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Unit 1 Project   
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**Compare and contrast the three components of the triple constraint. Evaluate the consequences of changes occurring in each component.**

The three components of triple constraint are time, cost, and scope. The definitions and consequences of changing a component can be seen below. Note: changing any one of the components can affect the other components.

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| **COMPONENT** | **DEFINITION** | **CONSEQUENCES** |
| Time | Is the amount of time required to reach the deliverable | By changing the time, the scope and costs associated with the project will change. |
| Cost | Is the estimated amount of money the project will cost (includes resources, work done, supplies, etc.) | When the costs change within the project, scope and time can be affected. |
| Scope | The functional elements that the entire project is comprised of | When the scope is changed, costs and time can be affected respectively. |

(Tsonga, 2011)  
  
**Validate each of the nine project management knowledge areas by providing a one sentence justification of each.**

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| **KNOWLEDGE AREA** | **JUSTIFICATION** |
| Project Integration Management | This process is about the coordination of other areas to be progressive until the project is complete. |
| Project Scope Management | This manages the current requirements of the project and governs any changes or updates to the scope of the project. |
| Time Management | This process manages the schedule of the project. |
| Cost Management | This process manages the costs associated with the project. |
| Quality Management | This process makes sure the project is meeting all its inherent requirements. |
| Human Resource Management | This process manages the people that develop and work on the project. |
| Communication Management | This process governs information, the flow of that information, and the performance reporting. |
| Risk Management | This process identifies and controls the risks associated with the project. |
| Procurement Management | This process is used in the acquisition of services, materials, and other resources that are required to complete the project. |

(PMI, n.d.)

**Discriminate between leadership and management. Illustrate how these two terms relate to a project manager.**

Schwalbe (2011) suggests that leadership is about focusing on the larger picture; a leader manages a company’s long-term goals, and inspires personnel to reach those goals (Schwalbe, 2011). In contrast, a manager is more about working with the immediate tasks and problems that facilitate the daily workflow at the company. For example, a CIO would be considered to be the leadership of an organization, whereas the manager of the IT department would be considered management, or a manager. Now, when comparing a project manager to a manager or leadership, it is said that a good project manager actually has both manager and leadership qualities. Project managers must be aware of the project objectives, know how to communicate effectively with people at all levels of the organization, and understand the company’s needs, as well as have the ability to do what it takes to get the job done (Schwalbe, 2011). Project managers must think big and small, and have the necessary skills to manage and lead people.

**Provide examples for each of the three major types of organizational structure that clearly distinguish each.**

There are three organization structures; they are functional, project, and matrix. Functional is the most common (a top down approach), where the CEO is at the top of the chart, then the vice presidents, and then the vice presidents’ staffs. A project organizational structure is where program managers report to the CEO, and then the staff report to the program managers. The matrix organizational structure is the middle ground, where personnel can report to the CEO or project managers.

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| **ORGANIZATION STRUCTURE** | **EXAMPLES** |
| Functional | Colleges, universities |
| Project | Defense, architectural, engineering, and consulting |
| Matrix | Anyone who wants to have staff from different functional areas work on projects. Project managers can change the matrix accordingly that best fits the needs of a project. |

(Schwalbe, 2011)

**Analyze why top management commitment to project managers is crucial?**   
Executive support is highly important to the success of any given project. This has to do with several important reasons. (1) Project managers need the required resources allocated for the project. If executive support is not onboard, the resources could dry up pretty fast; no resources equates to no project. (2) Project managers need approval for specially required hardware, software, and/or personnel; these would have to be approved by upper management. If the project does not have the full support from the executive side of the house, those resources will not get approved, and the project will come to a standstill. (3) Project managers not only work with team members on the project, but with other personnel throughout the organization. If the project manager is having problems with these areas in the organization, it would be nice to have the executives step in and push things along. If not, the project grinds to a halt. (4) Finally, having executive support gives the project manager someone to provide answers [related to the project] and offer mentorship if needed. Without the executive support, the project manager would have no one to turn to (Schwalbe, 2011).

**Ascertain the key benefit of each of the five predictive models associated with the systems development life cycle.**  
The systems development life cycle (SDLC) is a phased-based approach to increasing quality throughout the life of software. To achieve this better quality, SDLC uses a variety of models, known as predictive models. The five predictive models of SDLC are waterfall, spiral, incremental build, prototyping, and rapid application development (RAD).

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| **SDLC PREDICTIVE MODEL** | **BENEFITS** |
| Waterfall | Has well-defined, linear stages throughout the software life cycle |
| Spiral | Recognizes that software is developed using an iterative or spiral approach |
| Incremental Build | Has progressive software development attributes, adding capabilities with each new release |
| Prototyping | Helps clarifies software development, reduces problems during implementation, and increases the adoption rate |
| RAD | Increases the development process by speeding up prototyping and coding |

(Schwalbe, 2011).

References

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