

Spring 2019

Lecture 2: Mobile Application & Product Development

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Mobile Application and Product Development

Course Introduction
&
Project Management Overview

Agenda

- Introductions
- Policy Review
- Project Management Overview
- Project Lifecycle
- Organization Hierarchy Types

About Me

- 15+ years of experience in Digital Media technologies
 - Director of Operations at the Council on Foreign Relations
 - Previously worked at Discovery, Turner, A+E Networks, IDT, and others
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- MBA, Zicklin School of Business, Baruch College
 - Master of Science in Computer Science, College of Staten Island
 - Project Management Professional Certificate, New York University
 - PMP certified, Project Management Institute

Introductions

- Name
- Major
- Are you employed? If so, where?
- Do you have any experience in Project Management and / or Product Development?
- What do you hope to learn in this class?

Classroom Policy Review



- Electronics
 - **Remember: No electronic use during lectures**
- Reaction Papers
 - Summarize what you learned in class and how you plan to apply what you learned.
 - 1 page (do not exceed), 12 point font, double spaced.
 - Must be submitted by the date listed on syllabus
 - Submit on Blackboard
- Plagiarism
 - Zero tolerance
- Group Work
 - **Social Loafing:** the phenomenon of a person exerting less effort to achieve a goal when he or she works in a group than when working alone.
 - Report all social loafing to espector@jjay.cuny.edu

Project Management Institute (PMI)

“Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research.”

<https://www.pmi.org/about>



The screenshot shows the PMI.org website homepage. At the top, there is a navigation bar with links for HOME, ABOUT, JOIN PMI, CONTACT, LOG IN, and REGISTER. A search bar is located on the right side of the navigation bar. Below the navigation bar, there is a secondary menu with links for myPMI, Certifications, Membership, Learning, Events, Business & Government, PMBOK® Guide & Standards, and Store. The main content area features a video player with a blue overlay. The overlay contains the following text:

Designing and implementing a future proof strategy
Davos, January 22nd, 2019

PMI Engages Global Industry Leaders in Davos

Leaders from PMI and the Brightline Initiative™ were in Davos, Switzerland during the World Economic Forum (WEF) discussing how project leaders can prepare for the future.

[WATCH NOW](#)

The video player shows three people sitting on a stage during a panel discussion. The background features logos for BRIGHTLINE, ECG, and PMI. Social media handles @EconomistEvents and #EconBusinessCase are also visible. The bottom of the page has a blue footer with the PMI 50th Anniversary logo, the text "50 YEARS OF ADVANCING THE PROFESSION" and "Join Us 3 October 2019", and a countdown timer showing "241 Days 14 Hours 53 Minutes 14 Seconds".

What is a Project?

“A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources.”

PMI

<https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

What is a Project?

- Projects are complex, temporary (one-time) processes.
- Projects are limited by budget, schedule, and resources.
- Projects are developed to resolve a clear goal or set of goals.
- Projects are customer-focused.
- A project is a temporary endeavor undertaken to create a unique product, service, or result.
- Projects are usually more than 4 calendar weeks.

