



# **Advanced Use-Case Based Project Management**

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# Advanced Use-Case Based Project Management



## 1 - Building the Foundation

# Strategic Outcomes



# Strategy is More Important than Ever

## SoaP



**Educated Guesswork**



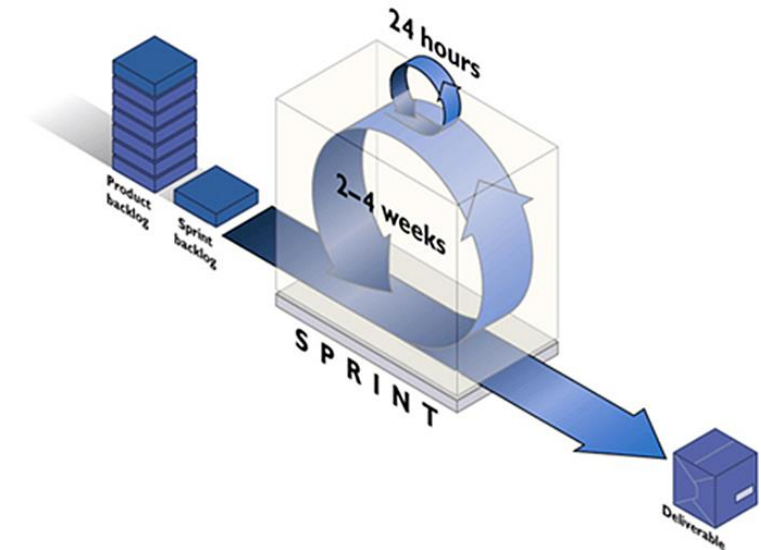
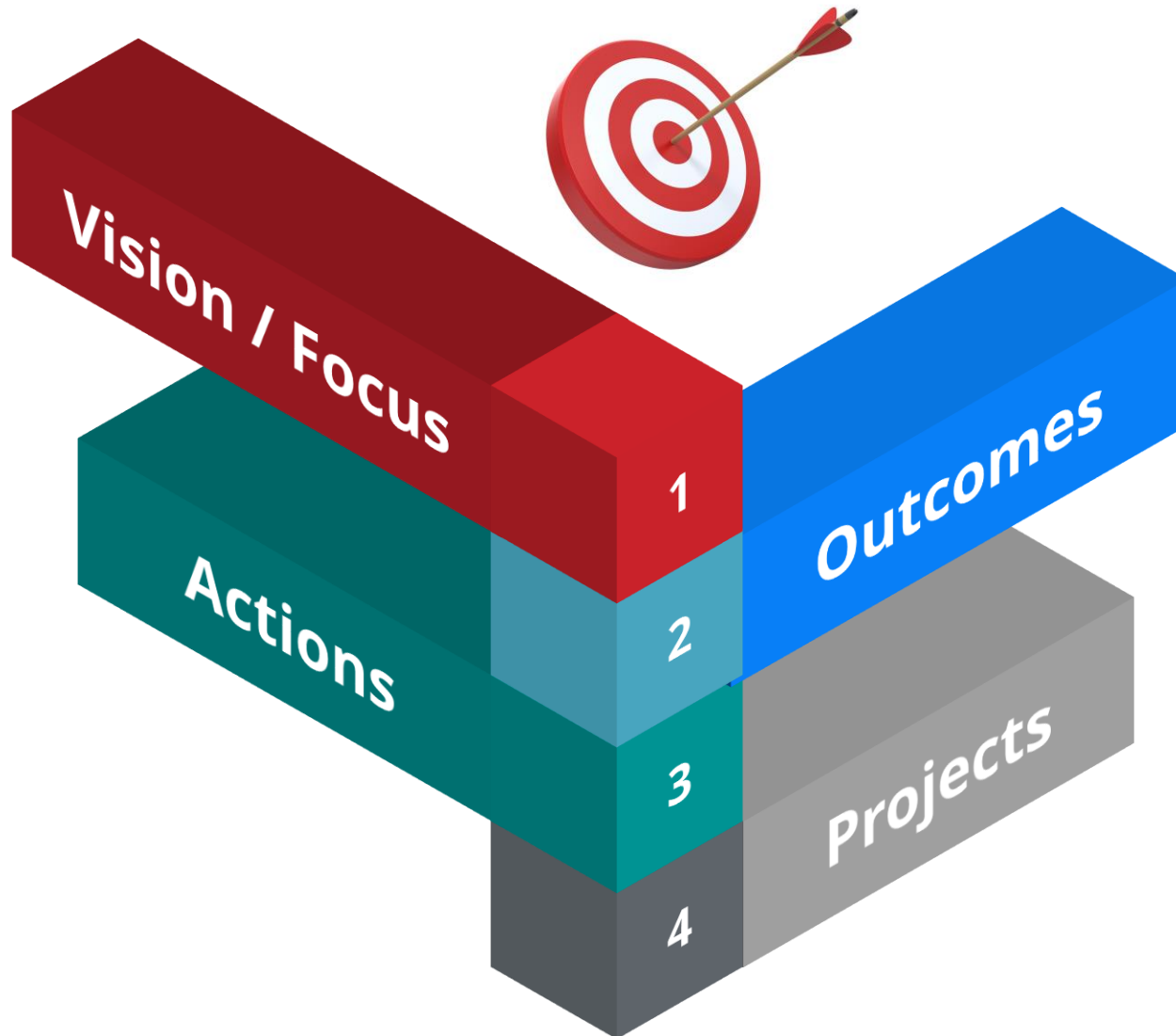
Vision			
Become the US market leader in widget sales and support			
Strategic Focus Areas	Operating Efficiency	Enhanced Customer Journey	Enabling a Common Platform
Business Outcomes	<ul style="list-style-type: none"><li>➤ Reduced time to market for training in the field within six months</li><li>➤ Increased delivery rates at same cost by 20%</li><li>➤ Replaced manual processes with new systems by 2019</li></ul>	<ul style="list-style-type: none"><li>➤ Common customer experience for all portals with one year</li><li>➤ Whole view of the customer achieved by the 3<sup>rd</sup> quarter</li><li>➤ Opportunities identified for cross marketing with at least eight partners</li></ul>	<ul style="list-style-type: none"><li>➤ New common ERP implemented by year end of 2018</li><li>➤ Common supplier platform implemented with FedEx and UPS this fiscal year</li></ul>
Implications	<ul style="list-style-type: none"><li>➤ Eliminate manual data collection with higher software utilization</li><li>➤ Charter project to identify areas to reduce manual processes</li><li>➤ Acquire new training staff</li></ul>	<ul style="list-style-type: none"><li>➤ Reduce customer registration and account management requirements</li><li>➤ Enable Self Service functions</li><li>➤ Setup partner meetings, requirements, and selection</li></ul>	<ul style="list-style-type: none"><li>➤ Implement version 8 of the ERP system</li><li>➤ Deploy shipper POS devices</li><li>➤ Setup analytics for platform monitoring</li></ul>
Initiatives (Projects)	<ul style="list-style-type: none"><li>• Charter efficiency and automation identification project</li><li>• Charter a sales and delivery system reconfiguration project</li></ul>	<ul style="list-style-type: none"><li>• Charter a portal upgrade and enhancement project</li><li>• Kick-off cross marketing requirements gathering team to work with eight partners</li></ul>	<ul style="list-style-type: none"><li>• Charter the ERP replacement project (starting with the partnership module)</li><li>• Kick-off the shipper POS device installation and roll-out project</li><li>• Charter the custom quotation programming project</li></ul>

- Clear Investment Spending
- Known Outcomes
- Reasonable Resources
- Minimized Risk / Plans





# Strategy | PMO | Agile



## PMO Frameworks –

*Below are the five (5) most prevalent PMO types according to the group of SMEs. Displayed are only the naming conventions of these PMOs along with other examples of names they generally are referred to (in the bullets).*

### Enterprise PMO

- Strategic PMO
- Corporate PMO
- Portfolio Management Office
- Demand Management Office
- Global PMO

### Project Office

- Program Office

### Center of Excellence

- Center of Competency

### Organisational Unit PMO

- Business Unit PMO
- Divisional PMO
- Departmental PMO

### Project Support Office

- Project Services Office
- Project Controls Office

*The work of the group was not only to come up with the name and types, but also to address what it is these PMOs do.*

*The next slide displays the actual voting results of the group for the selection of primary and secondary functions (i.e., the Domains).*

*The subsequent section contains the profiles of each of these PMO types, describing the details of their purpose, mission, tasks, etc. that the team worked on.*



