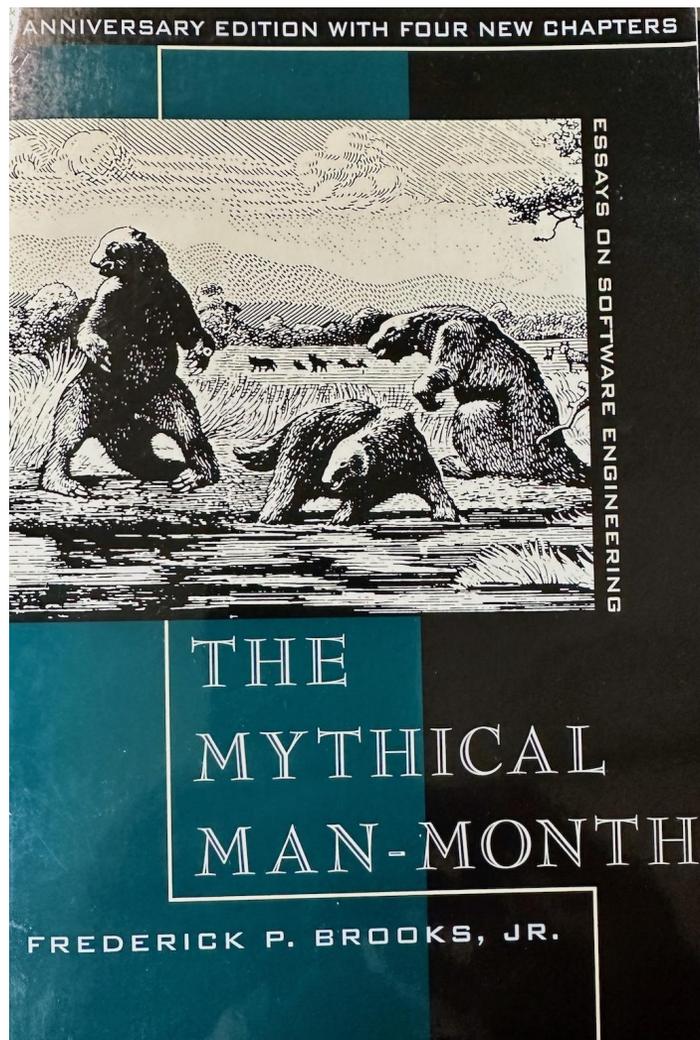# CONVENTIONAL PROJECT MANAGEMENT: COULD IT OR SHOULD IT SURVIVE IN THE AGE OF AI?