Project vs Process

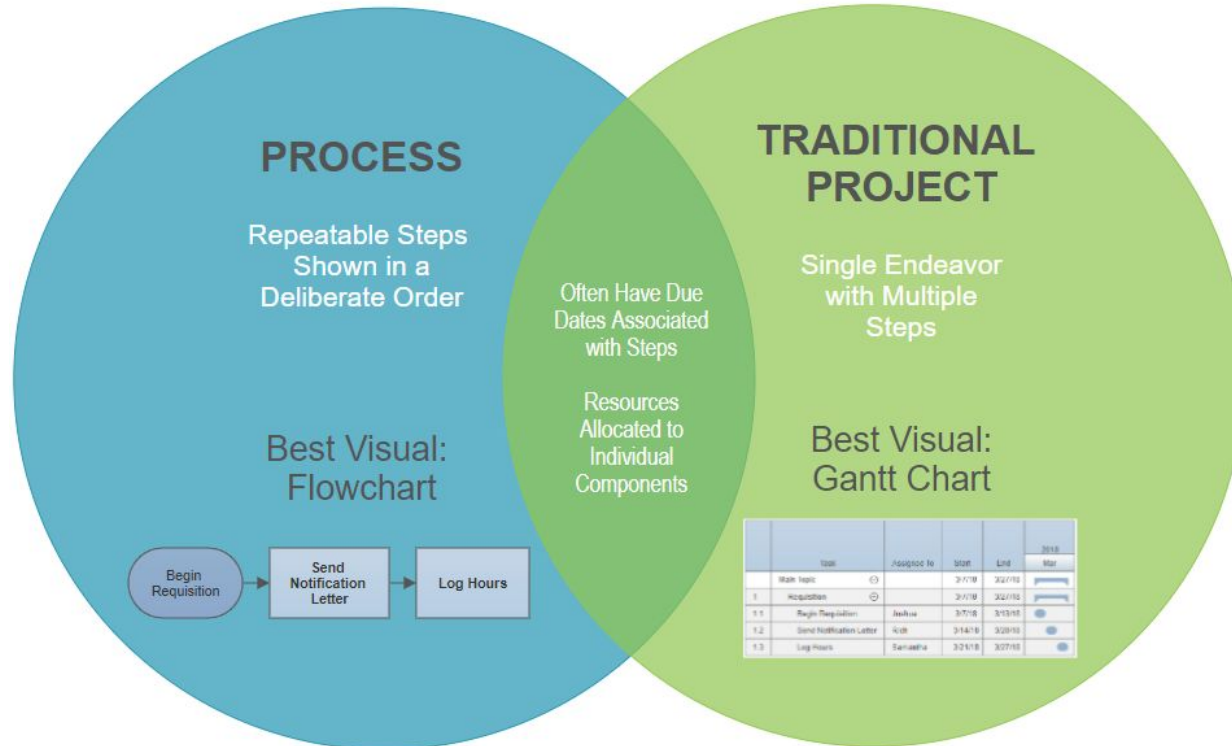
Project

- New process or product
- Unique
- Temporary
- Separate from routine, process-driven work
- Single objective
- Greater uncertainty
- Violates established practice
- Upsets status quo

Process

- Ongoing, day-to-day activities
- Repeat process or product
- People are homogenous
- Well-established systems
- Greater certainty
- Typically repetitive
- Established practices
- Supports status quo

Project vs Process



Traditional Waterfall Project Management

- When to use
 - Simple, low-risk project, with familiar technology
 - Defined goals and solutions
 - Clear deliverables

Why are Projects Important?

- Shortened product life cycles
- Limited budgets
- Narrow launch window
- Technical complexity
- Global competition

Who are Project Managers?

“They are organized, passionate and goal-oriented who understand what projects have in common, and their strategic role in how organizations succeed, learn and change.”

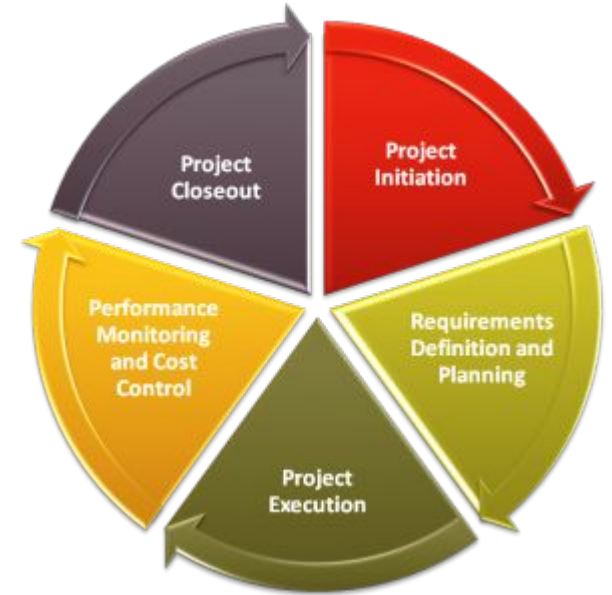
<https://www.pmi.org/about/learn-about-pmi/who-are-project-managers>

PMI

Project Management Lifecycle (PMCL)

Phases of a Project (Traditional / Waterfall)

1. Initiating
2. Planning
3. Executing
4. Monitoring and Controlling
5. Closing



1. Initiating

- Define the project
- Define the initial scope
- Estimate the cost
- Plan resources
- Identify project stakeholders



2. Planning

- Identify the problem
- How are you going to solve it?
 - What are we going to do?
 - How are we going to do it?
 - How do we know when it's done?



