



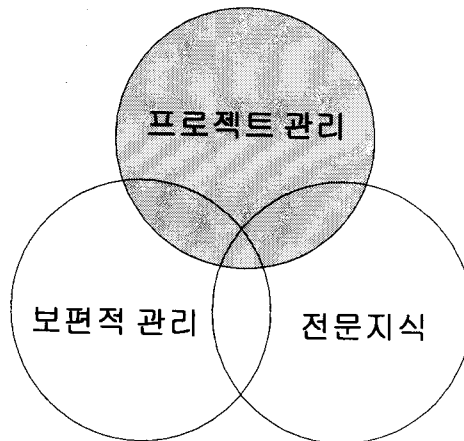
Project Management 역량강화 방안



삼성 SDS
김덕규 수석컨설턴트

Make your Business Smart

관리영역 관계

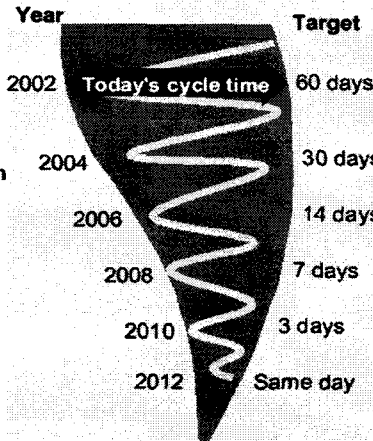


출처 : PMI "Relationship of Project Management to Other Management Disciplines"

개발환경변화

Business Imperatives

- Simplify and select key processes
- Slash and stabilize the cycle time for each selected process
- Set clear goals and objectives for cycle time reduction, and sell them to the business



AD Imperatives

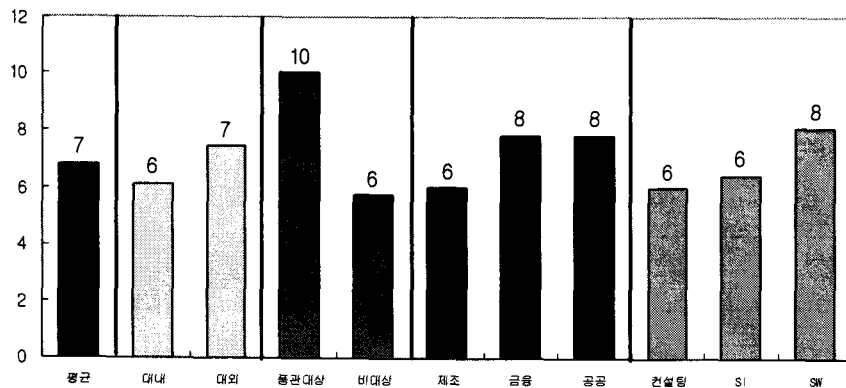
- Map and measure portfolio value to business processes
- **Re-skill** to aid the business in its efforts, and to recognize the shift from coding to other phases
- Slow down to speed up. Architect for agility.

출처 : 가트너 2002 "The Realtime Enterprise and AD"

- 3 -

프로젝트 개발기간(사례)

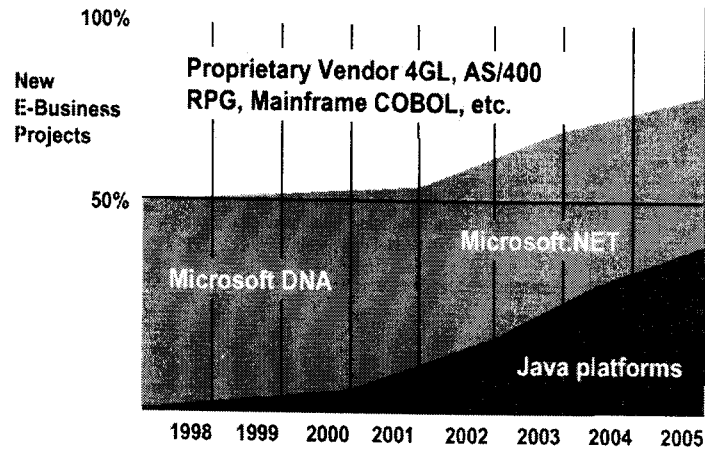
2001년 완료한 프로젝트 828개 기준



출처 : 삼성SDS PM 커뮤니티 "PM 역량 배양을 위한 모임"

