

Technology
Science
Information
Networks
Computing



Lecturer: Ting Wang (王挺)

利物浦大学计算机博士

清华大学计算机博士后

电子信息技术高级工程师

上海外国语大学网络与新媒体副教授

浙江清华长三角研究院海纳认知与智能研究中心主任

New Media Product Design and Development

Lecture 6 Release and Other Work

Dr. Ting WANG



School of Journalism and Communication
Shanghai International Studies University

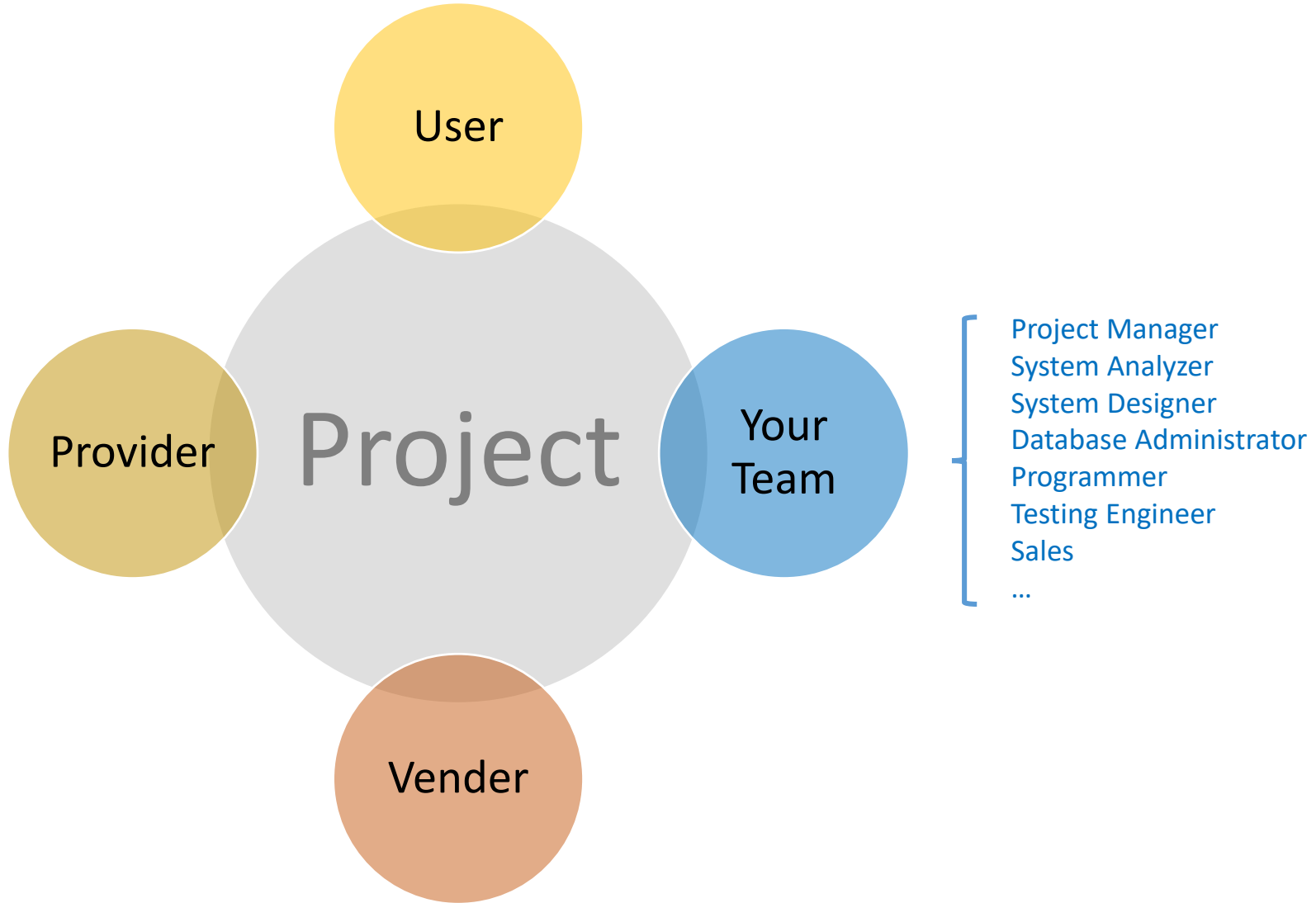


Haina Cognition and Intelligence Research Center
Yangtze Delta Region Institute of Tsinghua University, Zhejiang