2. Planning

- Objectives
- Requirements
- Deliverables
- Risks

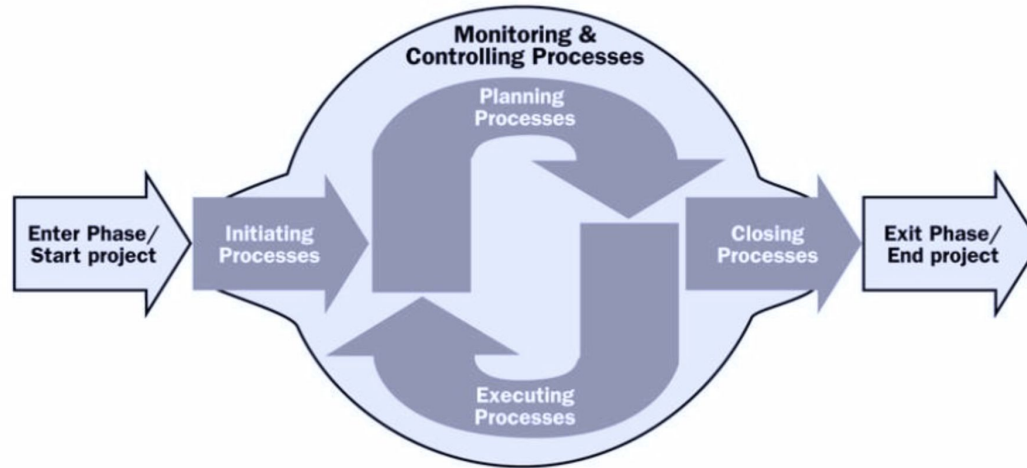
3. Executing

- Team Management
 - Acquiring team
 - Managing a team
- Launching



4. Monitoring and Controlling

- Control costs and schedule
 - Stay on time and on budget!
- Report Performance

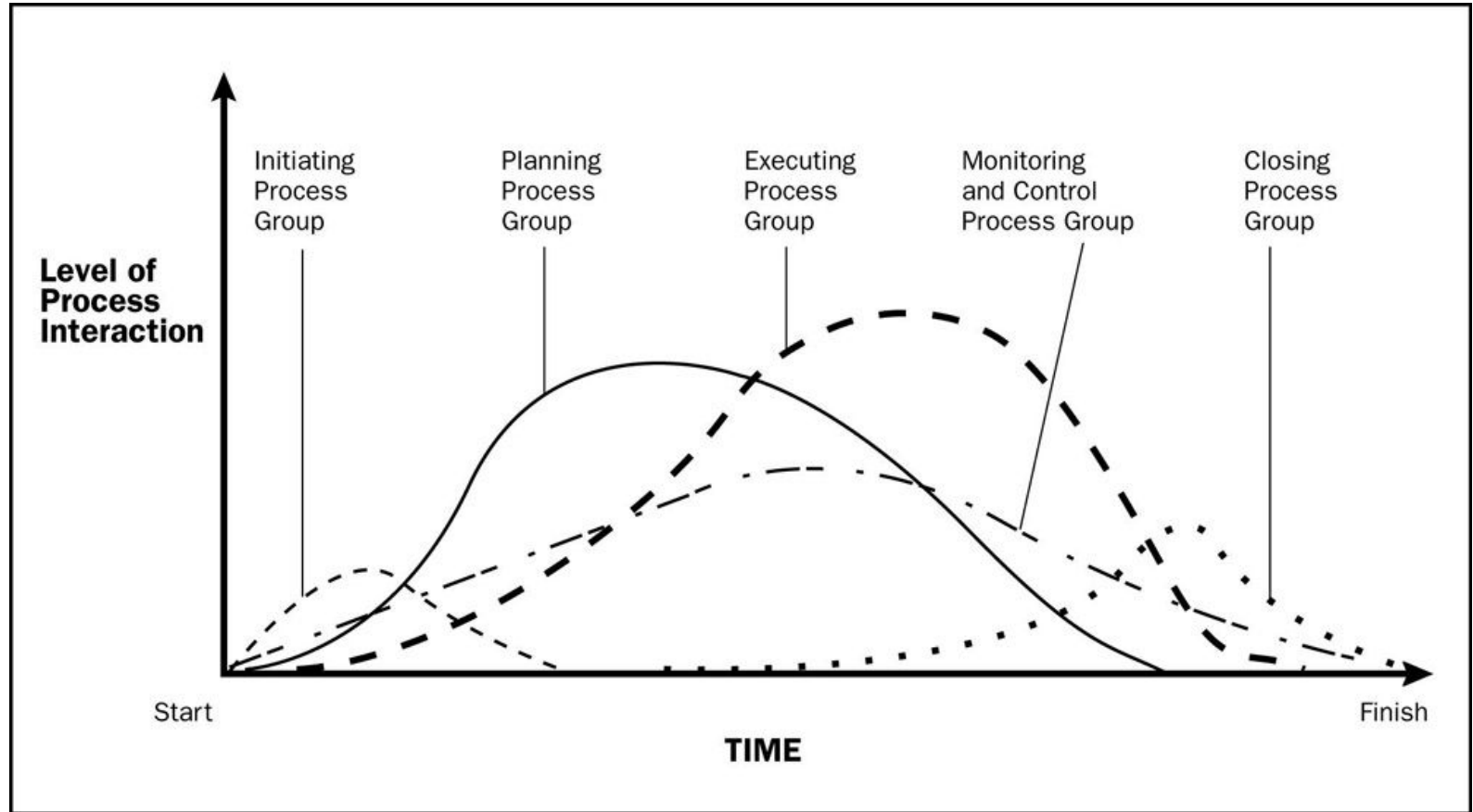


5. Closing

- Ensure acceptance
- Reporting on the project
 - Document Performance
- Gather Lessons Learned (Retrospective)