- 4 -

프로젝트 기술환경 변화

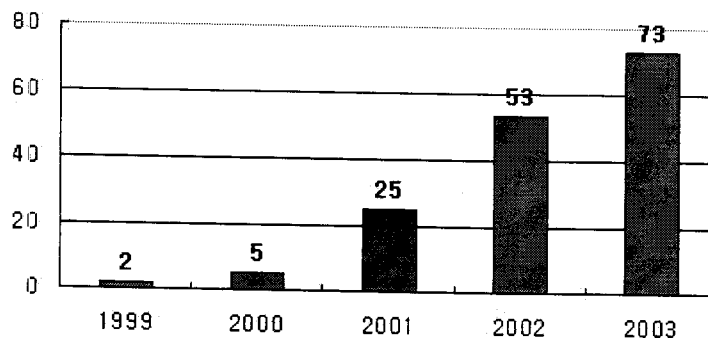


출처 : 가트너

- 5 -

Web 기반 프로젝트 추세 (사례)

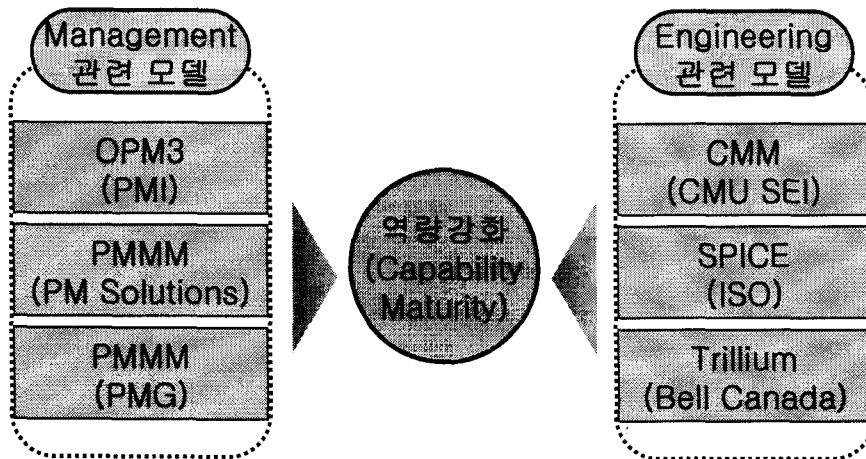
2003년 1월 : 773개 프로젝트



출처 : 삼성SDS PM 커뮤니티 "PM역량 배양을 위한 모임"