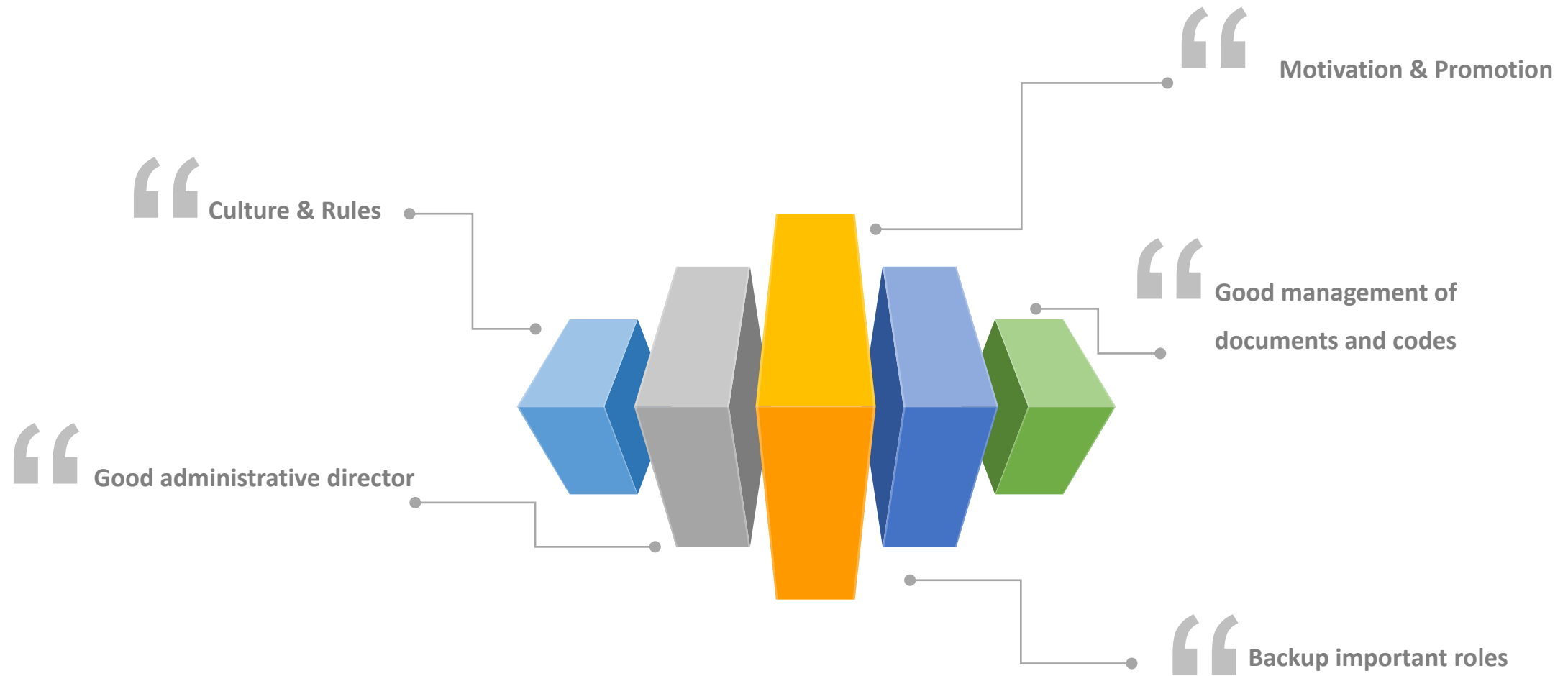
Part 02

Team and Project
Management

Team management



How to run a team?



Case study

你是一个项目的项目经理，项目已经接近尾声，项目组一些成员已经分配到其他的项目组中，其中的一个设计人员由于还有一些事情，所以还留在项目继续工作，但是，这个设计人员突然提出来希望离开这个项目，因为另外一个项目需要他做项目经理的工作，他不想失去这个机会，这时作为项目经理，你应该如何做：

- A) 找另外一个合适的人完成剩下的工作，同意他到新的项目中，但是要求做好交接工作，同时要求他参加必要的会议
- B) 要求他不要离开这个项目，因为他是最好的人选
- C) 不管怎样，他必须完成项目的收尾工作
- D) 同意他接手新的项目，但是要求他周末或者晚上的时候负责原来项目的收尾工作

A

Ways to Influence that Help and Hurt Projects

Projects are more likely to succeed when project managers influence with

1. expertise
2. work challenge

Projects are more likely to fail when project managers rely too heavily on

- authority
- money
- penalty

PROJECT MANAGEMENT



Improve project communications

- Manage conflicts effectively
- Develop better communication skills
- Run effective meetings
- Use templates for project communications

Email is always the best!



Revision Control

- CVS (Concurrent Versions System)
- SVN (subversion)
- Git
- VSS (Microsoft Visual SourceSafe)

GB/T8567: 开发进度月报



CMMI

Capability Maturity Model Integration (CMMI) is a process level improvement training and appraisal program. Administered by the CMMI Institute, a subsidiary of ISACA, it was developed at Carnegie Mellon University (CMU). It is required by many U.S. Government contracts, especially in software development. CMU claims CMMI can be used to guide process improvement across a project, division, or an entire organization. CMMI defines the following maturity levels for processes: Initial, Managed, Defined, Quantitatively Managed, and Optimizing. Version 2.0 was published in 2018 (Version 1.3 was published in 2010, and is the reference model for the remaining information in this wiki article). CMMI is registered in the U.S. Patent and Trademark Office by CMU.

CMMI's five Maturity Levels

Processes are viewed as unpredictable and reactive. At this stage, “work gets completed but it’s often delayed and over budget.” This is the worst stage a business can find itself in — an unpredictable environment that increases risk and inefficiency.

Initial

There’s a level of project management achieved. Projects are “planned, performed, measured and controlled” at this level, but there are still a lot of issues to address.

Managed

Organizations are more proactive than reactive. There’s a set of “organization-wide standards” to “provide guidance across projects, programs and portfolios.” Businesses understand their shortcomings, how to address them and what the goal is for improvement.

Defined

This stage is more measured and controlled. The organization is working off quantitative data to determine predictable processes that align with stakeholder needs. The business is ahead of risks, with more data-driven insight into process deficiencies.

Quantitatively managed

An organization’s processes are stable and flexible. At this final stage, an organization will be in constant state of improving and responding to changes or other opportunities. The organization is stable, which allows for more “agility and innovation,” in a predictable environment.

Optimizing

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Lecture 6-2. The End

THANK YOU

Dr. Ting WANG



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