



MASARYKOVA UNIVERZITA

PV213 Enterprise Information Systems in Practice

03 – Starting with EIS



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Tento projekt je spolufinancován Evropským sociálním fondem a státním rozpočtem České republiky.



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Content of this presentation

- Project process
- Lead management and opportunity development
- Bid
- Project calculations
 - Team establishment
 - Risk management
- Next lessons

Who we are III?

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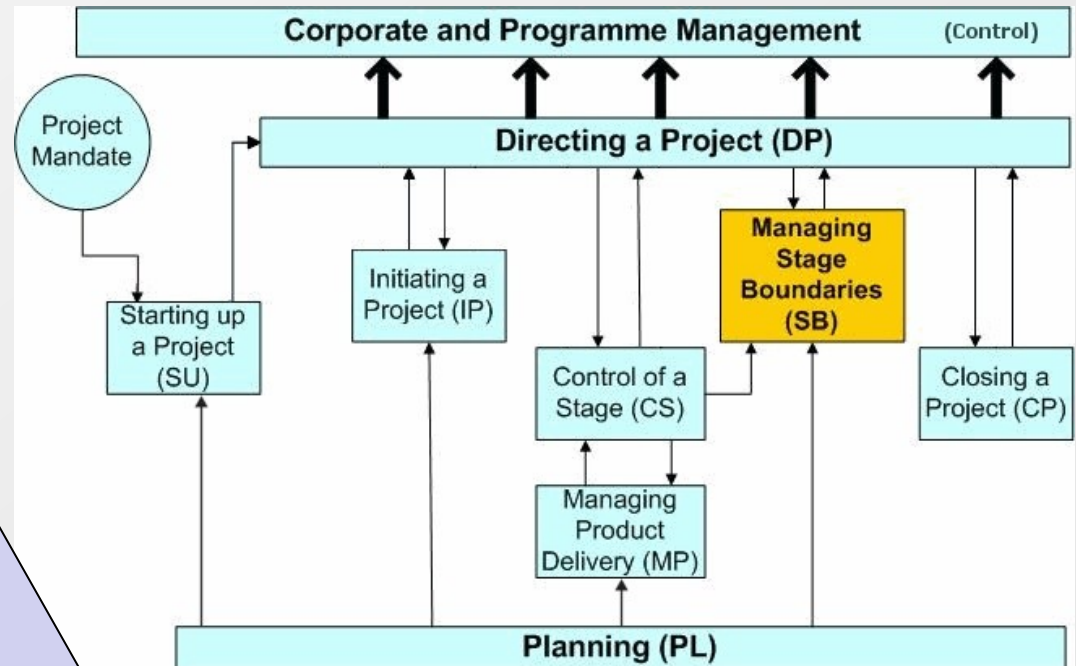
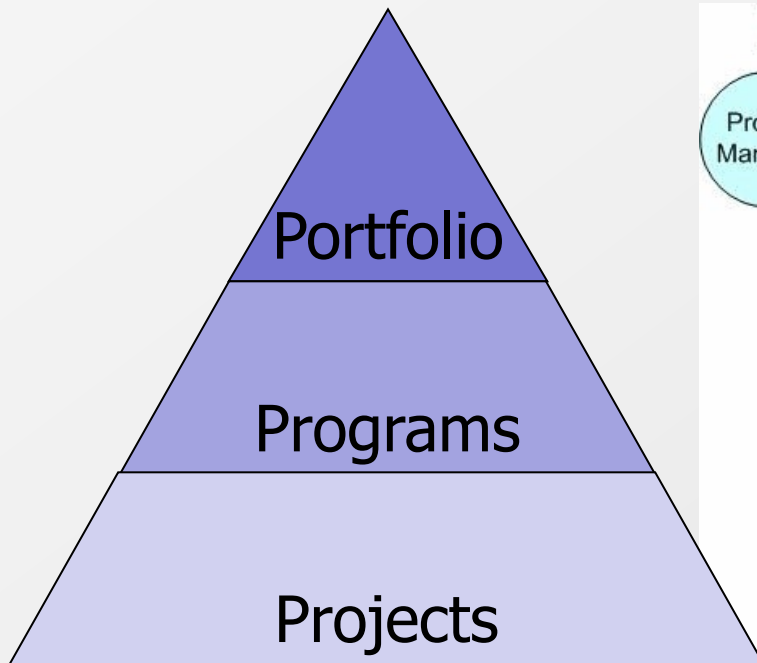
- 9 years of experience in field of IT
- Area of interest: Project and quality management
- Prince2 Practitioner, Scrum Master

➤ Honeywell



- Multinational conglomerate with more than 130 000 employees
- Headquarters in Morristown, New Jersey, U.S.
- 4000 employees in Czech Republic
- Research and development centre in Brno

