



# CC5001

## Project Planning and Project Management Week 2: Project Life Cycles

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# Last week

- Definitions
  - What is a project?
  - What is project management?
  - Project manager: roles and responsibilities
  - Project management activities in various contexts



# Any Questions?

# Project Life Cycles

- What is a project life cycle?
- Some examples
- A project life cycle in detail

# Project Life Cycles

- Model main stages common to all projects
- Almost as many different models as there are project management authors
- Wide range of terminology used – overlap
- It is *only* a model
  - does not tell you *everything* you need to do and *when*

# Project Life Cycles

Some examples ...

- 3-Phase Project Life Cycle
  - Design & Plan
  - Execute and Deliver
  - Improve the Process

(e.g. Maylor, 1999)

# Project Life Cycles

Some examples ...

- 5-Phase Project Life Cycle
  - Define
  - Plan
  - Organise
  - Execute
  - Close

(e.g. Weiss & Wysoscki, 1992)

# Project Life Cycles

Some examples ...

- 4-Phase Project Life Cycle
  - Conceptualise
  - Plan
  - Implement
  - Complete

(e.g. Burke, 2003)



# Project Life Cycles

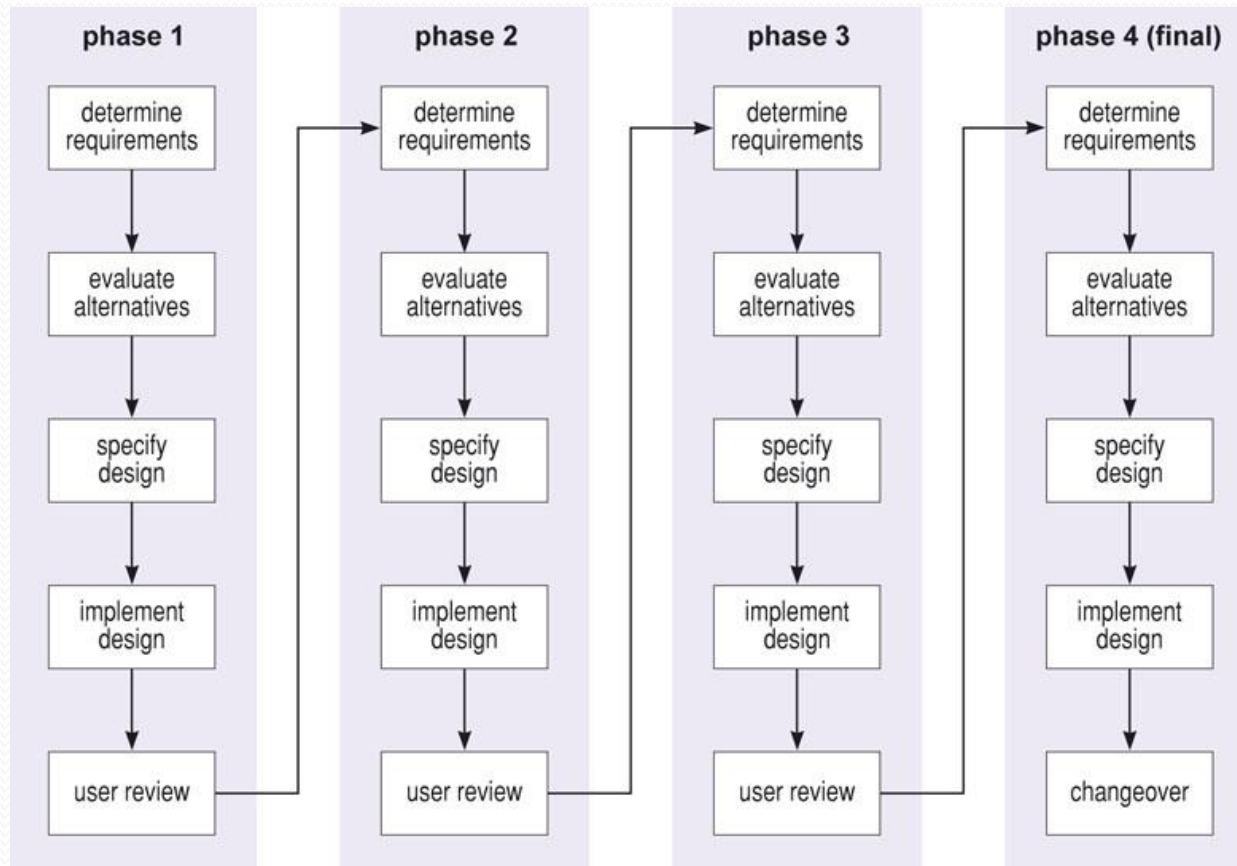
Development life cycles are embedded within project life cycles

Can have ...

