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Project Management Process Groups

		Initiating	Planning	Executing	Monitoring & Controlling	Closing
Knowledge Areas	Project Integration Management		4.2			
	Scope		5. ¹ _{2 3 4}			
	Time		6. ^{1 2} _{3 4 5 6}			
	Cost		7. ¹ _{2 3}			
	Quality		8.1			
	Human Resources		9.1			
	Communications		10.1			
	Risk		11. ^{1 2} _{3 4 5}			
	Procurement		12.1			
	Stakeholders		13.2			

The Planning Process Group

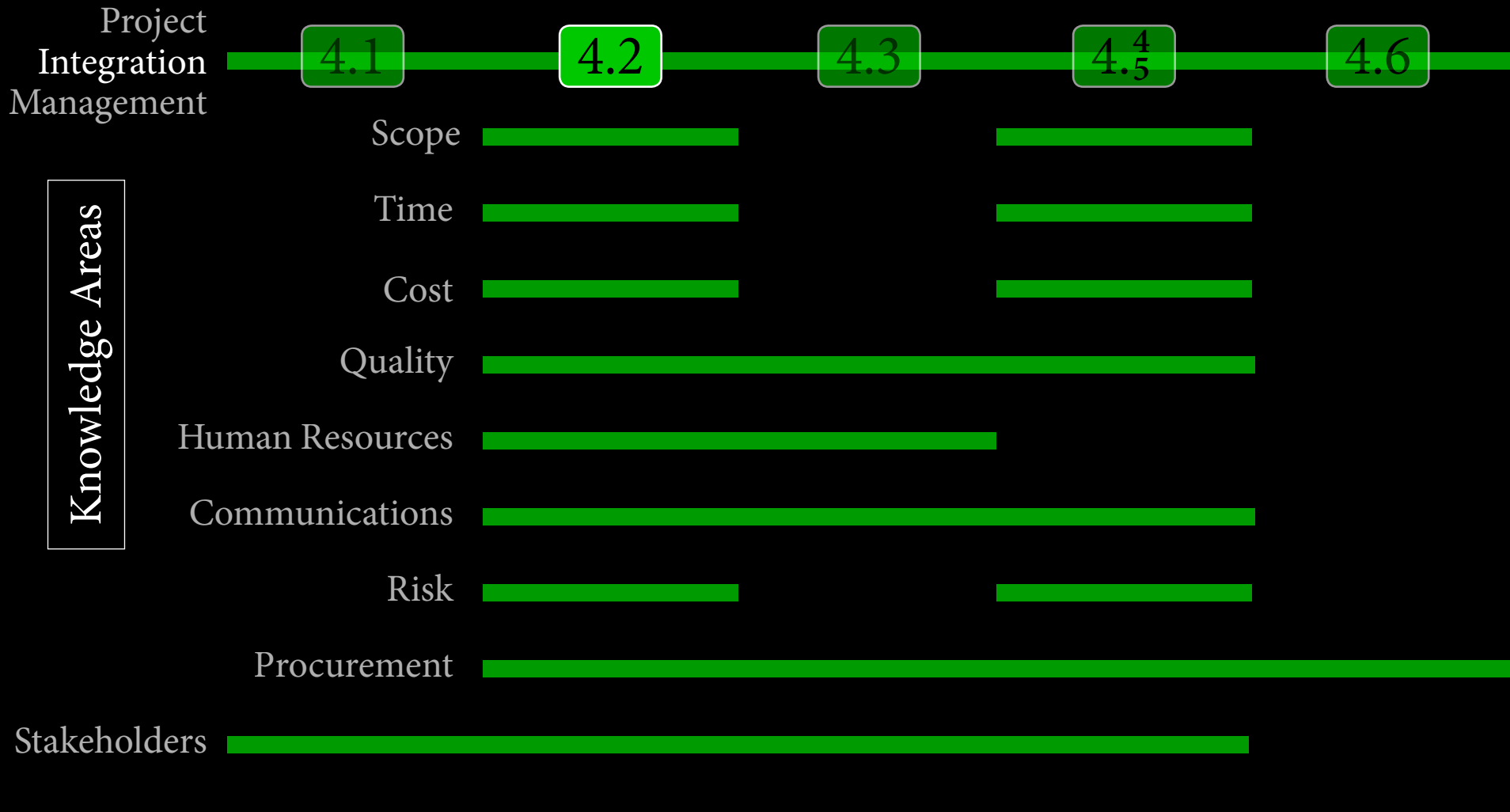
Planning Process Group

Defines the processes needed to establish the total scope of the project, and then refine the project objectives and develop the action plan