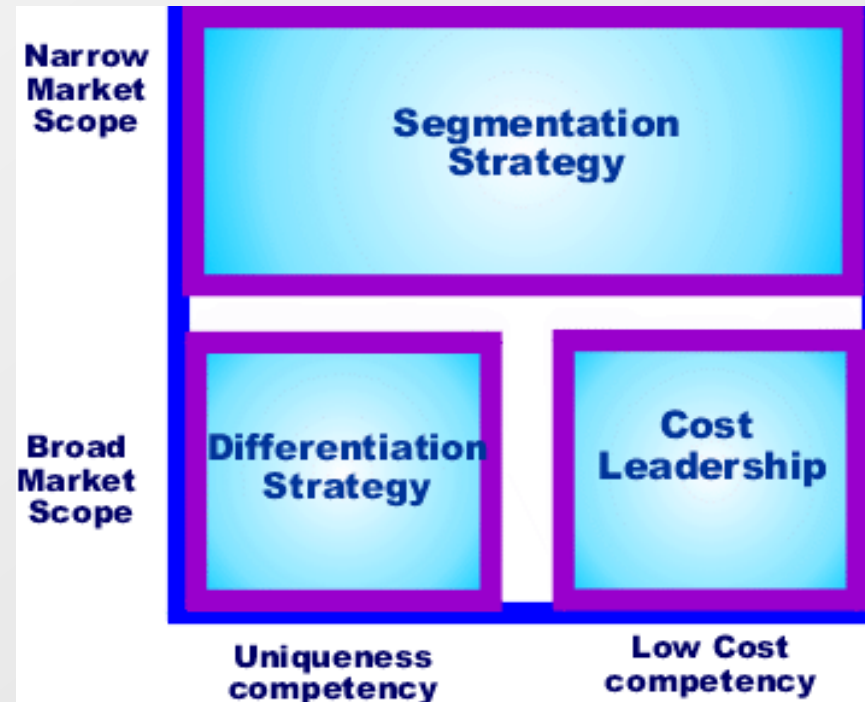
Variety of companies and projects



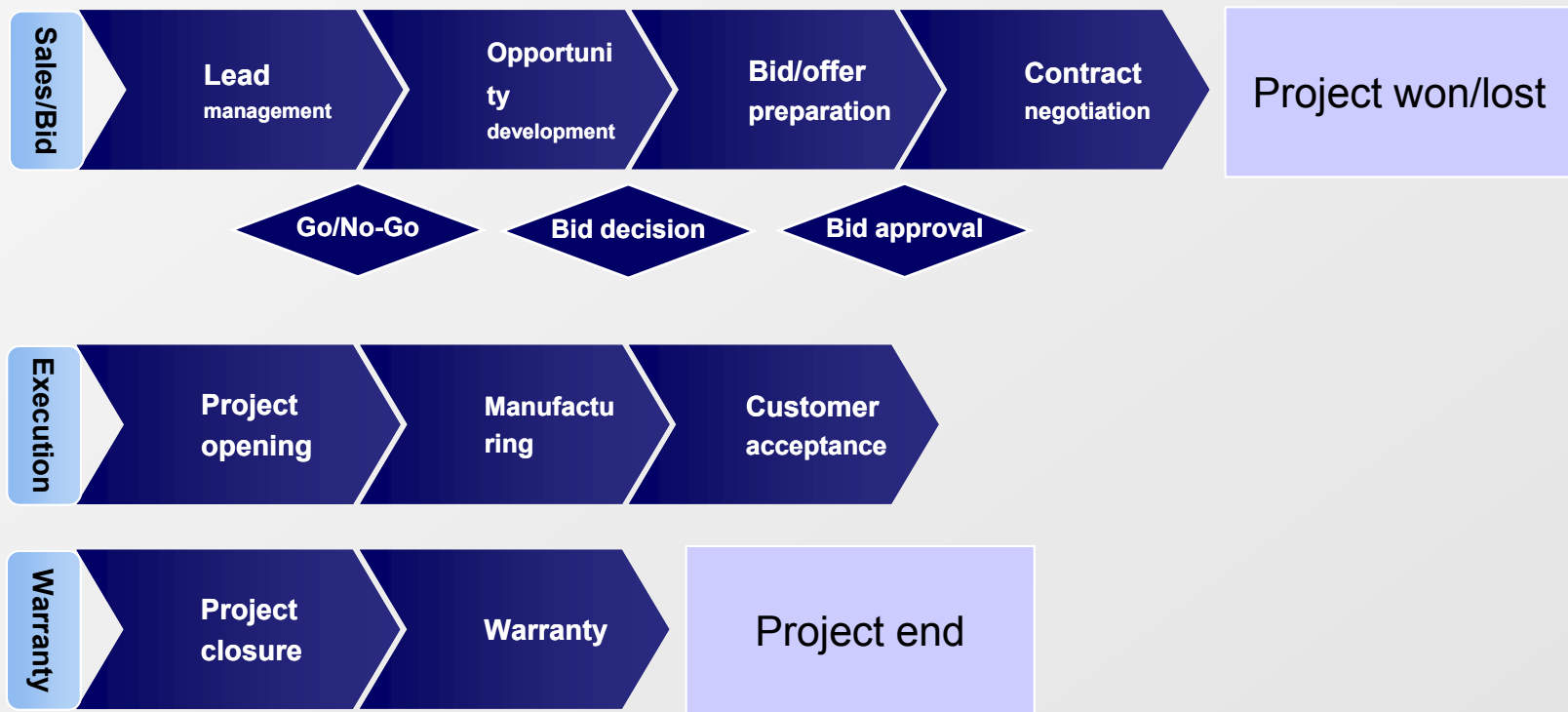
- Internal vs. External projects
- System integration vs. Product development