- 6 -

PM 관련 역량강화 모델



- 7 -

PMMM

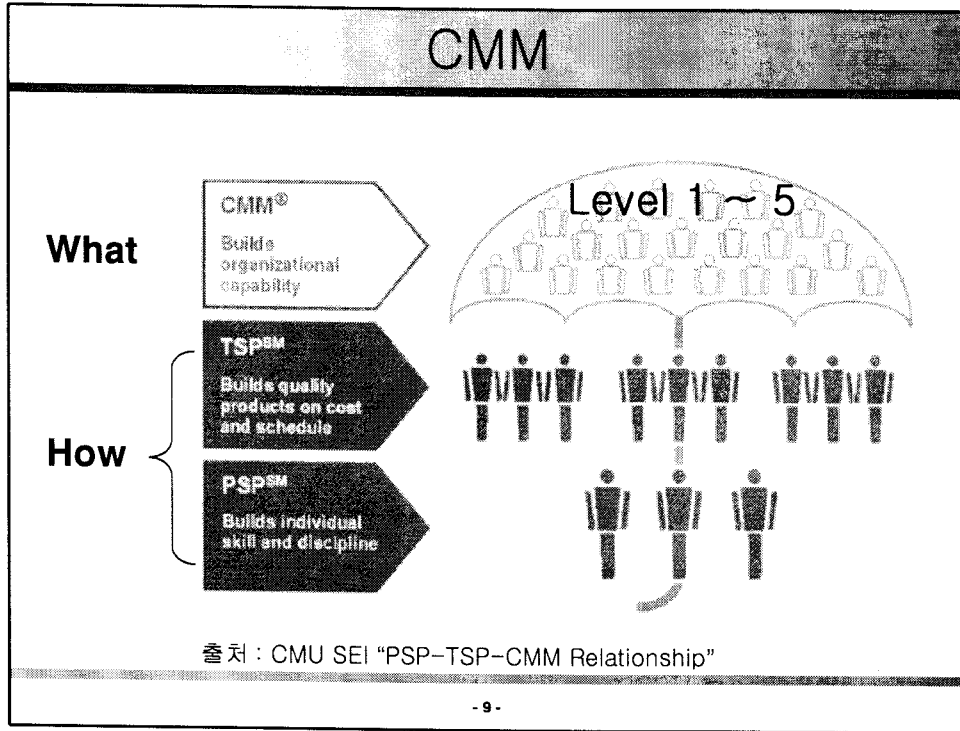
CMM 개념의 Level

PMI의 PM관리 영역

Level of Project Management	Level 1	Level 2	Level 3	Level 4	Level 5
Project Planning and Management	Project planning is done in an ad-hoc manner. The project manager is responsible for the project plan.	Project planning is done in a structured manner. The project manager is responsible for the project plan.	Project planning is done in a structured manner. The project manager is responsible for the project plan.	Project planning is done in a structured manner. The project manager is responsible for the project plan.	Project planning is done in a structured manner. The project manager is responsible for the project plan.
Project Scope Management	Project scope is defined in an ad-hoc manner. The project manager is responsible for the project scope.	Project scope is defined in a structured manner. The project manager is responsible for the project scope.	Project scope is defined in a structured manner. The project manager is responsible for the project scope.	Project scope is defined in a structured manner. The project manager is responsible for the project scope.	Project scope is defined in a structured manner. The project manager is responsible for the project scope.
Project Time Management	Project time is managed in an ad-hoc manner. The project manager is responsible for the project time.	Project time is managed in a structured manner. The project manager is responsible for the project time.	Project time is managed in a structured manner. The project manager is responsible for the project time.	Project time is managed in a structured manner. The project manager is responsible for the project time.	Project time is managed in a structured manner. The project manager is responsible for the project time.
Project Cost Management	Project cost is managed in an ad-hoc manner. The project manager is responsible for the project cost.	Project cost is managed in a structured manner. The project manager is responsible for the project cost.	Project cost is managed in a structured manner. The project manager is responsible for the project cost.	Project cost is managed in a structured manner. The project manager is responsible for the project cost.	Project cost is managed in a structured manner. The project manager is responsible for the project cost.
Project Quality Management	Project quality is managed in an ad-hoc manner. The project manager is responsible for the project quality.	Project quality is managed in a structured manner. The project manager is responsible for the project quality.	Project quality is managed in a structured manner. The project manager is responsible for the project quality.	Project quality is managed in a structured manner. The project manager is responsible for the project quality.	Project quality is managed in a structured manner. The project manager is responsible for the project quality.
Project Human Resource Management	Project human resource is managed in an ad-hoc manner. The project manager is responsible for the project human resource.	Project human resource is managed in a structured manner. The project manager is responsible for the project human resource.	Project human resource is managed in a structured manner. The project manager is responsible for the project human resource.	Project human resource is managed in a structured manner. The project manager is responsible for the project human resource.	Project human resource is managed in a structured manner. The project manager is responsible for the project human resource.
Project Communications Management	Project communications is managed in an ad-hoc manner. The project manager is responsible for the project communications.	Project communications is managed in a structured manner. The project manager is responsible for the project communications.	Project communications is managed in a structured manner. The project manager is responsible for the project communications.	Project communications is managed in a structured manner. The project manager is responsible for the project communications.	Project communications is managed in a structured manner. The project manager is responsible for the project communications.
Project Risk Management	Project risk is managed in an ad-hoc manner. The project manager is responsible for the project risk.	Project risk is managed in a structured manner. The project manager is responsible for the project risk.	Project risk is managed in a structured manner. The project manager is responsible for the project risk.	Project risk is managed in a structured manner. The project manager is responsible for the project risk.	Project risk is managed in a structured manner. The project manager is responsible for the project risk.
Project Procurement Management	Project procurement is managed in an ad-hoc manner. The project manager is responsible for the project procurement.	Project procurement is managed in a structured manner. The project manager is responsible for the project procurement.	Project procurement is managed in a structured manner. The project manager is responsible for the project procurement.	Project procurement is managed in a structured manner. The project manager is responsible for the project procurement.	Project procurement is managed in a structured manner. The project manager is responsible for the project procurement.