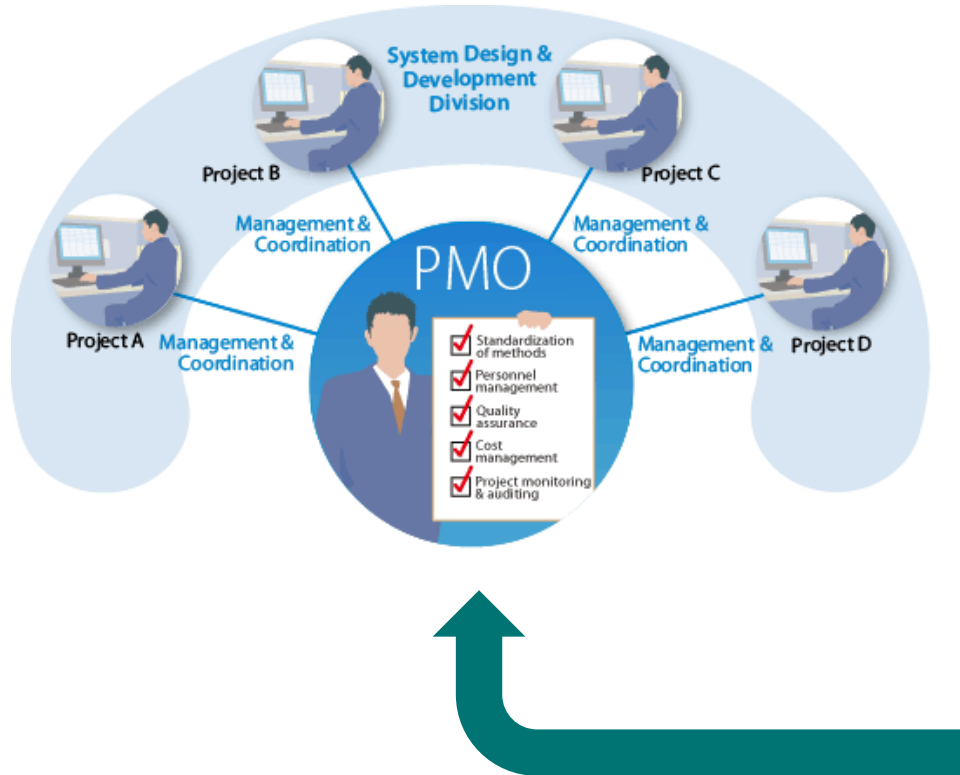
# Generic Example Principles



- Use a cloud first approach
- Use a software-as-a-service provider for strategic applications
- Use a strategic co-location DC model for customer and internet connectivity
- Use a resilient, standardized high-speed network to connect operations
- Use a virtualization approach for all servers
- Use a cloud based rapid restore DR approach
- Use a standardized technology stack for any local site compute needs
- Use a balanced internal employee / managed service provider model



# Strategy on a Page (SoaP)



## Vision

Statement of how the business is going to compete and operate - enterprise objectives for profitability, growth, market share, social responsiveness, etc.

***The What***

## Outcomes

The outcomes create strict focus on what is expected - outcomes translate strategic intents into executable and discrete business actions

***The Measurable Results***

## Actions

The overall business essential means, paths, opportunities, and enablers to obtain the goal

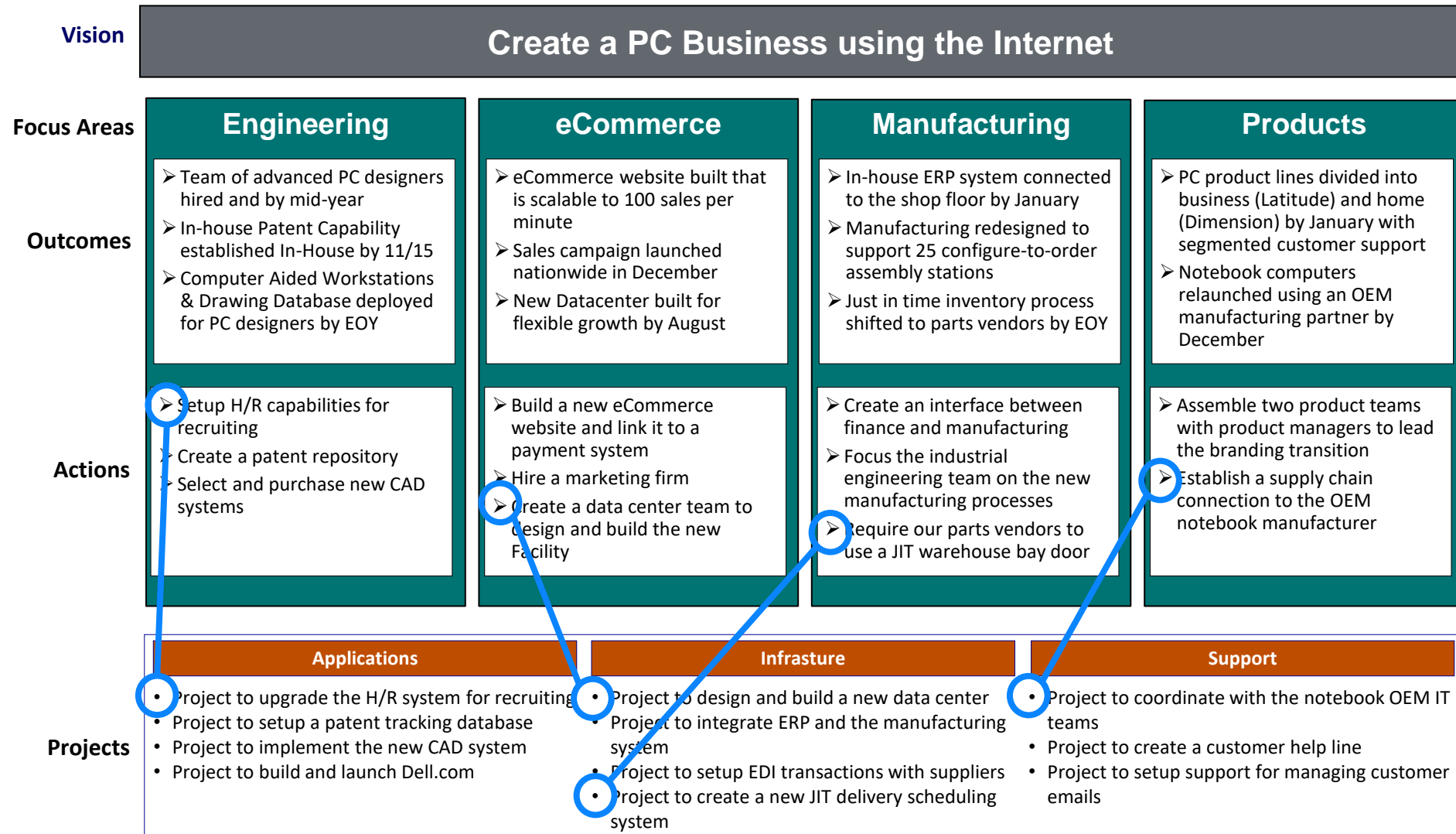
***The How(s)***

## Projects

Group of related activities & required capabilities that together create an outcome of value - sets the stage & links business model, operating model & IT implications