Porter's Generic Strategies

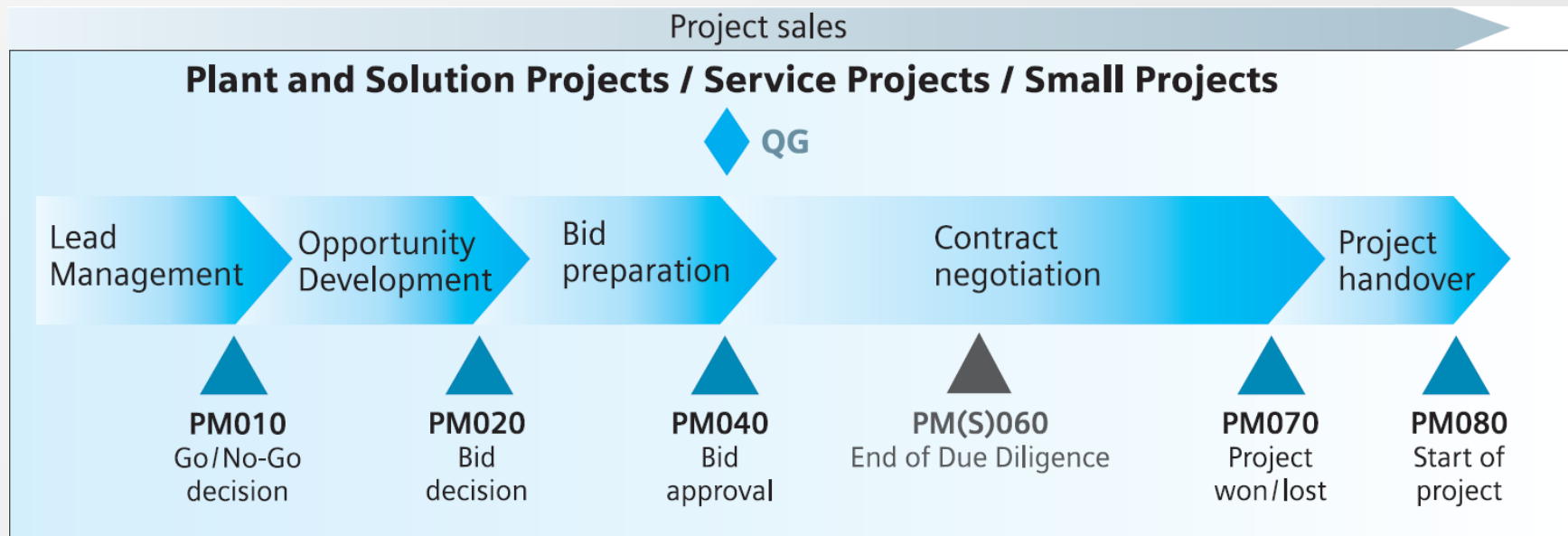
- X: Strategic strength
- Y: Strategic scope