- Phased Life Cycles
  - Delivery in stages
- Prototyping Life Cycles
  - Rapid Application Development
  - Agile methods
  - Scrum
  - Dynamic Systems Development Method (DSDM)

(also see Field & Keller, 1998)

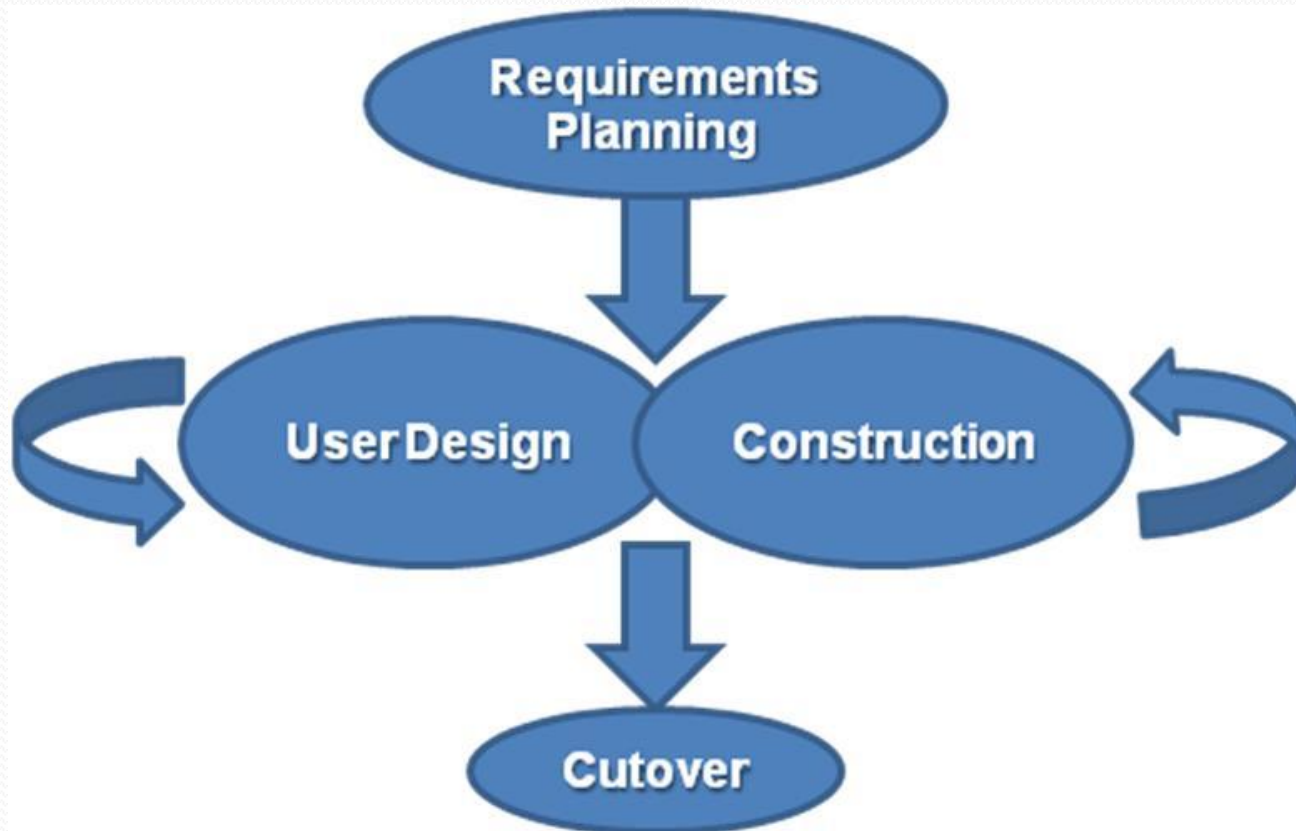
# Phased Life Cycle



Phased development life cycle (Jordan and Machesky, 1990)