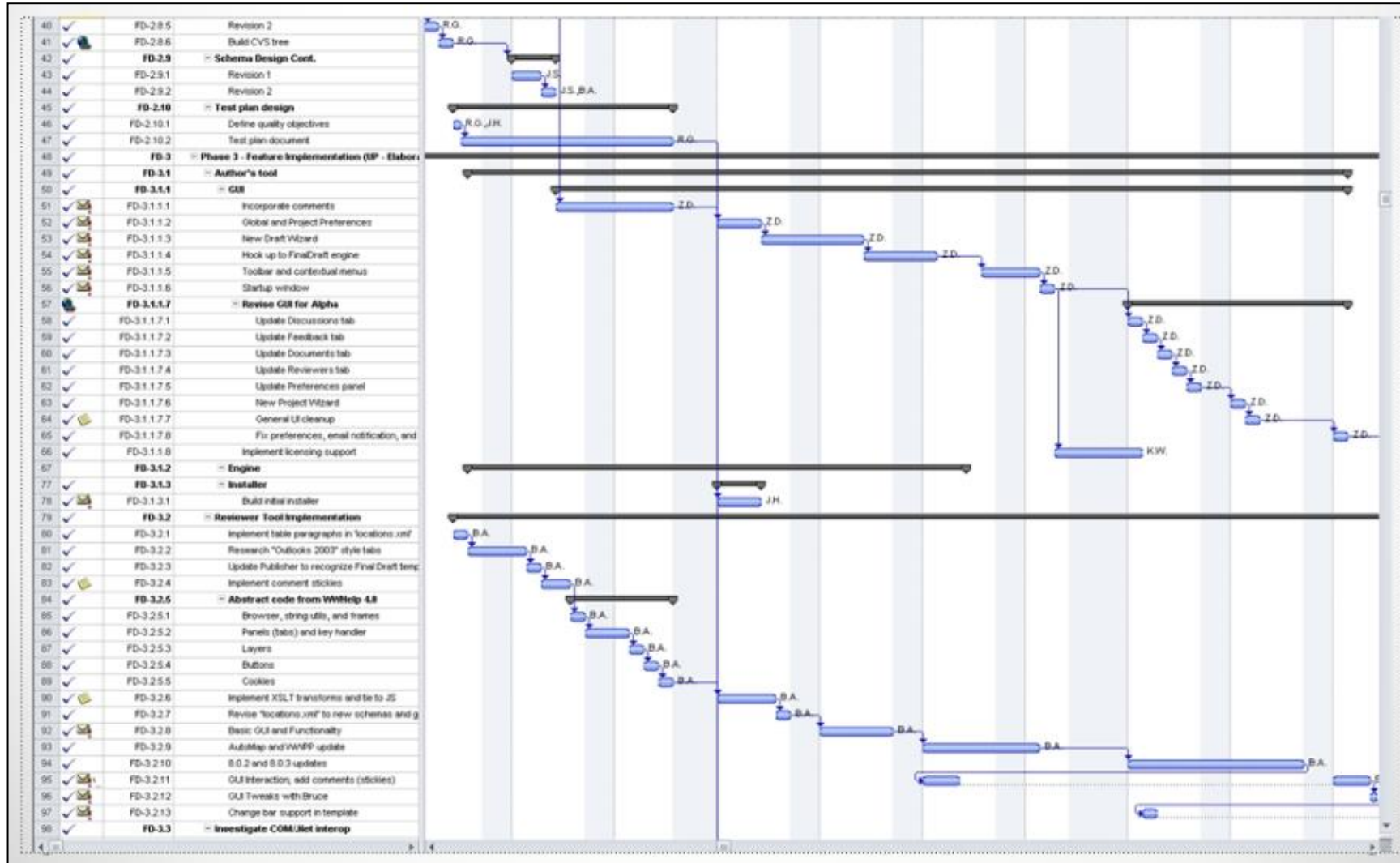
***Projects to Achieve the Results***

# Mission: Create a PC Business using the Internet



# Roadmap

Enterprise Projects																
4/1/2016							FY16		FY17				FY18			
Project Title	Division	Sponsor	IT Leader	Result	Est. Cap Ex	Target	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018
General Projects																
Multichannel Communications	Enterprise	Sponsor Name	IT Leader Name	Drive Growth	\$0	FY17 Q1										
Finance - Data Warehouse	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY17 Q2										
Marketing Automation Tool Selection	Enterprise	Sponsor Name	IT Leader Name	Innovate		FY17 Q3										
Enterprise Middleware Platform	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY18										
IT Tools																
PPM Tool	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment		FY17 Q3										
Application Performance Monitoring	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY18										
Testing Automation Tool - WEB	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY18										
Testing Automation Tool - AX	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY18										
Network Build																
Additional Storage Capacity	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY16 - FY20										
Digital Media Storage Platform	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment		FY17 Q3										
Standardize Switch models	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY17 Q4										
Data Center Upgrades	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY17 Q4										
Wireless Boardroom	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY18 Q2										
HyperConverged Environment (VM Farm 1)	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY18										
Two Factor Authentication Platform	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY18										
Business Continuity																
DR Strategy and Plan	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment		FY16 Q4										
DR Build	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY17 Q3										
Business Continuity	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment		FY17 Q4										
HyperConverged Environment (DR Target)	Enterprise	Sponsor Name	IT Leader Name	Stabilize Environment	\$0	FY18										



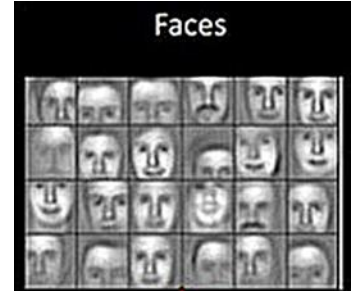
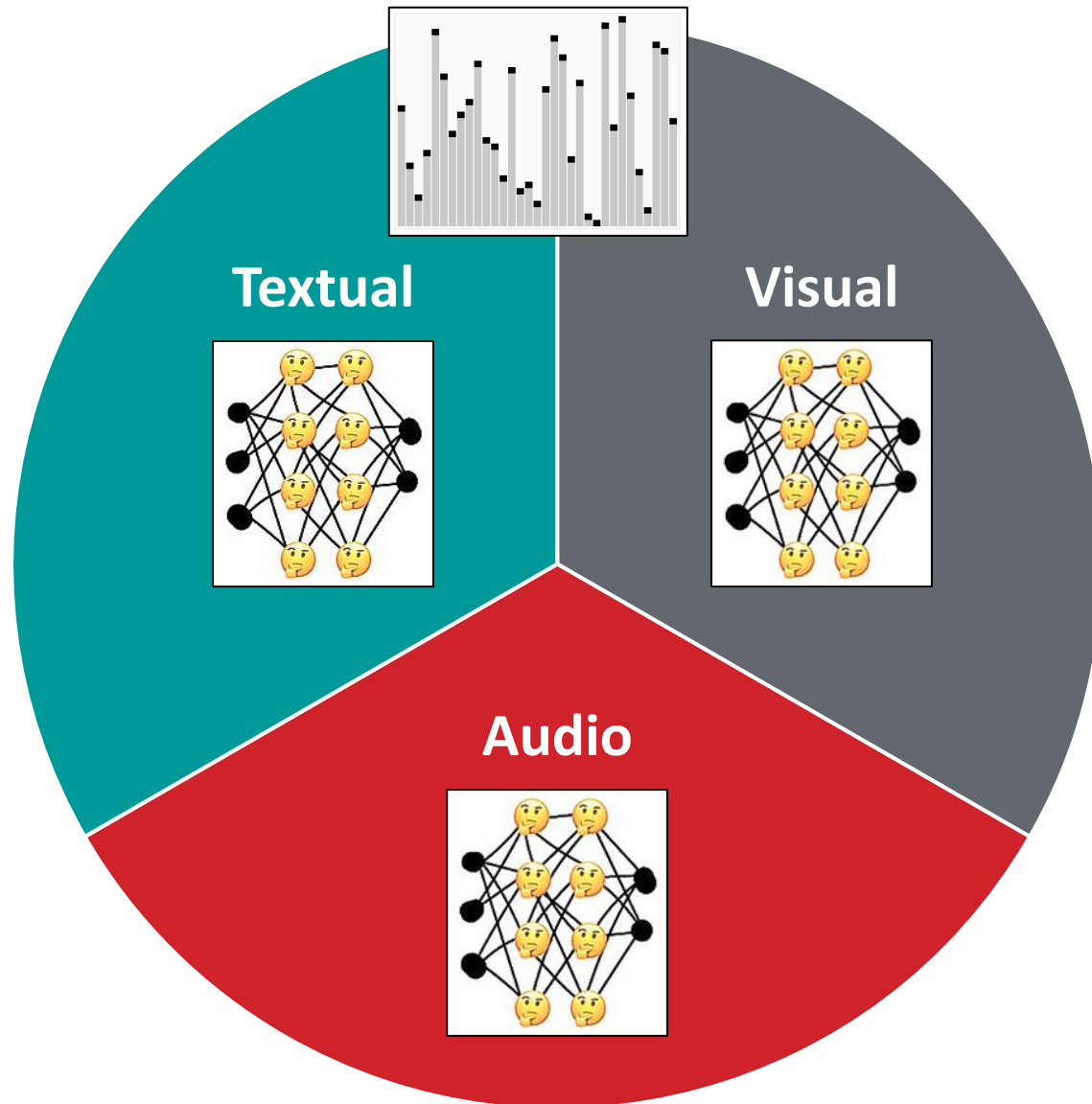
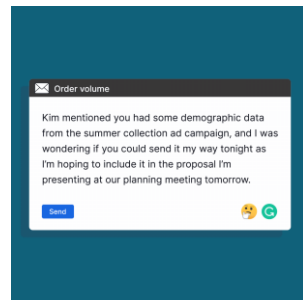
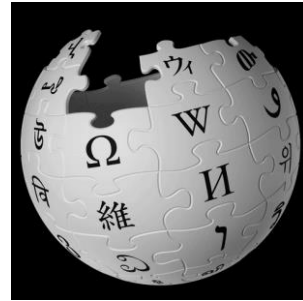
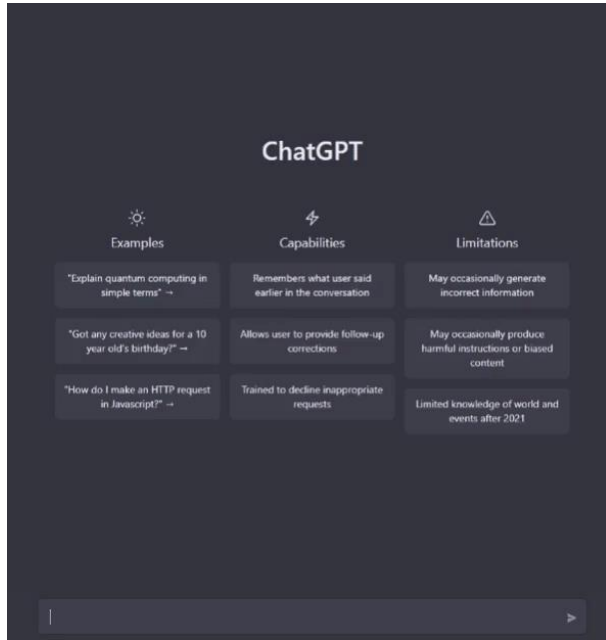
# Advanced Use-Case Based Project Management