출처 : PM Solution "PMMM"

- 8 -

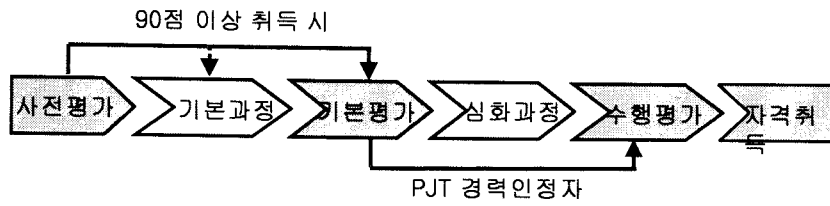


역량강화 방안

	장점	단점
지속적인 방식 (자발성)	<ul style="list-style-type: none"> • 업무에의 지장이 적음 • 고수준 지식축적 가능 	<ul style="list-style-type: none"> • 조직원의 분야별, 수준별 차이가 많음 • 재학습 기피 경향 (유사한 과목까지도 기피) • 다수의 과정 개발 필요
높이뛰기 방식 (강제성)	<ul style="list-style-type: none"> • 조직원의 수준가능 용이 • 단기간에 의도수준 달성 • 마인드 확산에 유리 	<ul style="list-style-type: none"> • 업무에의 지장 초래 (교육방식에 따라짐) • 고수준 목표달성 곤란 (단기간, 온라인의 경우)

- 10 -

PASS 제도



Case		차등적용 내용
PASS	사전평가 90점 이상 취득자	기본과정 선택적 PASS
	WEB관련 PJT경력 인정자	수행평가 실시결과 합격 시 심화과정 PASS
BACK	기본평가 2회 이상 불합격자	기본과정 재수강
	WEB관련 PJT경력 인정자	수행평가 미 PASS 시 심화과정 입과

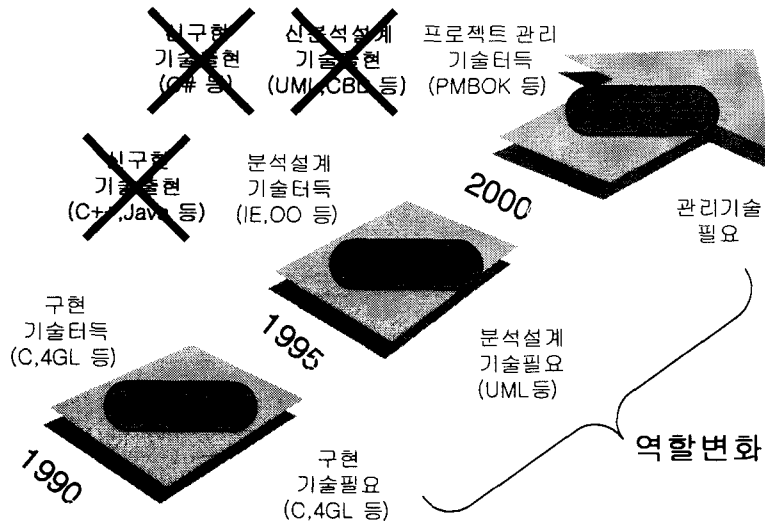
○ Project 경력 인정

- 기준 : J2EE/.NET 기반 Project 경험이 각 2년/1년 이상
- 절차 : PM/부서장 결재 -> 인사부서 합의

PM과정 사례

구분	분야	형태	내용
기본과정	공통지식	On-Line	- 최신 방법론 - UML, Web Service, Architecture - Network, Information Security, DB - Platform - IT Trend
	PJT관리 사례	On-Line	- 프로젝트 관리 프로세스 이해 - 실 상황별 조치내용 작성 및 비교 - 실 "관리" 산출물 분석평가 및 교훈분석
	PJT수행 사례	On-Line	- 실 프로젝트의 "개발" 산출물 분석 - 프로젝트에 관련된 IT 요소기술 이해
심화과정	Work Shop	Off-Line	- PM의 역할 및 책임 - 계획서 작성 및 개발단계별 산출물 분석

고려사항



결론