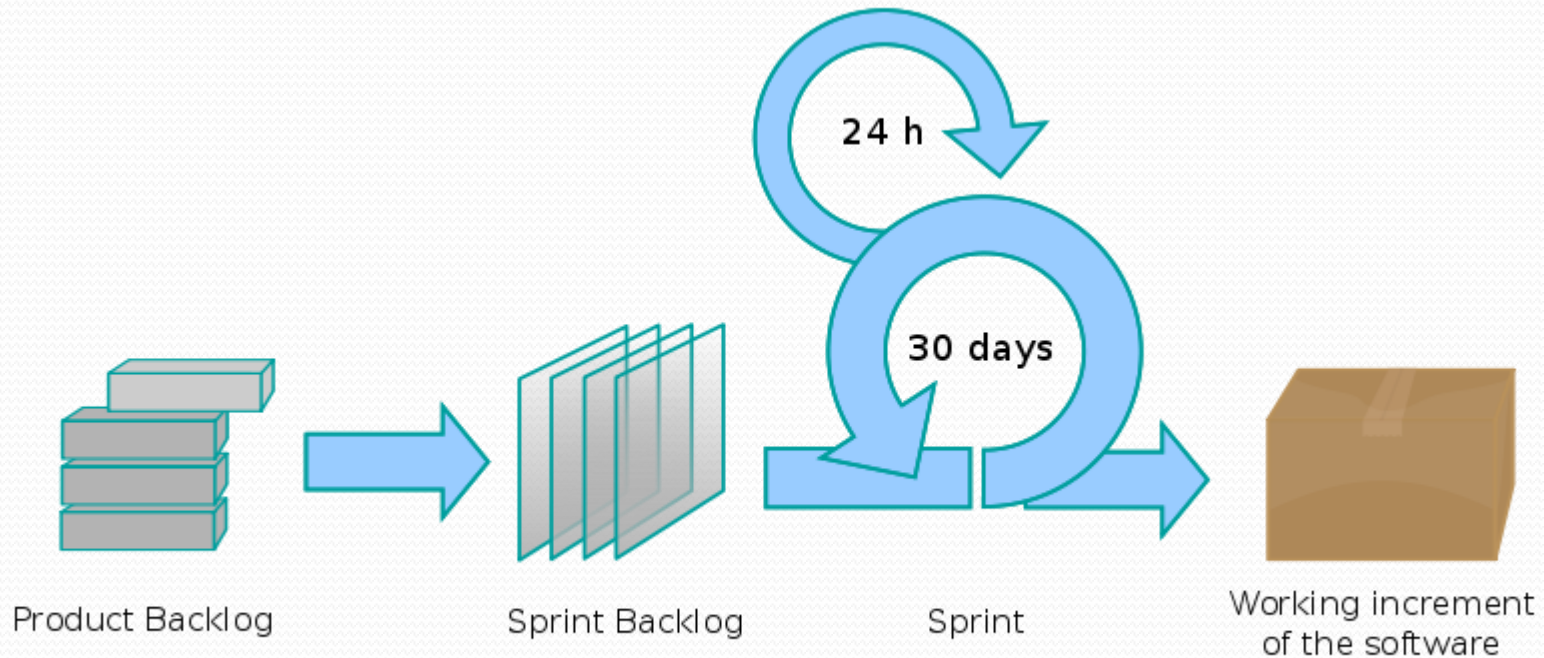
Source: <http://openlearn.open.ac.uk/mod/oucontent/view.php?id=403254&section=6.2>