## 2 - Defining the Effort

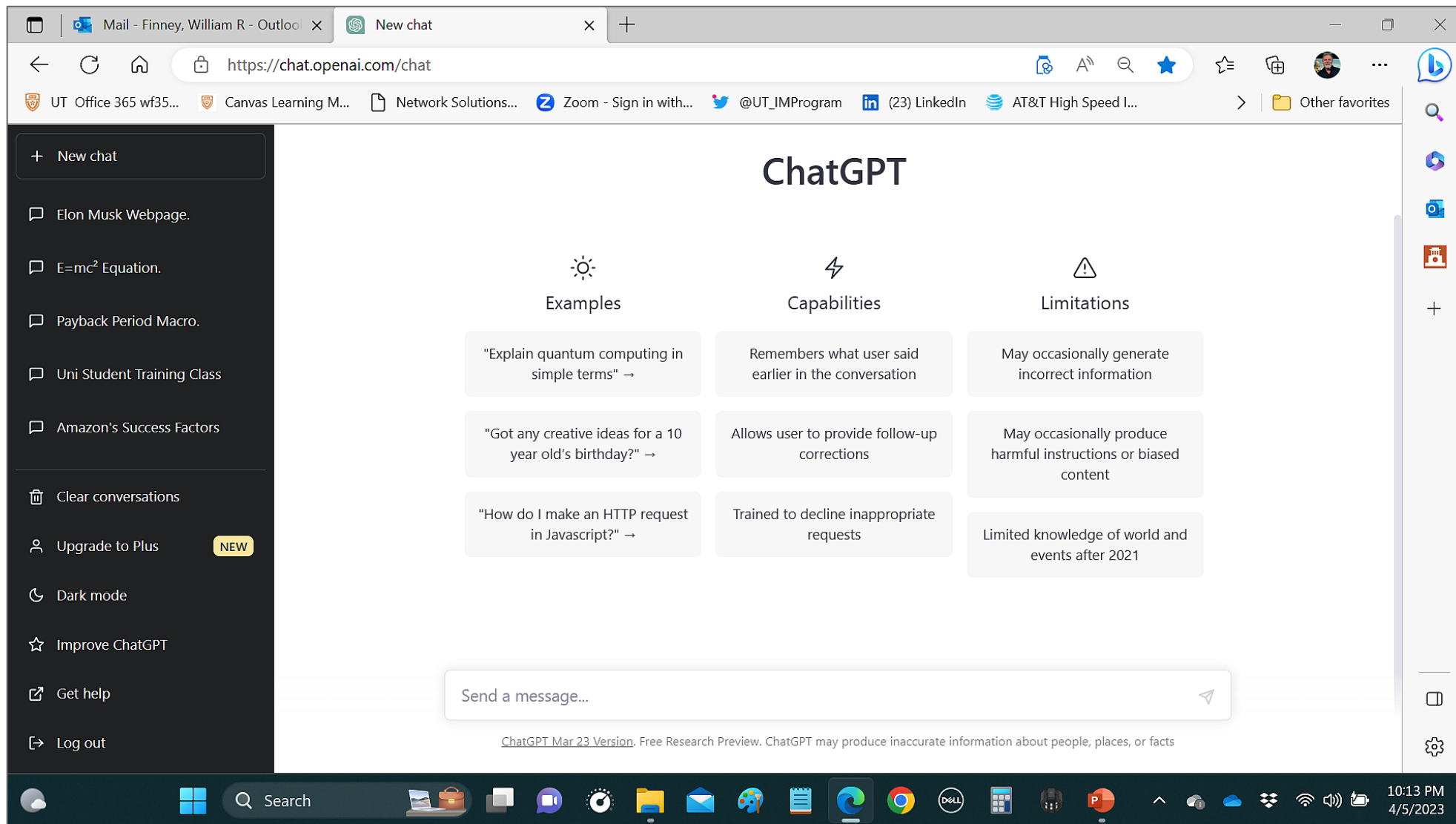


# Neural Databases



Meta





# ChatGPT: Basic Prompts

## Simple Questions

What is?

Give me a synonym for?

## Lists

Generate a list of hobbies for a college student.

## Long-Form Written Pieces

Write a Tweet, Essay, Comment, E-mail, Legal Document (Will, Lease), etc.

## Complex Problems

Show the mathematical equations that led to  $E=mc^2$

## Feedback

Enter an old essay or paper for feedback.

Critique this essay :

## Modify

Translate, paraphrase, lengthen this :

## Instructional Guides

How do I?

Dinner ideas with these items

## Write and Debug Code

## Conversation and Advice



**Create a workback schedule for a software development project, with a timeline of six months, with the deadline of December 15th 2023**

Sure, I can help you create a workback schedule for a software development project with a timeline of six months and a deadline of December 15th, 2023. Here is a breakdown of the project timeline with key milestones and deliverables:

#### Requirements Gathering (Weeks 1-2)

- Define the project scope and requirements
- Identify project goals and objectives
- Create a functional specification document

#### Design and Planning (Weeks 3-5)

- Develop a high-level design plan
- Create a detailed project plan, including resource allocation and timelines
- Review and refine the project plan with stakeholders

#### Development (Weeks 6-16)

- Build and test the software components based on the project plan and design specifications
- Develop documentation for each module
- Perform system testing and debugging
- Perform user acceptance testing

#### Deployment (Weeks 17-20)

- Release the software to production
- Provide end-user training and support
- Ensure that the software is fully integrated with other systems as needed

#### Maintenance and Support (Weeks 21-26)

- Address any post-release issues
- Provide ongoing maintenance and support for the software
- Develop a plan for future software upgrades and enhancements

Based on the above timeline, here is a breakdown of the key deliverables and milestones by week:

- Week 1: Project kickoff, requirements gathering
- Week 2: Functional specification document
- Week 3: High-level design plan
- Week 4: Detailed project plan
- Week 6: Software development begins
- Week 16: Software development completes, user acceptance testing
- Week 17: Software deployment to production
- Week 20: End-user training and support
- Week 21: Post-release maintenance and support begins
- Week 26: Maintenance and support complete, future upgrade plan developed

Of course, this is just a rough estimate, and the actual timeline will depend on various factors such as team size, project complexity, and the level of collaboration among stakeholders. However, this workback schedule should give you a good starting point for planning your software development project.



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Canvas Learning M...

Network Solutions...

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>

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Reset chat

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Updates

Help & support

I'm Bard, your creative and helpful collaborator. I have limitations and won't always get it right, but your feedback will help me improve.

Not sure where to start? You can try:

Help me finish my art studio tagline: craft, create, and ...

Outline my blog post about summer mocktail recipes

Explain why large language models sometimes make mistakes

Enter a prompt here

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Sure, here is a workback schedule for a software development project with a timeline of six months and a deadline of December 15th, 2023:

#### Week 1-4

Week 1: Kickoff meeting, project planning, and resource allocation

Week 2: Requirements gathering and analysis

Week 3: Design and architecture

Week 4: Development of unit tests

#### Week 5-8

Week 5: Development of production code

Week 6: Integration testing

Week 7: System testing

Week 8: User acceptance testing

#### Week 9-12

Week 9: Deployment to staging environment

Week 10: Bug fixes and performance tuning

Week 11: Deployment to production environment

Week 12: Post-deployment support

This is just a sample schedule, and the actual timeline may vary depending on the complexity of the project. It is important to be flexible and adaptable, and to be prepared to adjust the schedule as needed.

Here are some tips for creating a successful workback schedule:

Start with the end in mind. What is the final goal of the project? What are the key milestones that need to be reached in order to achieve that goal?

Break down the project into smaller tasks. This will make it easier to estimate how long each task will take and to identify any dependencies between tasks.

Estimate the time and resources needed for each task. Be realistic about how long each task will take and how many resources you will need.