Develop the **project management plan**

Develop the **project documents** needed to carry out the project
(scope, time, cost, quality, communications, human resources, risks, procurement, and stakeholder engagement)

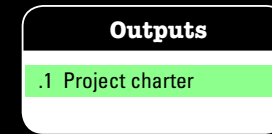
Planning is iterative - as more project information or characteristics are gathered and understood, additional planning will likely be required (**progressive elaboration**)



Develop Project Management Plan

Project Integration Management

(PMBOK Chapter 4)



Initiating Process Group	4.1 Develop Project Charter: authorizes project existence [↑]
Planning Process Group	4.2 Develop Project Management Plan: integrating plans
Executing Process Group	4.3 Direct and Manage Project Work: leading, performing, implementing
Monitoring & Controlling Process Group	4.4 Monitor and Control Project Work: tracking, reviewing, reporting
	4.5 Perform Integrated Change Control: reviewing, approving, managing
Closing Process Group	4.6 Close Project or Phase: finalizing activities

Develop Project Management Plan



What & Why?

Project Management Plan: The document that describes how the project will be executed monitored and controlled

Ask yourself:

How do I **define, plan, manage, execute** and **control** the: scope, schedule, cost, quality, human resource, communications, risk, procurement, and stakeholder management?”

Each of these areas needs a management plan

Develop Project Management Plan



What &
Why?

The management plan is a set of documents with **processes, procedures, practices, standards and metrics**

The project management plan **will vary** depending on the type & complexity of the project

Develop Project Management Plan



Project Charter:

The size of the project charter varies depending on the complexity of the project and the information known at the time of its creation.

At a minimum, **the project charter should define the high-level boundaries of the project.**

The project manager uses the project charter as the **starting point** for initial planning throughout the Initiating Process Group.

Develop Project Management Plan



Outputs from other processes:

Most of the **processes** described in **Sections 5 through 13** of the PMBOK guide integrate to create the project management plan

Any **baselines** and **subsidiary plans** that are an output from other planning processes are inputs to this process

Changes to these documents may necessitate **updates** to the project management plan.

Knowledge Area Plans

Scope Management Plan (Section 5.1.3.1). Describes how the scope will be defined, developed, monitored, controlled, and verified.

Requirements Management Plan (Section 5.1.3.2). Describes how requirements will be analyzed, documented, and managed.

Schedule Management Plan (Section 6.1.3.1). Establishes the criteria and the activities for developing, monitoring, and controlling the schedule.

Cost Management Plan (Section 7.1.3.1). Describes how costs will be planned, structured, and controlled.

Quality Management Plan (Section 8.1.3.1). Describes how an organization's quality policies will be implemented.

Process Improvement Plan (Section 8.1.3.2). A subsidiary of the project management plan which details the steps for analyzing processes to identify activities that enhance their value.

Knowledge Area Plans

Human Resource Management Plan (Section 9.1.3.1). Describes how roles, responsibilities, reporting relationships and staff management will be addressed and structured.

Communications Management Plan (Section 10.1.3.1). Describes how, when, and by whom information about the project will be administered and disseminated.

Risk Management Plan (Section 11.1.3.1). Describes how risk management activities will be structured and performed.

Procurement Management Plan (Section 12.1.3.1). Describes how a project team will acquire goods and services from outside the performing organization.

Stakeholder Management Plan (Section 13.2.3.1). Defines the processes, procedures, tools, and techniques to effectively engage stakeholders in project decisions and execution based on the analysis of their needs, interests, and potential impact.

Develop Project Management Plan



A structure for completing the Project Management Plan (from Rita)
(Rita ©2013, p, 126)

1. **Decide** what PMBOK processes to use
2. **Create** the Knowledge Area Management Plans (Chapters 5-13)
3. Determine the scope, schedule and cost **baselines**.

Develop Project Management Plan



Other considerations:

What is the **Life cycle** selected for the project and what processes will be applied to each phase

Details of the tailoring **decisions specified by the project management team** relating to:

- **The Selection of** Project management processes
- The **level of implementation** for each process
- Descriptions of the **tools and techniques** to be used for accomplishing those processes

Develop Project Management Plan



Other considerations:

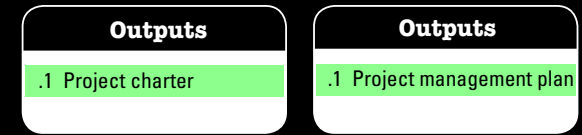
A **description** of how the selected processes will be used to manage the project including the **dependencies and interactions** among those processes and the **essential inputs and outputs**.