# Rapid Application Development



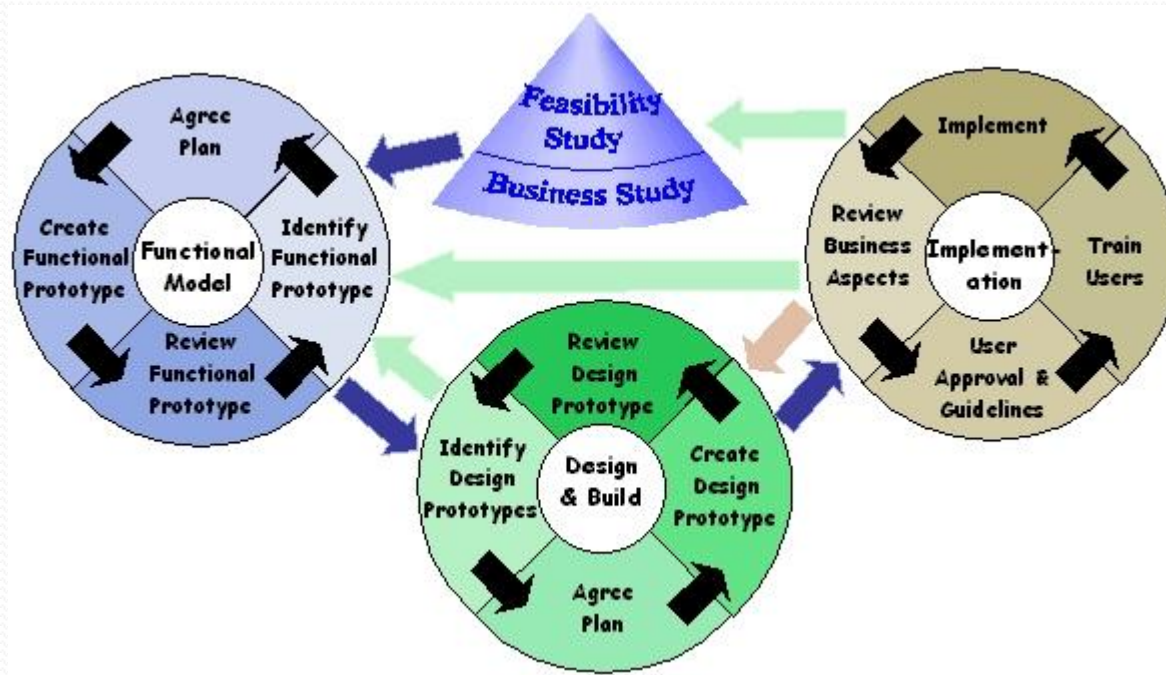
Source: [http://en.wikipedia.org/wiki/Rapid\\_application\\_development](http://en.wikipedia.org/wiki/Rapid_application_development)

# Scrum Methodology



Source: [http://en.wikipedia.org/wiki/File:Scrum\\_process.svg](http://en.wikipedia.org/wiki/File:Scrum_process.svg)

# DSDM



Source: <http://www.codeproject.com/KB/architecture/DSDM/dsdm1.jpg>

# Project Life Cycles

- Do not confuse **project** life cycles with **development** life cycles:
  - **Project** life cycles are concerned with the overall management and delivery of the project
  - **Development** life cycles are concerned with the **technical** aspects of delivery

# Project Life Cycles

For example:

The **project** life cycles for

- a new IT banking system
- building a bridge
- launching a space probe

could easily be the same...

...but the **development** life cycles would certainly be very different

# A Project Life Cycle In Detail

- The 4-Phase Project Life Cycle
  - Conceptualisation
  - Planning
  - Implementation
  - Completion
- This will be our 'default' project life cycle



# Project Life Cycle

## Life Cycles

- **Project life cycle**

- what are the different stages?
- what happens at each stage?