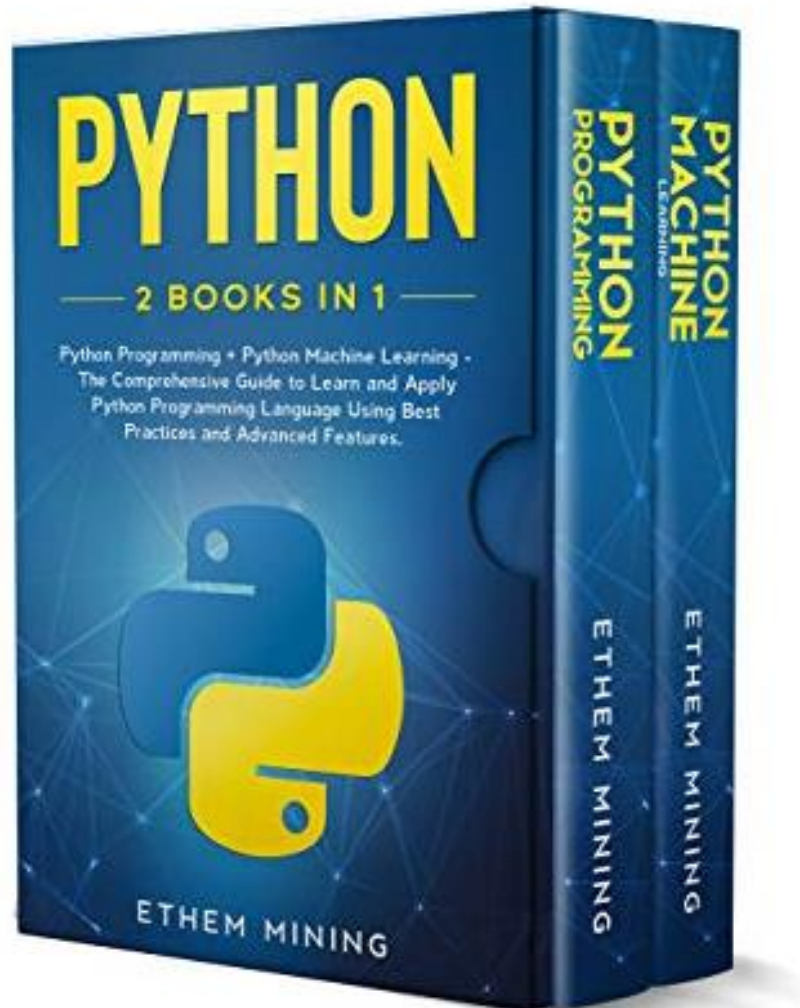
Create a timeline that is realistic and achievable. Don't try to cram too much into too little time.

Build in some buffer time. Things don't always go according to plan, so it's important to build in some buffer time to account for unexpected delays.

Communicate the schedule to everyone involved in the project. Make sure everyone knows what is expected of them and when they need to have their tasks completed.

Track progress and make adjustments as needed. As the project progresses, it's important to track your progress and make adjustments to the schedule as needed. This will help you stay on track and avoid delays.

By following these tips, you can create a successful workback schedule that will help you deliver your project on time and on budget.



**Write a python program to  
simulate rolling two dice.**

python

```
import random

# Roll two dice and return the result
def roll_dice():
    die1 = random.randint(1, 6)
    die2 = random.randint(1, 6)
    return die1, die2

# Main program
if __name__ == '__main__':
    # Roll the dice
    die1, die2 = roll_dice()

    # Print the result
    print(f"The first die rolled a {die1}")
    print(f"The second die rolled a {die2}")
    print(f"The total roll is {die1 + die2}")
```

import random

# Roll two dice and return the result

def roll\_dice():

die1 = random.randint(1, 6)

die2 = random.randint(1, 6)

return die1, die2

# Main program

if \_\_name\_\_ == '\_\_main\_\_':

# Roll the dice

die1, die2 = roll\_dice()

# Print the result

print(f"The first die rolled a {die1}")

print(f"The second die rolled a {die2}")

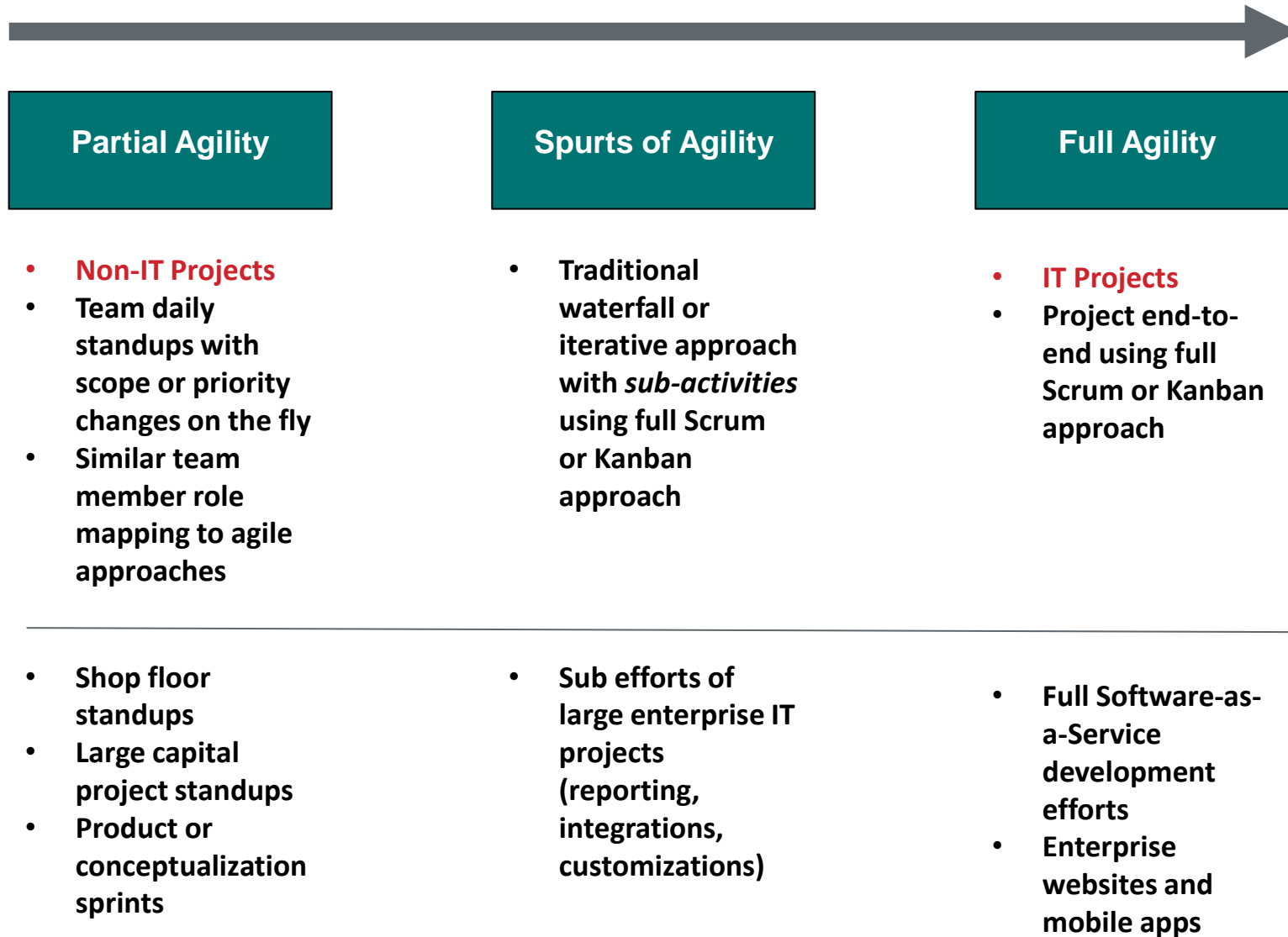
print(f"The total roll is {die1 + die2}")