A description of how work will be executed to accomplish the project objectives

A description of how the **integrity of** the project **baselines** will be maintained

Project Integration Management

(PMBOK Chapter 4)



Initiating
Process Group

4.1 **Develop Project Charter:** authorizes project existence

Planning
Process Group

4.2 **Develop Project Management Plan:** integrating plans

Executing
Process Group

4.3 **Direct and Manage Project Work:** leading, performing, implementing

Monitoring &
Controlling
Process Group

4.4 **Monitor and Control Project Work:** tracking, reviewing, reporting

4.5 **Perform Integrated Change Control:** reviewing, approving, managing

Closing
Process Group

4.6 **Close Project or Phase:** finalizing activities

Q&A

Question

1. The need for ____ is one of the major driving forces for communication in a project.
 - A. Optimization
 - B. Integrity
 - C. Integration
 - D. Differentiation

Answer

1. **Answer C**

Explanation The project manager is an integrator. This is a question about your role as an integrator and communicator.

Question

2. The customer has accepted the completed project scope. However, the lessons learned required by the project management office have not been completed. What is the status of the project?
 - A. The project is incomplete because it needs to be replanned.
 - B. The project is incomplete until all project and product deliverables are complete and accepted.
 - C. The project is complete because the customer has accepted the deliverables.
 - D. The project is complete because it has reached its due date.

Answer

2. Answer B

Explanation Replanning is uncalled for by the situation described. Reaching the planned completion date does not mean the project is necessarily finished. A project is complete when all work, including all project management work, is complete and the product of the project and all project deliverables are accepted. The lessons learned are project management deliverables, and therefore must be completed for the project to be complete.

Question

3. When it comes to changes, the project manager's attention is BEST focused on:
 - A. Making changes.
 - B. Tracking and recording changes.
 - C. Informing the sponsor of changes.
 - D. Preventing unnecessary changes.

Answer

3. **Answer D**

Explanation Project managers should be proactive. The only proactive answer here is preventing unnecessary changes.

Question

4. The customer on a project tells the project manager they have run out of money to pay for the project. What should the project manager do FIRST?
 - A. Shift more of the work to later in the schedule to allow time for the customer to get the funds.
 - B. Close Project or Phase.
 - C. Stop work.
 - D. Release part of the project team.

Answer

4. **Answer B**

Explanation Every project must be closed, as closure provides benefit to the performing organization. This means simply stopping work is not the best choice. Shifting work and releasing team members do not solve the problem—they just postpone dealing with it. The best thing for the project manager to do is begin the Close Project or Phase process.

Question

5. All of the following are parts of an effective change management plan EXCEPT:
- A. Procedures.
 - B. Standards for reports.
 - C. Meetings.
 - D. Lessons learned.

Answer

5. **Answer D**

Explanation A change management plan includes the processes and procedures that allow smooth evaluation and tracking of changes. Lessons learned are reviews of the processes and procedures after the fact, to improve them on future projects.

Question

6. A work authorization system can be used to:
- A. Manage who does each activity.
 - B. Manage when and in what sequence work is done.
 - C. Manage when each activity is done.
 - D. Manage who does each activity and when it is done.

Answer

6. **Answer B**

Explanation Who does each activity is managed with the responsibility assignment matrix. When each activity is done is managed with the project schedule. A work authorization system is used to coordinate when and in what order the work is performed so that work and people may properly interface with other work and other people.

Question

7. A project is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?
- A. The project manager
 - B. The project team
 - C. The sponsor
 - D. The stakeholders

Answer

7. **Answer C**

Explanation The sponsor issues the project charter and so he or she should help the project manager control changes to the charter. The primary responsibility lies with the sponsor.

Question

8. Effective project integration usually requires an emphasis on:

- A. The personal careers of the team members.
- B. Timely updates to the project management plan.
- C. Effective communication at key interface points.
- D. Product control.

Answer

8. Answer C

Explanation This question is asking for the most important of the choices. Think about what is involved in integration: project management plan development, project management plan execution, and integrated change control. Updates and product control are parts of project monitoring and controlling, while integration includes more than control. Advancing the careers of team members falls under project executing (the Develop Project Team process). In order to integrate the project components into a cohesive whole, communication is key whenever one activity will interface with another or one team member will interface with another, and when any other form of interfacing will occur.

Question

9. Integration is done by the:

- A. Project manager.
- B. Team.
- C. Sponsor.
- D. Stakeholders.

Answer

9. **Answer** A

Explanation Integration is a key responsibility of the project manager.

Question

10. Which of the following BEST describes the project manager's role as an integrator?

- A. Help team members become familiar with the project.
- B. Put all the pieces of a project into a cohesive whole.
- C. Put all the pieces of a project into a program.
- D. Get all team members together into a cohesive whole.

Answer

10. **Answer** B

Explanation Integration refers to combining activities, not team members.

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