~ WORKSHOP ~

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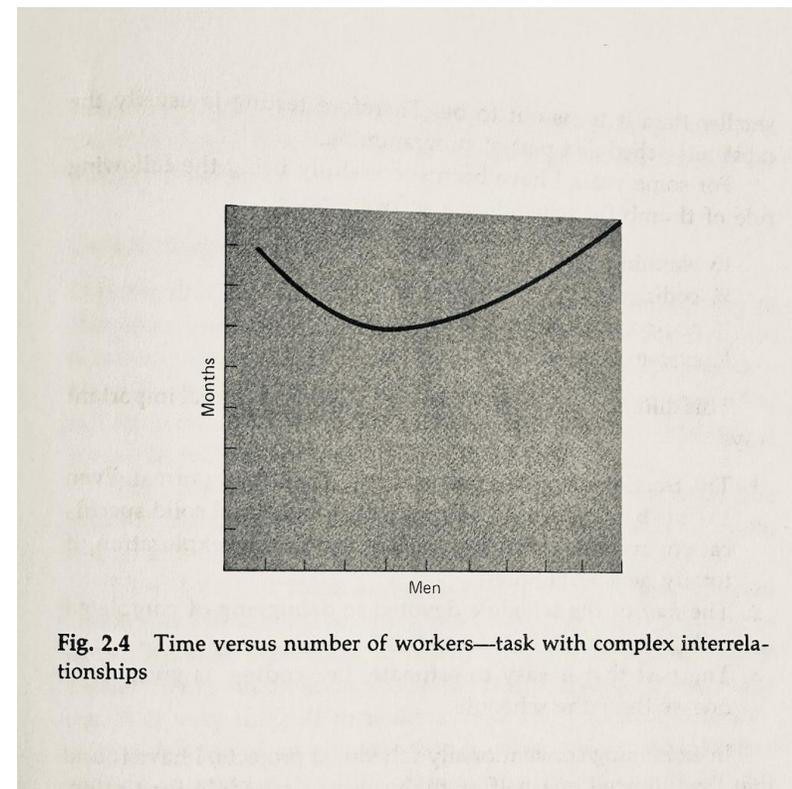# "BACK TO THE FUTURE"
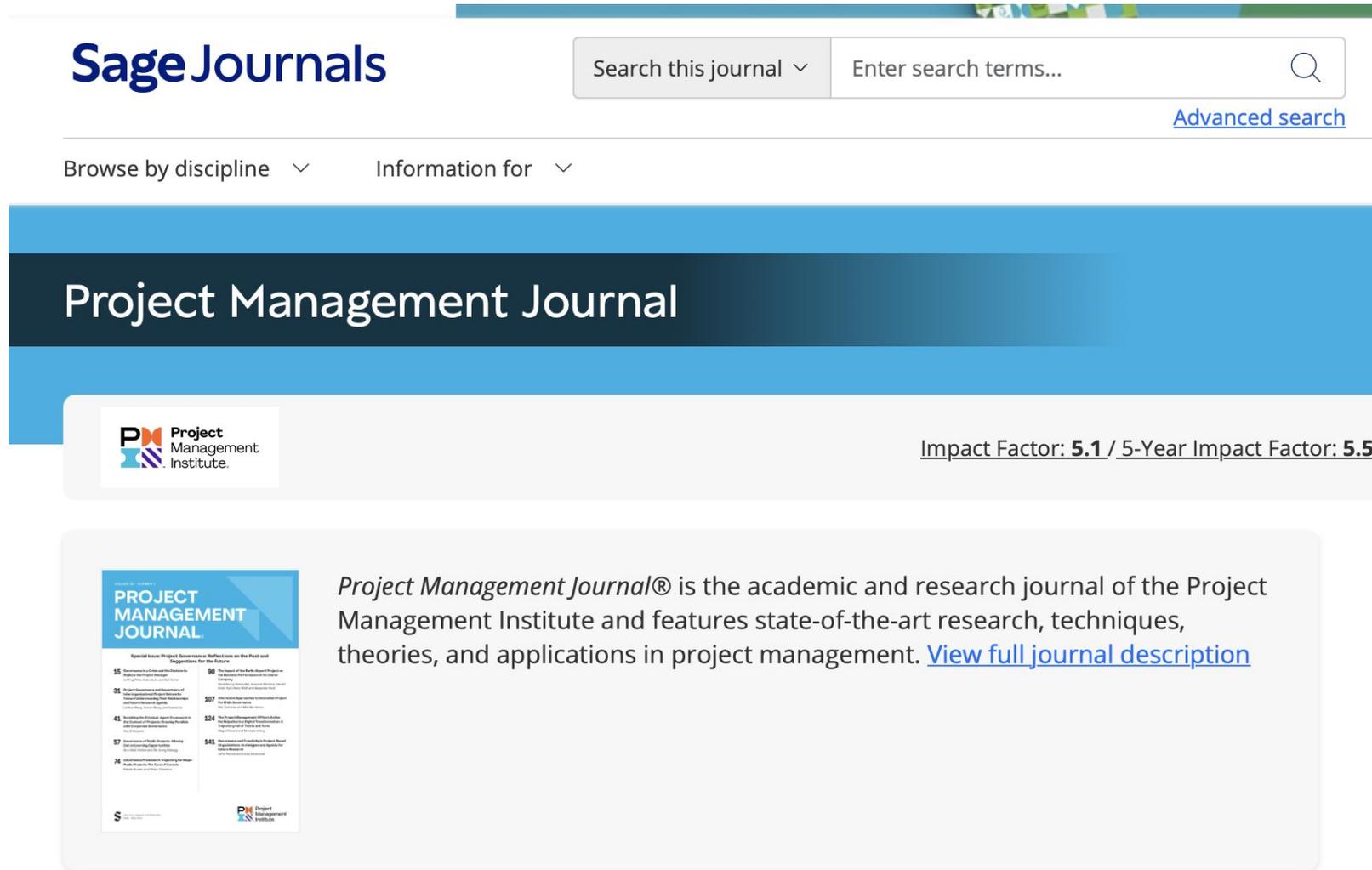# First edition: 1975!