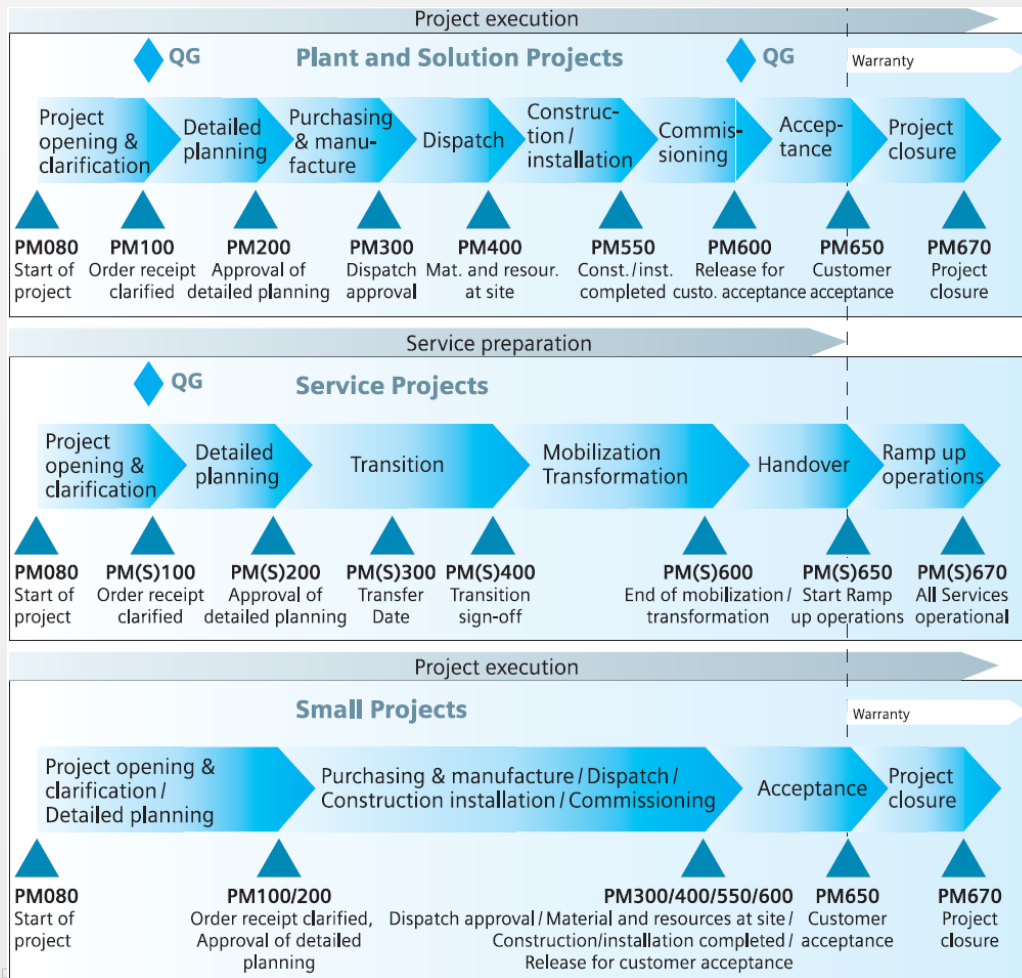
Project process



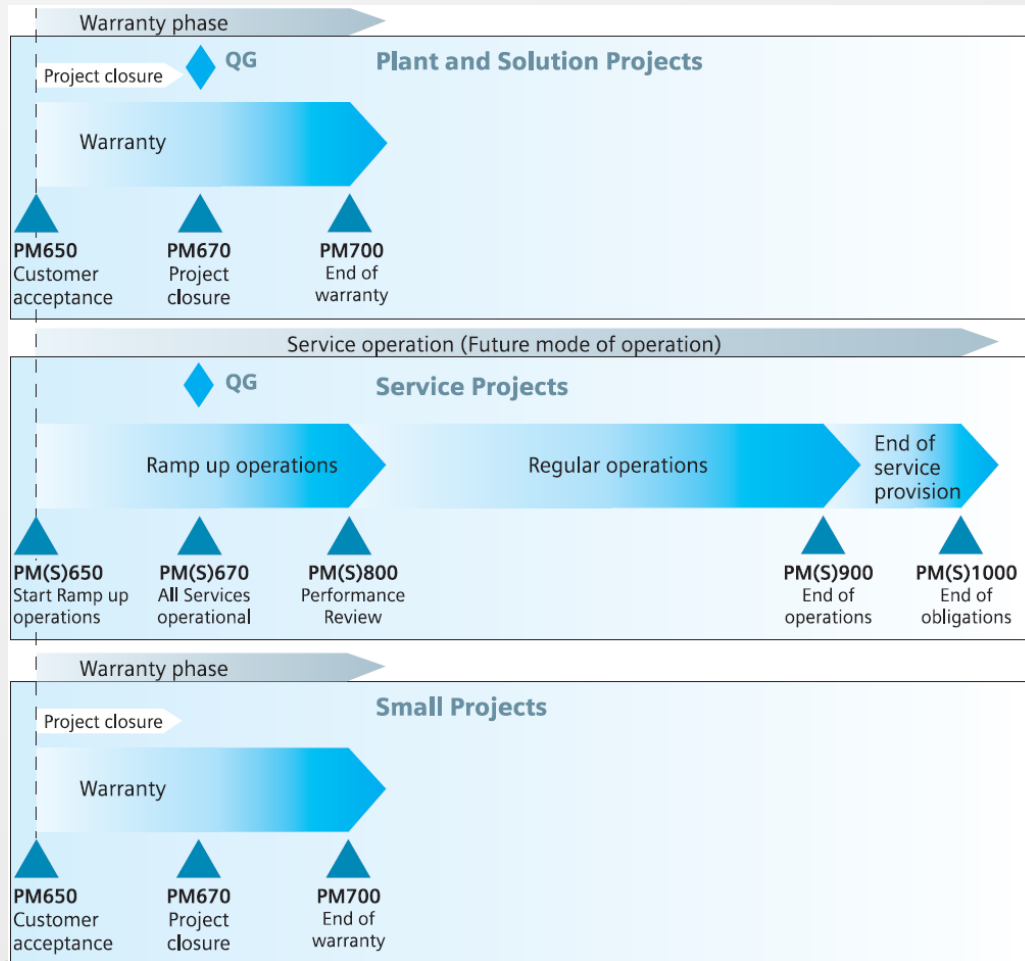
Example project process - Sales



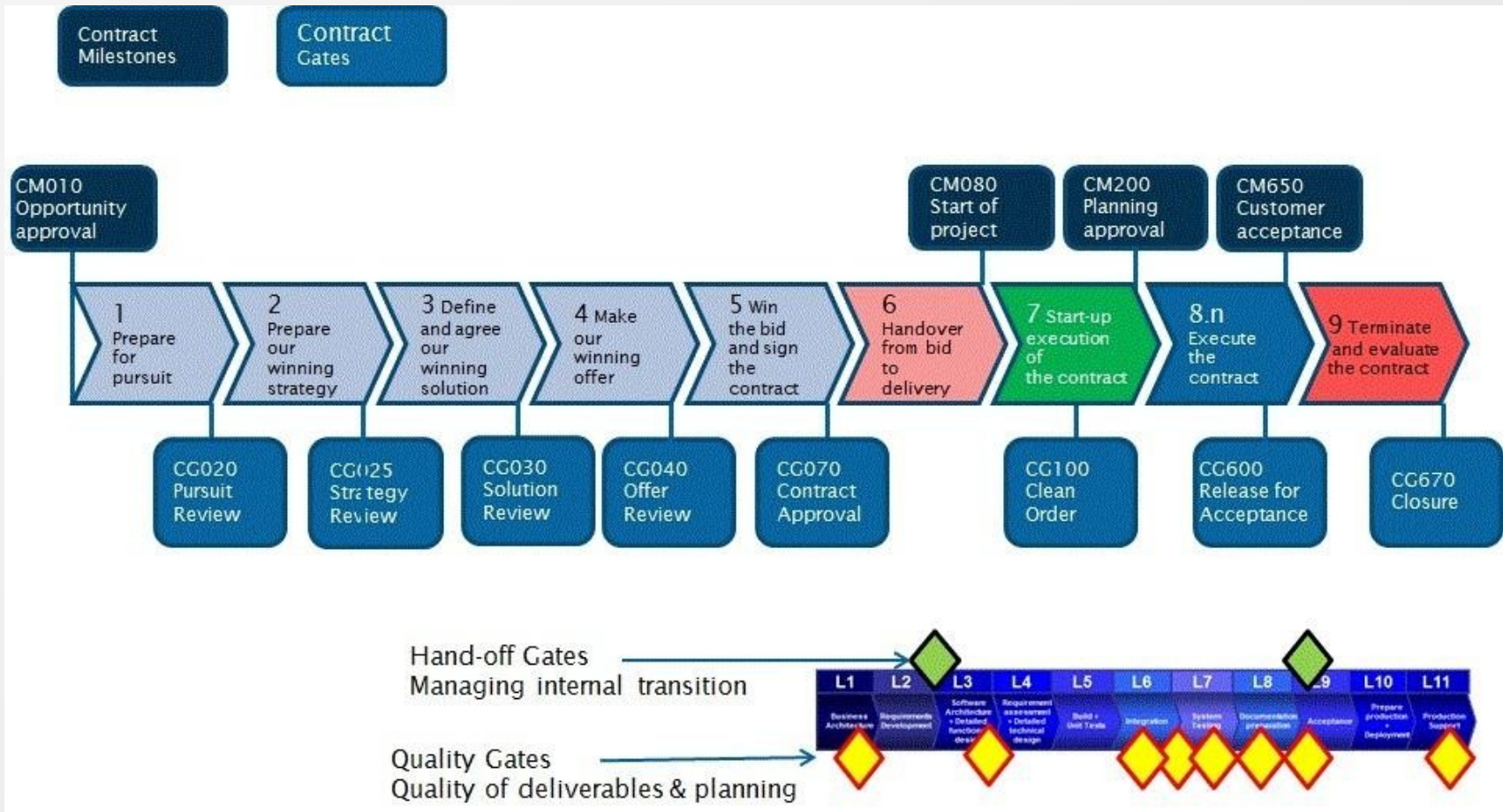
Example project process - Execution

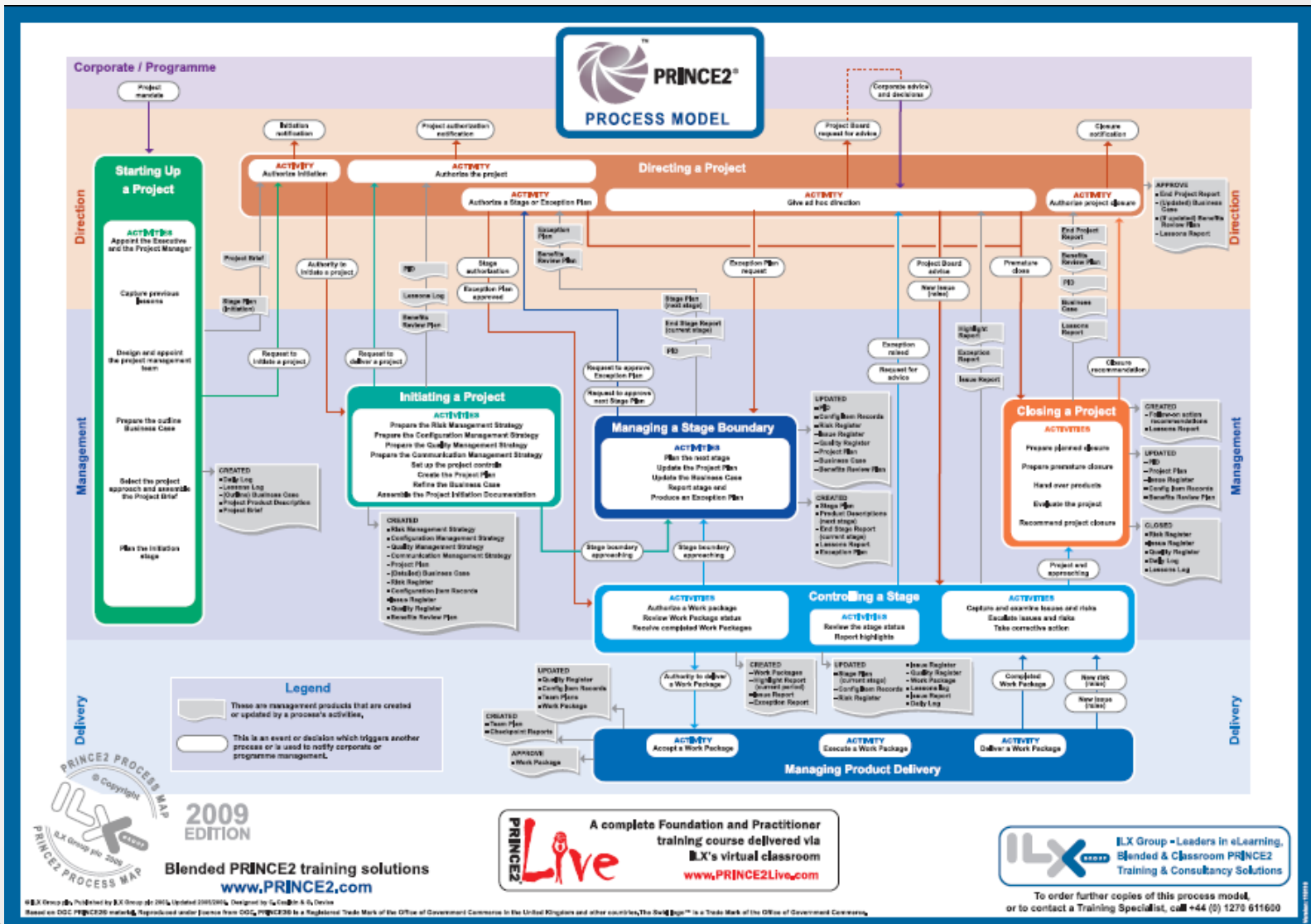


Example project process - Warranty



Example project process 2



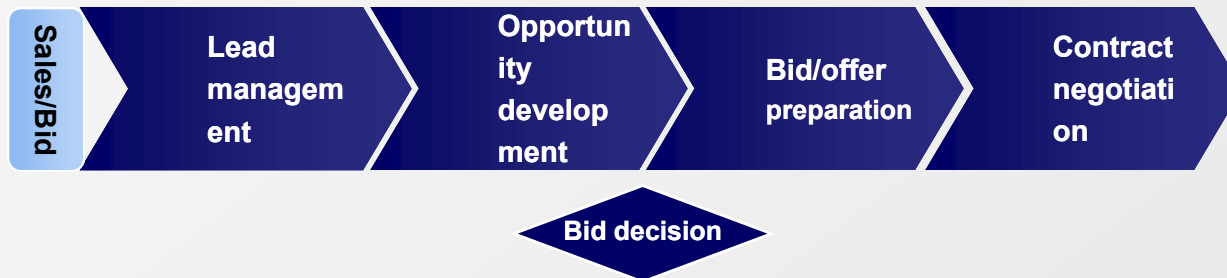


Lead management and Go/No-Go decision



- ❏ Lead generation
 - ❏ Attracting possible customers
 - ❏ Collecting of product-related information and ideas
- ❏ Lead evaluation
- ❏ Formal usually only in case of big investments

Opportunity development and Bid decision