Conceptualisation =

initiation and definition

Planning =

planning

Implementation =

execution and  
monitoring & control

Completion =

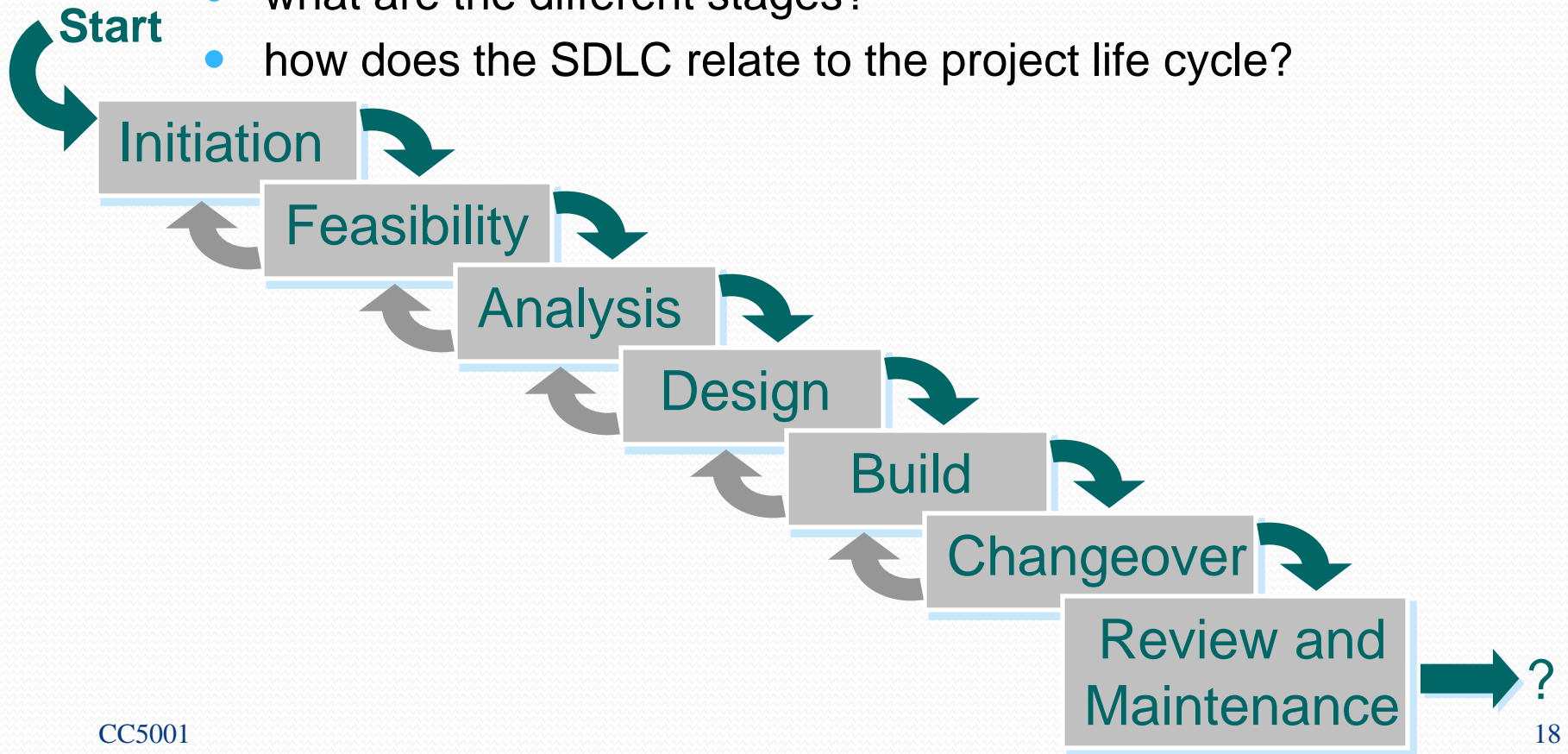
closure and review

# Systems Development Life Cycle

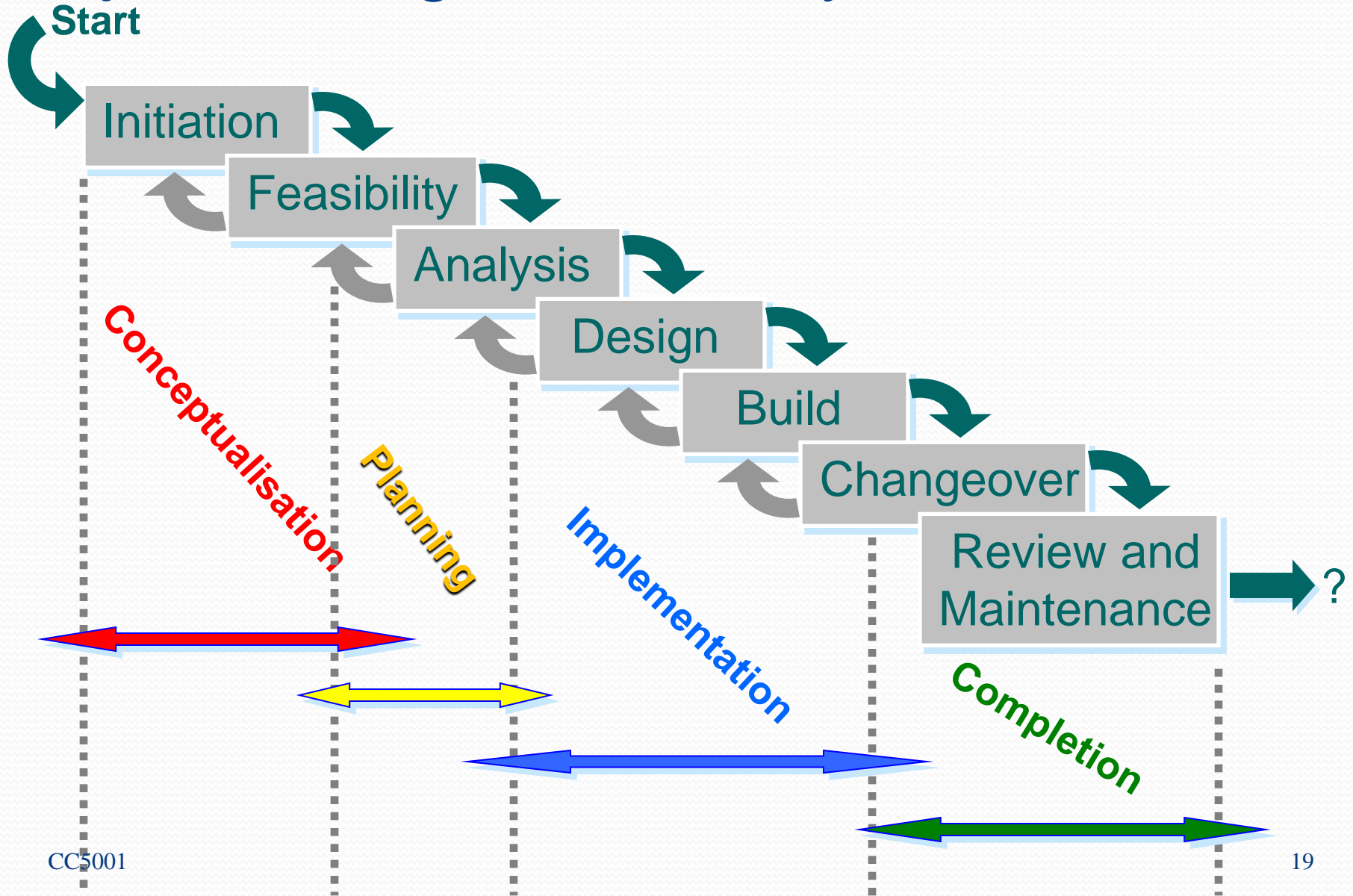
## Life Cycles

- **Systems development life cycle**

- what are the different stages?
- how does the SDLC relate to the project life cycle?



# Project management life cycle & the SDLC



...are we producing what the user really needs?...



How the customer explained it



How the Project Leader understood it



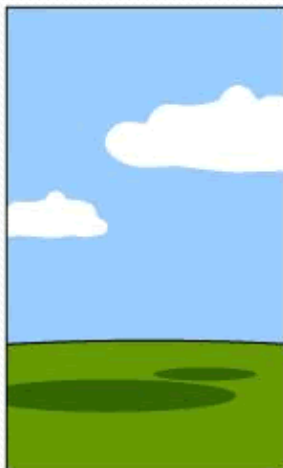
How the Analyst designed it



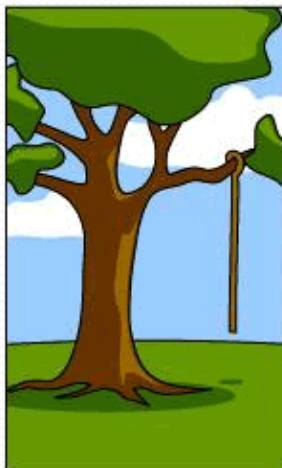
How the Programmer wrote it



How the Business Consultant described it



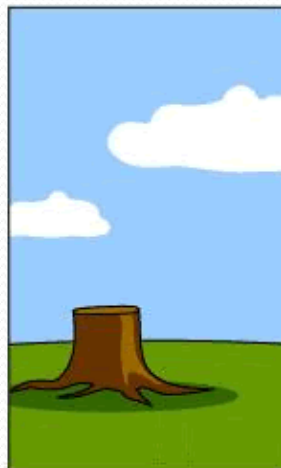
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed



# Any Questions?

# Further Reading

- Gray CF & Larson EW (2000) Project Management, McGraw-Hill
- Cadle J & Yeates D (2007) Project Management for Information Systems, Prentice-Hall
- Burke R (2003) Project Management: Planning and Control Techniques, 3rd edition, Wiley
- Central Computer & Telecommunications Agency (1997) PRINCE 2: An Outline, HMSO
- Field M & Keller L (1998) Project Management, Thomson Business Press
- Maylor H (1999) Project Management (2<sup>nd</sup> Edition), London: Pitman
- PMBoK (2010) A Guide to the Project Management Body of Knowledge, Project Management Institute, USA
- <http://www.dsdm.org/agilepm>
- <http://www.dsdm.org/wp-content/uploads/2011/03/Agile-PM-White-Paper.pdf>
- <http://www.freshtilledsoil.com/a-hybrid-agile-prototyping-model-for-web-designers/>