 - How well did the project go?
 - What worked well?
 - What could we have done better?
- Celebrate!



Process Interaction



Organization Hierarchy Types

1. Functional

- a. PM has no authority
- b. Resources to come by
- c. Resources report to Functional Managers

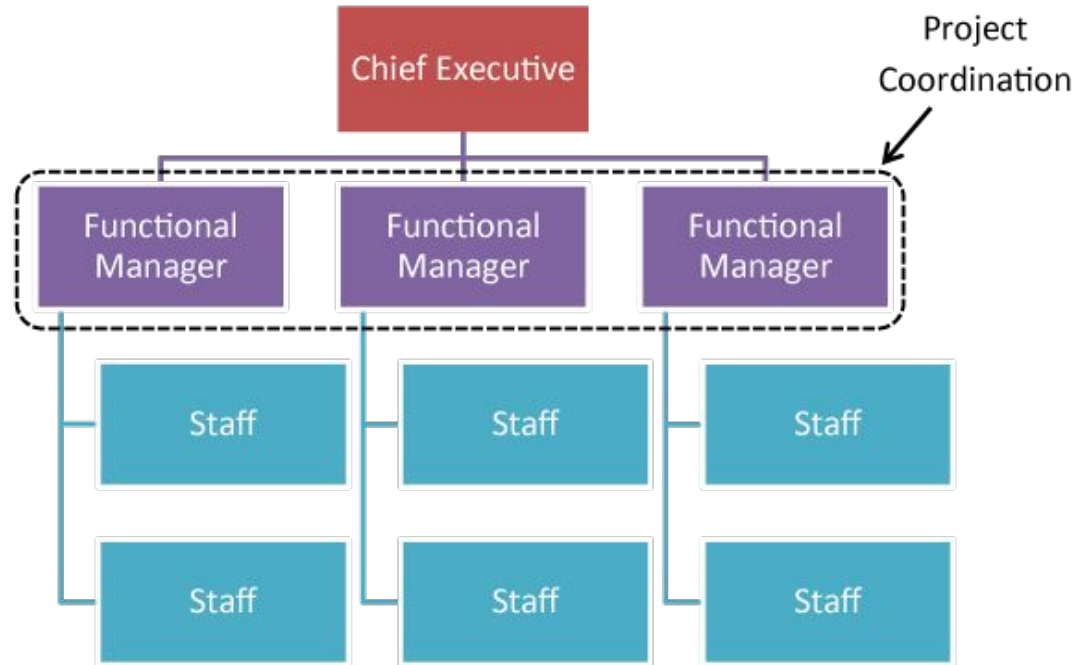
2. Projectized

- a. Most people work on projects full-time
- b. PMs have complete authority over resources and budget
- c. Resources report to Project Managers