- ❏ Clarification of possible solution - e.g. mockups
- ❏ Bid decision
 - ❏ Chances have to be evaluated (bid costs)
 - ❏ Bid win rate is usually monitored

Bid preparation



- ❏ Bid preparation
 - ❏ Solution design
 - ❏ Project description
 - ❏ Strategy
 - ❏ Bid concept

Bid approval and contract negotiation



- ❏ Different levels of management according to the project size
- ❏ Complex process usually supported by dedicated tools

- ❏ Inputs for bid decision
 - ❏ Estimation
 - ❏ Risks evaluation
 - ❏ Calculation

New leads, opportunities, projects

- Common ways how to get new lead/opportunity/project
 - Known customer
 - Sales/management agreement
 - Request for information (RFI)/request for proposal (RFP)
 - Marketing and networking (conference, reference)
 - Interesting idea
 - Luck
- Business case elaboration

Idea management

- Scope definition
 - E.g. company portfolio
- Idea gathering
 - Process and tool support
 - Brainstorming
- Idea evaluation
- Idea development
 - Budget

Project calculation

- Manufacturing costs
 - personnel
 - HW
 - travelling
 - other
- Risk factor
- Warranty
- Profit

Team establishment

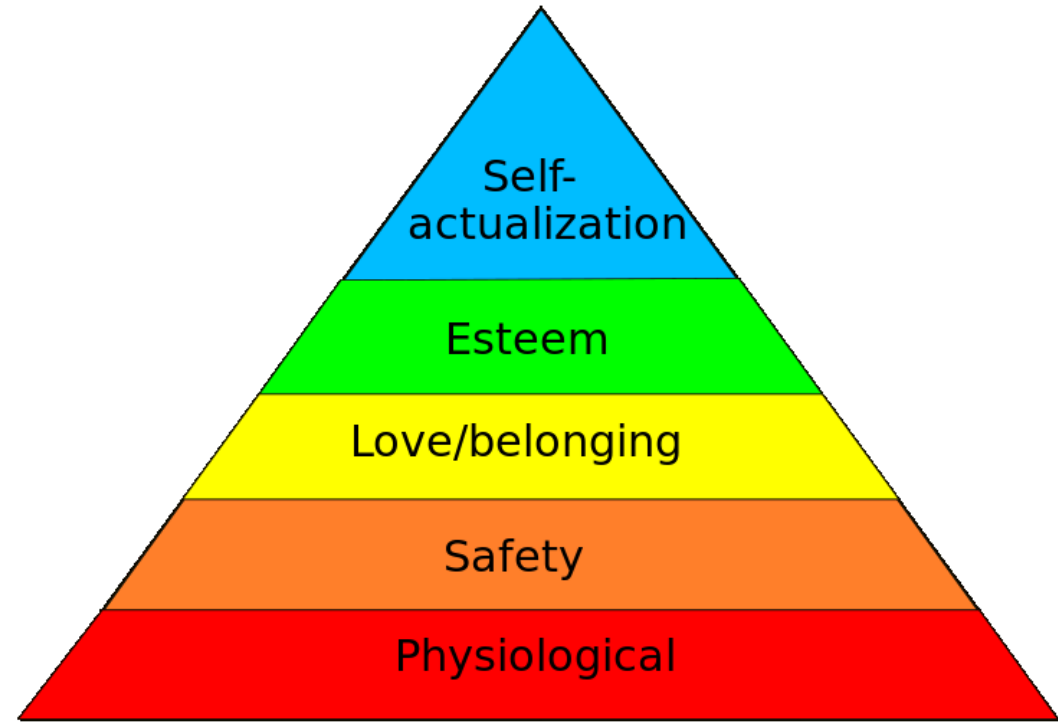
- ☒ How would you select your team members?