Fig. 2.4 Time versus number of workers—task with complex interrela-tionships

Fred Brooks
The Mythical Man-Month

State-of the-art, scientific approach (one of)

12th International Week https://journals-sagepub-com.ezproxy.lib.ukm.si/home/PMX

Ice breaking (Mentimeter)

- When I hear the word "project", my first thought is:

- Have you ever been involved in a (larger) project?

- What was the biggest challenge you encountered within the project?

- If a project fails, who should be held accountable?

Project? That's it!

Ref.: <u>PRINCE2</u>

"PRINCE2 (Projects in a Controlled Environment) is a structured project management method based on experience drawn from thousands of projects – and from the contributions of countless project sponsors, Project Managers, project teams, academics, trainers and consultants."

"extensively used in more than
150 countries around the world"

General challenges of setting up a project

1. What do you want to achieve with the project?

2. What are the benefits of using a product / service, or what is the contribution of a product / service to the market?

3. Who is the product / service for?

4. What will be the final product of the project? What other products will also be created?

5. What can go wrong during the development of your product?

6. What quality of product will the customer / client require?

7. How long will you be developing the product / service?

8. How much will the whole project cost?

How to ensure that the project is successful?

When can we talk about a successful IT project?

Completed on time
Delivered within budget
Implemented all defined functionalities
_____ (your contribution)
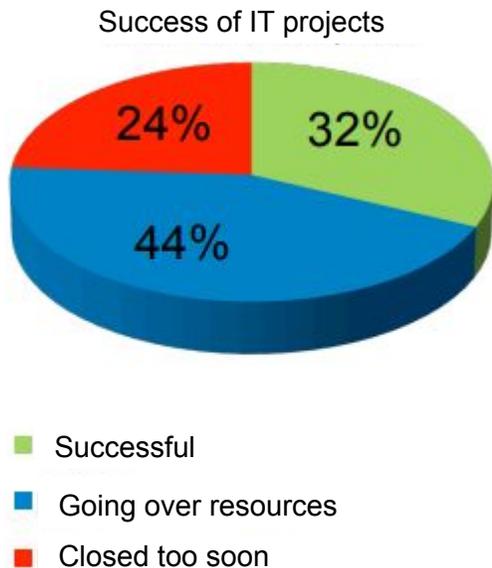
Secondary Performance Elements:

Organization transparency and visibility
Gain new experience
Collaboration with key partners
_____ (your contribution)

Performance of IT projects

Success of IT projects

| 24% | 32% |
| 44% | |

- Successful
- Going over resources
- Closed too soon

Mesto	Factors of success
1	Including customer
2	Support of management
3	Clear demands
4	Appropriate planning
5	Realistic expectations
6	Shorter milestones
7	Appropriate personnel
8	Ownership
9	Clear vision and goals
10	Focused work group

- Gartner:
  - 30% of IT projects fail to deliver results,
  - 51% of the projects exceed the planned funding by more than 189%
  - deliver only 74% of the planned functionality.

- The results have remained similar since 1990!