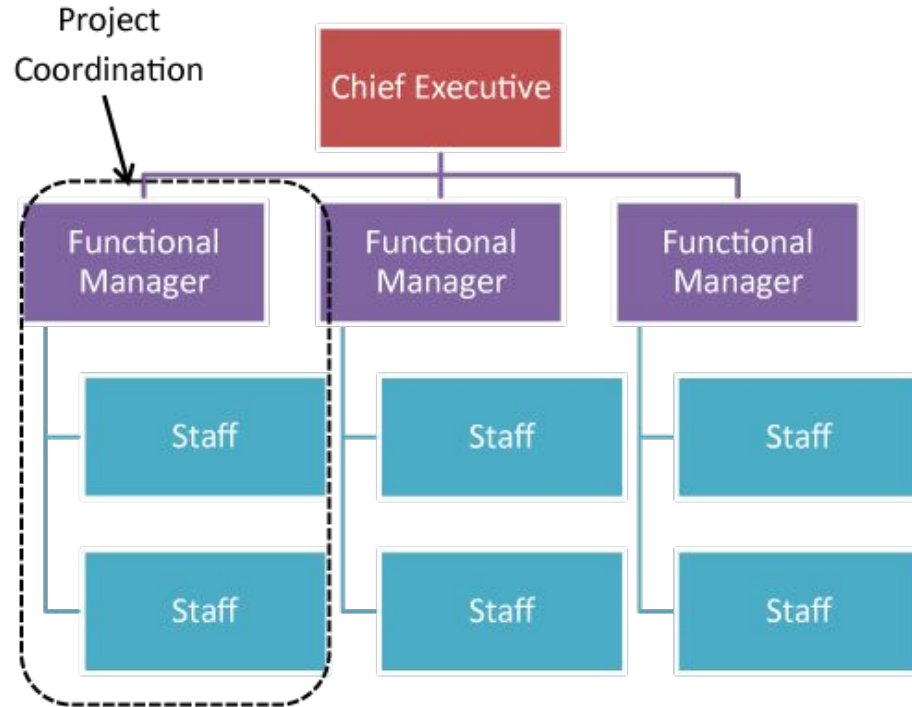
3. Matrix

- a. Hybrid of Functional and Projectized

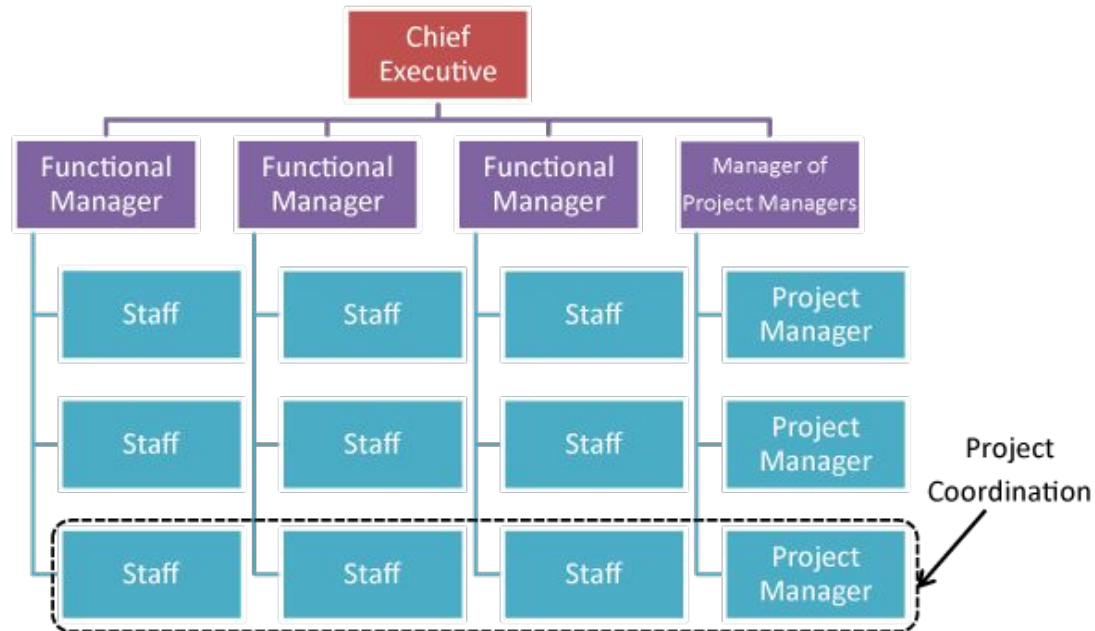
Functional Organization



Projectized Organization



Matrix Organization



Agile Project Management

- Increased customer involvement
- Small independent teams

Technical Skills

- Compose a project plan
- Build and refine a project schedule
- Measure performance

Pop Quiz - Question 1

All of the following are characteristics of a project, except: _____

- It has a beginning and an end
- It is unique
- It has a specific goal
- It is ongoing operations work

Pop Quiz - Question 2

What is a crucial question you will ask and answer as a project manager?

- How are we going to solve this problem?
- What is our plan?
- What problem are we solving?
- All of the above