# Project Management Automation

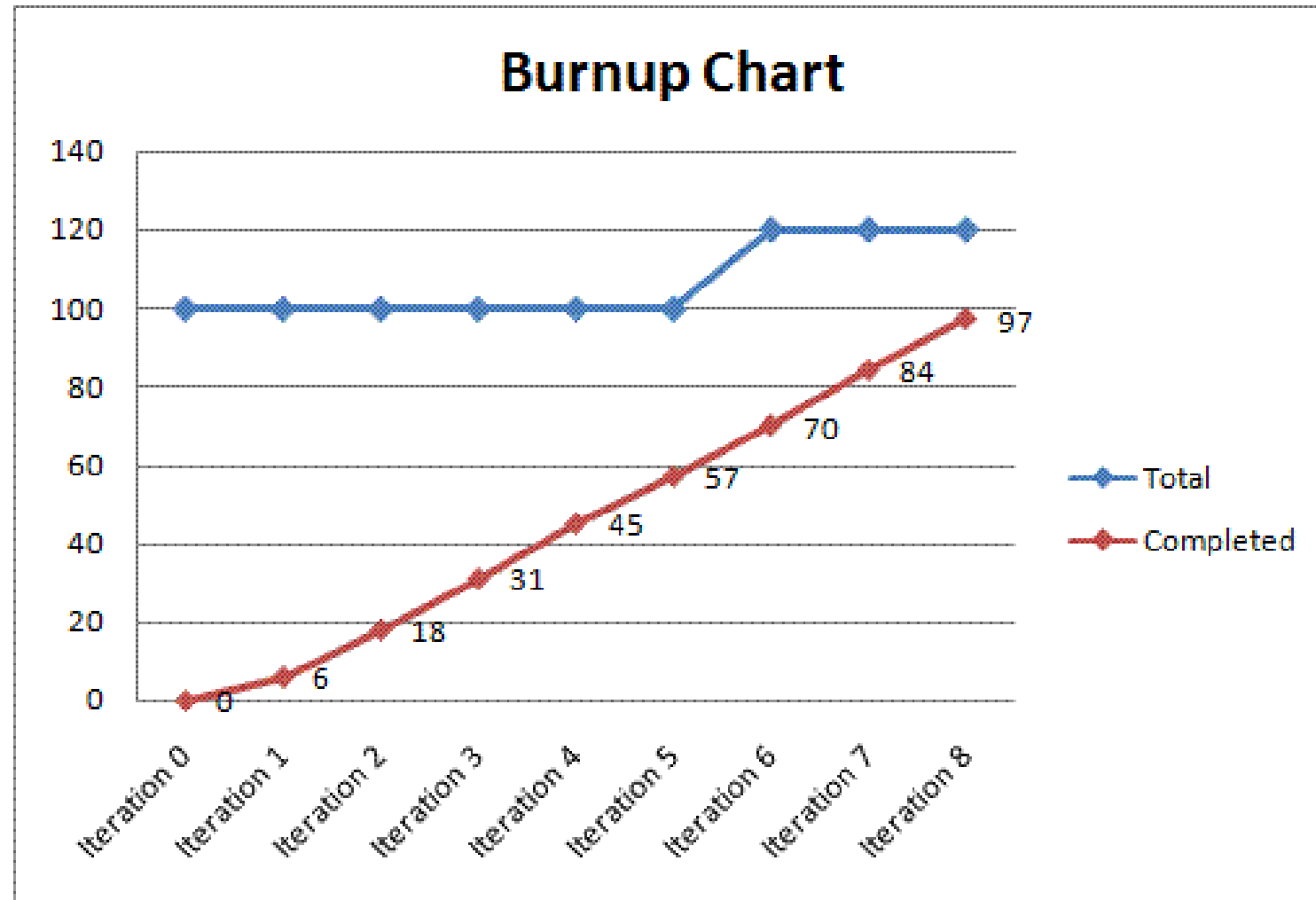




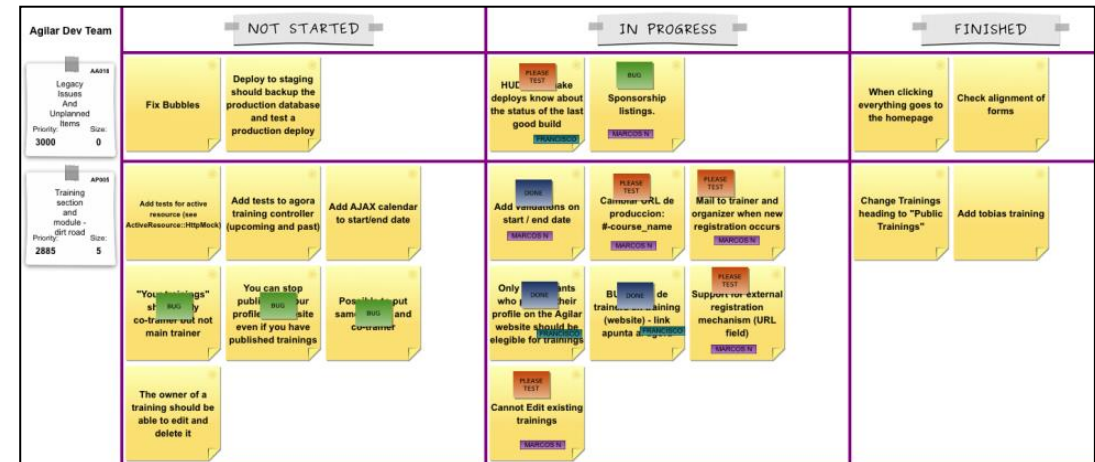
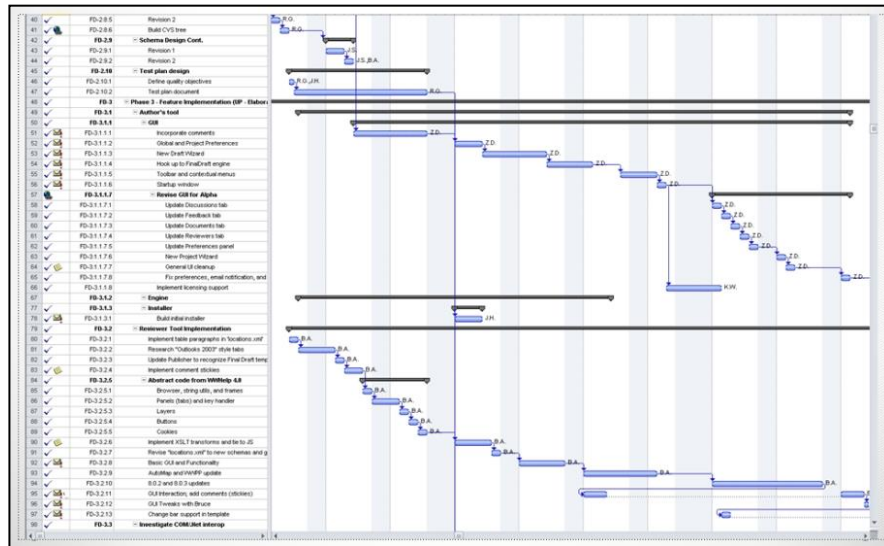
	<u>Recommendations</u>	<u>Multiple Views</u>	<u>24/7 support</u>	<u>Pricing (per user)</u>	
Wrike	Medium-to-large teams	Yes	Yes	Yes	Free tier available Paid tiers start at \$9.80 per month
Nifty	All-inclusive solution	Yes	Yes	No	Free tier available Paid tiers start at \$5
Monday Work Mgmt	Flexibility	Yes	Yes	Yes	Free tier available Paid tiers start at \$8
Smartsheet	Growth-minded businesses	Yes	Yes	Yes	Free tier available Paid tiers start at \$7
Jira	Software development	Yes	Yes	Yes	Free tier available Paid tiers start at \$7.75
Project Manager	Distributed workforces	Yes	Yes	No	No free tier available Paid tiers start at \$13 per user per month
Asna	Remote teams	Yes	Yes	Yes	Free tier available Paid tiers start at \$10.99
Trello	Raising productivity	Yes	Yes	No	Free tier available Paid tiers start at \$5