Team establishment

- To be considered
 - Specialization
 - Experience
 - Costs
 - Personality
- Interviews and hiring

Motivation

- Maslow (hierarchy of needs)
 - Self-actualization
 - Esteem
 - Love/belonging
 - Safety
 - Physiological
- McGregor
 - Theory X
 - Employee dislikes and avoids work
 - Carrot and stick approach
 - Theory Y
 - Employee is ambitious and self motivated



Risk management

- Risk (threat)
 - Possible **negative** deviation from target

- Opportunity
 - Possible **positive** deviation from target

“Each problem was a risk before it turned into a problem”

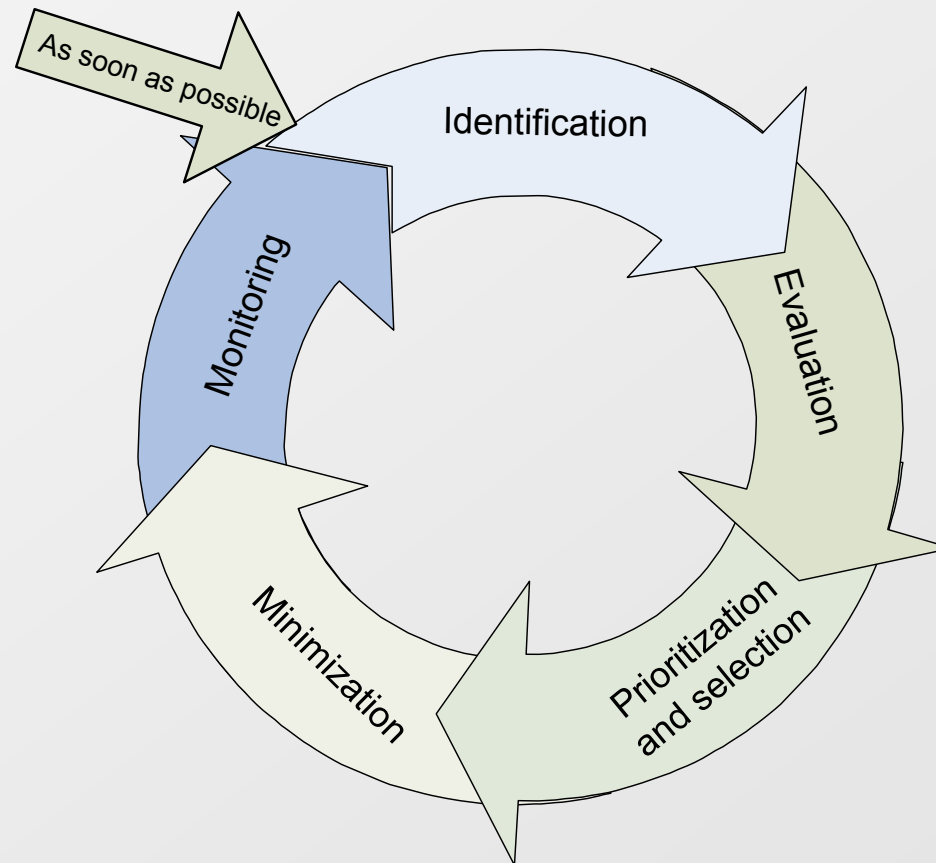
Project risks

- Main project risk areas
 - Feasibility
 - Available experience
 - Missing expenditure or cost
 - Project management, roles, processes
 - Partners and subcontractors

