stand-alone project. Likewise, one project learn might divide a project into two phases where a different project team might choose to manage all the work as a single phase Much depends on the nature of the specific project and the style of the project team or organization.

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