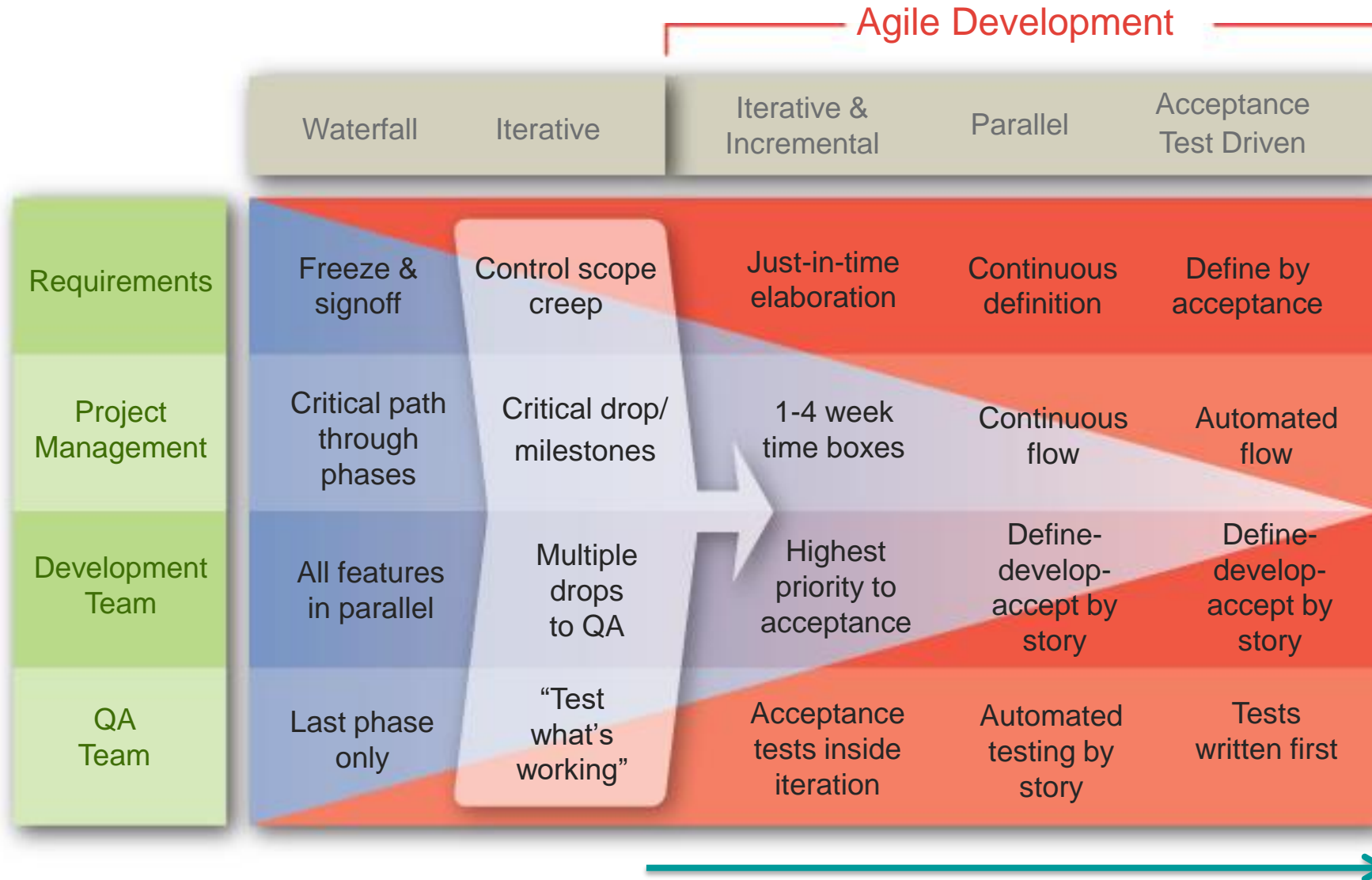
# Reporting



# Reporting



# Waterfall Plus – Iterative Agility Scale



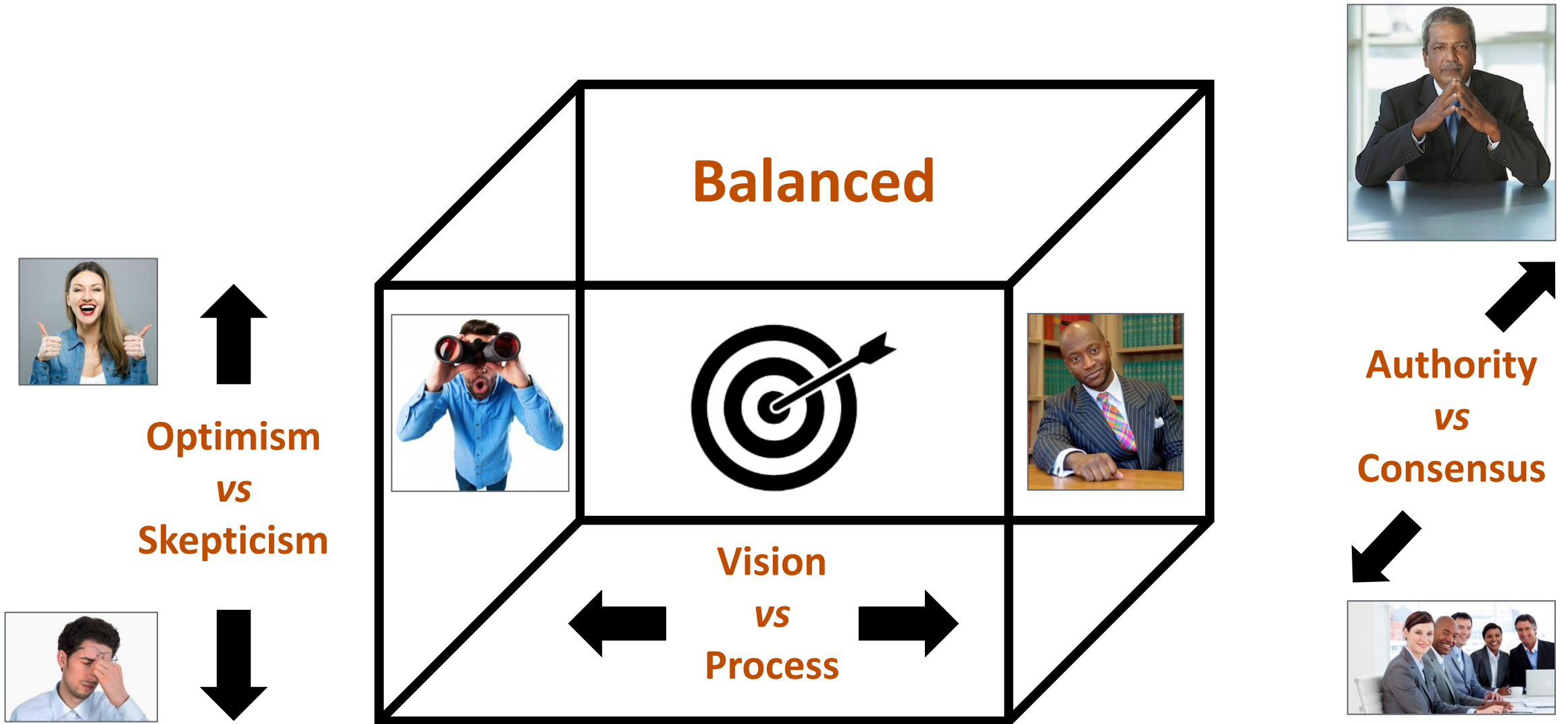


# Advanced Use-Case Based Project Management

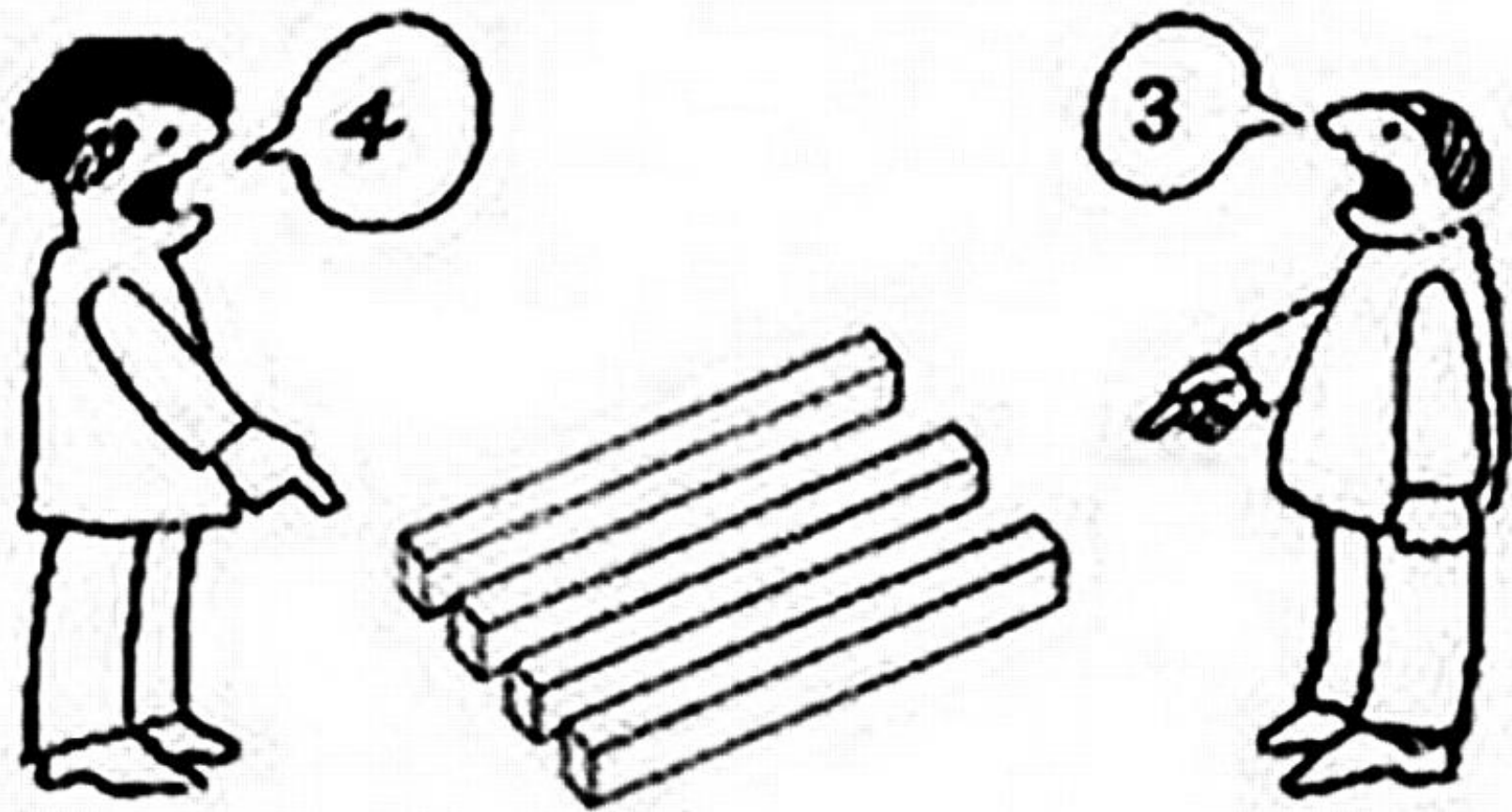


## 3 - Executing with Purpose

# Team Diversity Cube





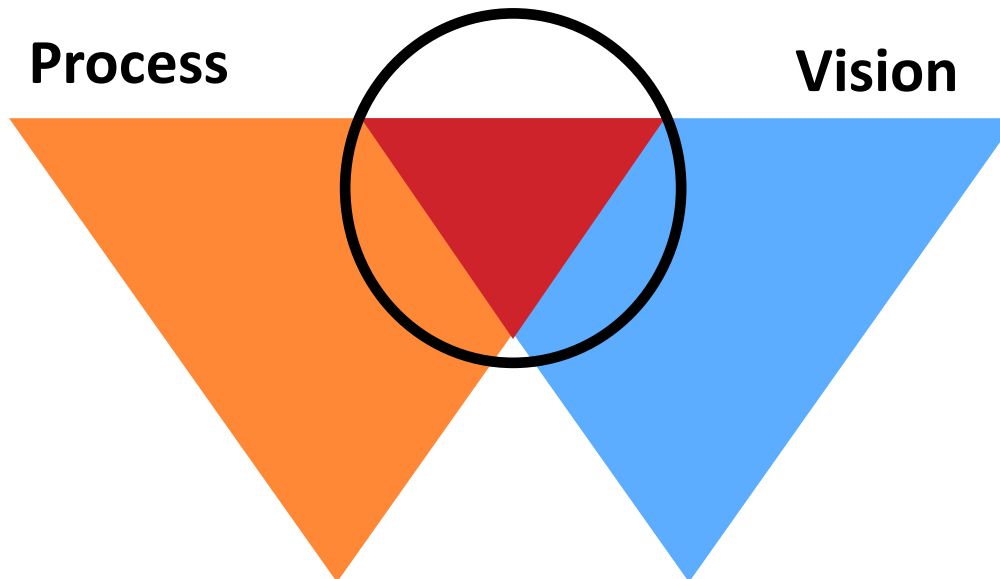




**Solution**

**Process**

**Vision**



# Indecision

# 50 Reasons Not To Change





# Bureaucracy

this is great! i just need to run it by bob and cheryl and ken and pam  
and steve and henry and mary and ben and anna and rajish and melinda  
and chris and caroline and ted and alan and shannon and lexie and  
jim and valerie and thomas and vincent and pauline and shel and  
gus and karrie and miles and fiona and sheila and tony and  
bill and richard and connie and karen and charles and paulie  
and james and michael and sarah and joseph and lisa and don  
and george and jeff and kimberly and jason and michelle  
and marcus and andrew and laura and sophie and joshua  
and daniel and ethan and lucy and  
alex and liam and max and amy  
and hannah and katie and adam  
and muhammed and jasmine and



@gapingvoid

"the endless organizational consensus"

# Project Disablers



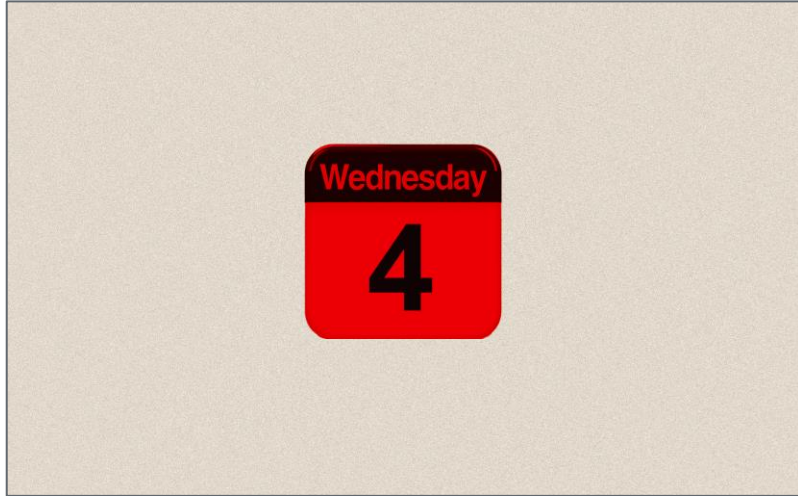
- Avoid making commitments.
- Do not tolerate criticism.
- View people in terms of their weaknesses and anticipated failures.
- Postpone or ignore problems and issues.
- Ignore team needs and shortcomings.

# Project Enablers



- Do not allow excuses get in the way of results.
- View people in terms of their strengths and expected contributions.
- Expect to be wrong often.
- See problems and issues as an opportunity to learn.
- Focus on clearing blockers and resourcing efforts.

# H/R policies



## The Meeting Problem

“There are three of us at home and three in the office, but the in-office members are in a conference room on one screen, they're little heads, I can hardly see them.”

“Sometimes I'll say something controversial, and I can see the folks in the conference room kind of whispering, and I feel like there are two meetings going on.”

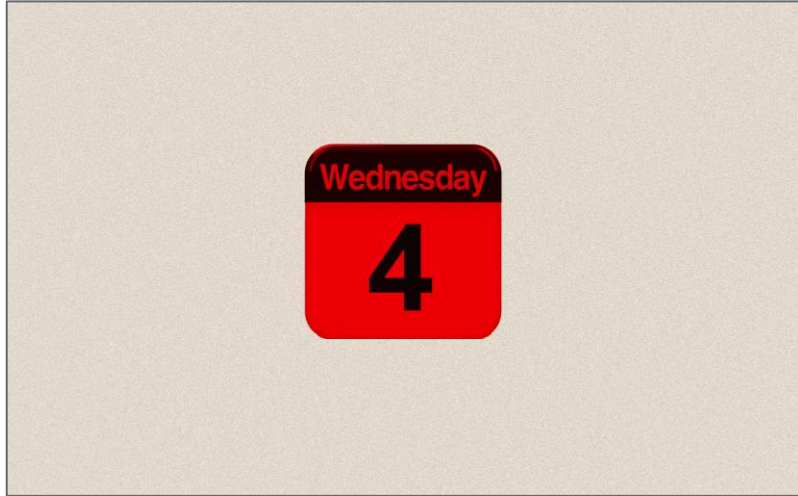


**Solution?** Have everyone join the meeting from their laptops, even if some people are down the hall from each other at the office. This leads to “why did I bother to commute in?”.

“If the topic of the meeting is important or controversial, on-site participants will inevitably continue the conversation informally, while walking down the hall or over coffee, after the official meeting is concluded. Those at home will be left out.”



# H/R policies



## The Fairness Problem

**Research:** People who work remotely full time or most of the time are much less likely to be promoted than their colleagues who work on site.

**Research:** Among college educated people with children, women are 50 percent more likely to opt for working from home.

**Risk:** If you allow employees to choose whether to work at home or in the office, you may be setting yourself up for a severe imbalance between women and men in senior positions.

**Risk:** Less wealthy employees who have a longer commute to work, or must take public transportation, are also likelier to opt for working at home, and potentially miss out on promotions.

**Research:** Employees value the ability to work at home at about **6%** to **8%** of their salaries – potentially consider a **5%** in-office bonus.

# H/R policies

## H/R - Future Considerations



### 1. Equal Opportunity is a Must – Equal?

For a hybrid model to work effectively, office and home workers must have equal opportunities for collaboration and recognition.