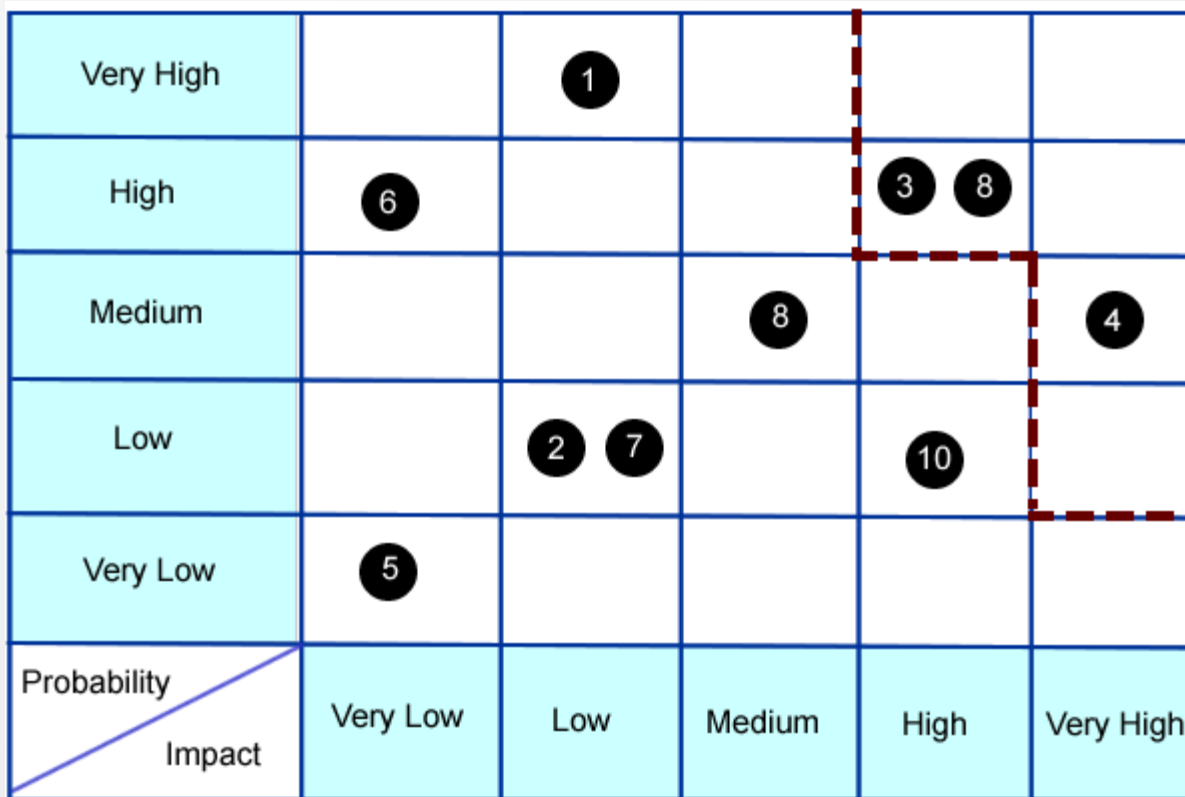
Risks in a company

- Example risk check list/register structure
 - Technological risks
 - Project developmental risks
 - Organizational risks
 - Schedule risks
 - Economical risks
 - Legal risks
 - Risks from environmental influences on the project

Continuous risk management



Risk probability impact grid



----- Risk Tolerance Line

Risk responses

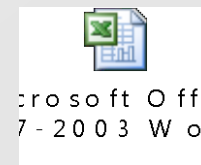
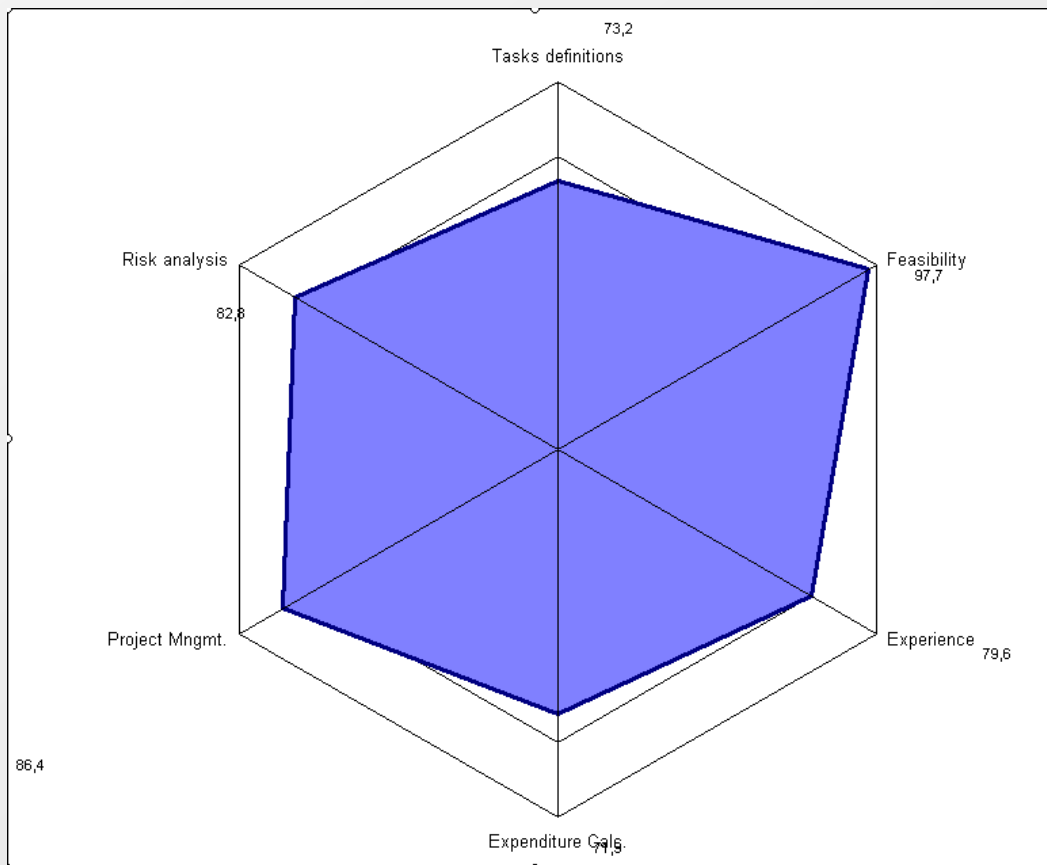
➤ Threat

- Avoid
- Reduce
- Fallback
- Transfer
- Share
- Accept

➤ Opportunity

- Exploit
- Enhance
- Share
- Reject

Project risks



Next lessons (1/4)

- Project management
 - Role of project management
 - Project plan
 - Project controlling and reporting
 - Project management supporting tools
 - Service level agreement
 - Project management qualifications
 - Estimations

Next lessons (2/4)

- Quality assurance
 - Role of quality management and quality assurance
 - QA plan
 - Document management + tools
 - Reviews
 - Product deviations and measures
 - ISO
 - CMMI
 - Lean

Next lessons (3/4)

- Development process
 - Development process in general
 - Process tailoring
 - Waterfall
 - Iterative and incremental
 - Agile development
 - Scrum
 - Extreme Programming

Next lessons (4/4)

- Testing
 - Purpose of testing
 - Basic test principles
 - Test process
 - Types of tests
 - Test management
 - Test-driven development
 - Test automation and regression testing

Děkuji za pozornost.

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