The most common causes of project failure

DIFFERENCES IN REQUIREMENTS AND RESULTS

Even though the product is elegantly designed, well-built and functionally designed, the system can still disappoint users if it doesn't meet their expectations
Negative user experience

UNPROPER ORGANIZATION

Although the system is good as a result, there can be a feeling of failure due to poor cooperation

APPROPRIATE PROJECT MANAGEMENT METHOD

Project management principles were not applied

IMPACT OF PROJECT COMPLEXITY

Business opportunity
Activities
Human sources
Financial aspect
Time planning
Risk management
Quality management
Communication
Cooperation with external partners
Project support
Supervision
Implementation
Completion of the project

Elements project complexity
+
complexity of project environment

Business Opportunity (WHY)
Activities (HOW)
Human Resources (WHO)
Financial aspect (HOW MUCH IT IS)
Scheduling (WHAT HOURS)
Risk management
Quality management
Communication
Cooperation with external partners
Project support
Supervision
Implementation (control + changes)
Completion of the project

- Environmental analysis
- Content of the project
- Ability, education, group or individual
- Inflows / costs
- Parallel / sequential execution

Phase 1: Resource allocation

Business Opportunity (WHY)

Activities (HOW)

Human Resources (WHO)

Financial aspect (HOW MUCH IT IS)

Scheduling (WHAT HOURS)

Risk Management (CAN THERE BE ANYTHING?)

Quality Management (IS THE QUALITY RESULTS)

Communication (BUT REPORTING NEEDED)

Cooperation with external partners

Project support

Supervision

Implementation (control + changes)

Completion of the project

- Whether the plan needs to be supplemented
- Develop an alternative plan
- To step away from the project

- Are we doing well?

- How will communication be conducted?

- ARE WE DEPENDENT OF EXTERNAL FACTORS?

Phase 2: <mark>Monitoring mechanisms for resource consumption</mark>

Business Opportunity (WHY)

Activities (HOW)

Human Resources (WHO)

Financial aspect (HOW MUCH IT IS)

Scheduling (WHAT HOURS)

Risk Management (CAN THERE BE ANYTHING?)

Quality Management (IS THE QUALITY RESULTS)

Communication (BUT REPORTING NEEDED)

Cooperation with external partners

Project support

Supervision

Implementation (MONITORING + CHANGE)

Completion of the project (BECAUSE)

Phase 3: <mark>Document implementation</mark>

- Will the project be documented?

- How will we check the project?

- Is everything going as planned?

- Because we have achieved the goals of the project

Governance/Management

Governing

Leading group activities, influencing colleagues
Using knowledge, skills, techniques and tools to
meet project needs/requirements
Coordinating people (related to psychology)

Management

Planning, organising, controlling projects within the organisation
Plan, organise and control business processes
Coordinate processes

PRINCE2 enables appropriate governance by
defining distinct responsibilities for **directing**,
managing and **delivering** the project and
clearly defining accountability at each level.
Ref.: PRINCE2
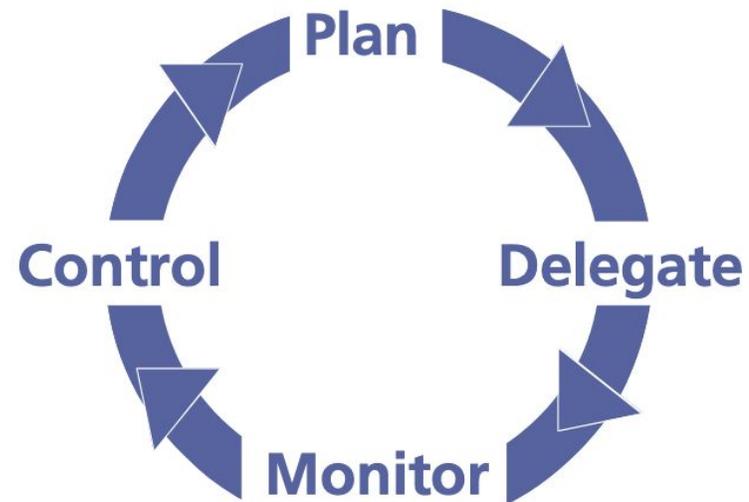
Interactive Workshop

TRL (Technology Readiness Levels)

vs.

MRL (Market Readiness Levels)

Interactive Workshop

Which typical PM activities can be
influenced/supported by AI and how?

Discussion and conclusion