### 2. Work-style Resentment is Real – Fair?

Workers who spend most of their time in an office may start to resent those who don't, hurting overall productivity.

### 3. Technology Hurdles are Inevitable – Accessible?

Most organizations had to quickly move at least some of their processes from on-site to digital at the onset of the pandemic, is it enough?





**What is the Business Requirement for a  
Seat at the Table?**



LinkedIn  
Twitter  
Instagram

(William) Russ Finney  
@rfinney  
russ.finney



RESEARCH | FRAMEWORKS | METHODOLOGY

R Series-02.4  
AUGUST 20, 2022

RUSS FINNEY

## Strategy on a Page

*If you fail to identify and analyze the obstacles, you don't have a strategy. Instead, you have either a stretch goal, a budget, or a list of things you wish would happen.*

— Richard Rumelt, *Good Strategy Bad Strategy: The Difference and Why It Matters*.

Building a durable, maintainable, and repeatable strategic plan requires a process which not only drives out key outcomes and actions, but also categorizes and classifies the plan components for assignability, accountability, and project packaging. Many contemporary frameworks collect strategic inputs which are somewhat related to "strategy on a page", examples include: balanced scorecard, business model canvas, and SWOT (strengths, weaknesses, opportunities, and threats). These frameworks are valuable for their intended analytical uses, but the strategy on a page (SoaP) framework, as defined in this document, is very powerful for synthesizing the information from all these analytical tools into an approachable and actionable strategic plan which can be easily created, presented, and disseminated at an executive level within a complex organization.

### Can it really be done on a single page?

Yes, but each one-page SoaP should cover the appropriate scope, the depth and breadth of a strategic vision, and the intentional areas of focus. A high-level SoaP would cover a large organization-wide vision and its associated large outcomes, a granular level SoaP would cover a single division.

Any further supporting and increasingly granular SoaP documents should capture the strategic planning for the supporting organizational areas (departments, divisions, regions, locations, etc.). SoaP work products can also be done for specific product lines or services if the planning needs to involve leadership from across different organizational divisions. It is not uncommon for a very large and complex organization to develop dozens of SoaP work products for a multitude of organization areas.

### What strategic time frames are appropriate to use when building SoaP work products?

Typically, a validated and accepted SoaP work product covers a one-year, three-year, or five-year time span. As time passes, the conditions and assumptions which went into the planning process may change,

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