

Jambo

(Swahili)

## Project Management Process Groups

Initiating

Planning

Executing

Monitoring &  
Controlling

Closing

Project  
4. Integration  
Management

5. Scope

6. Time

7. Cost

8. Quality

9. Human Resources

10. Communications

11. Risk

12. Procurement

13. Stakeholder

13.1

13.2

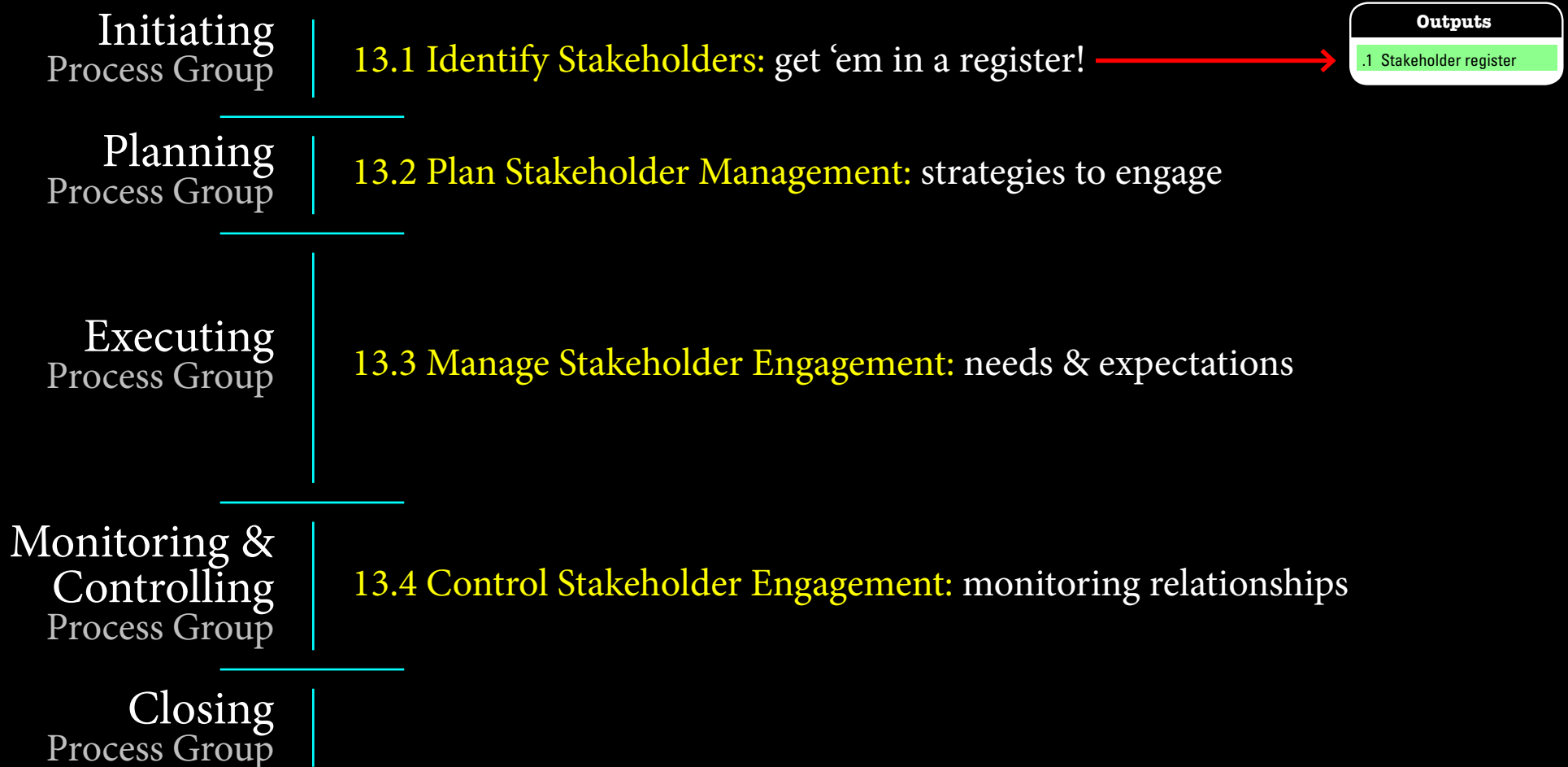
13.3

13.4

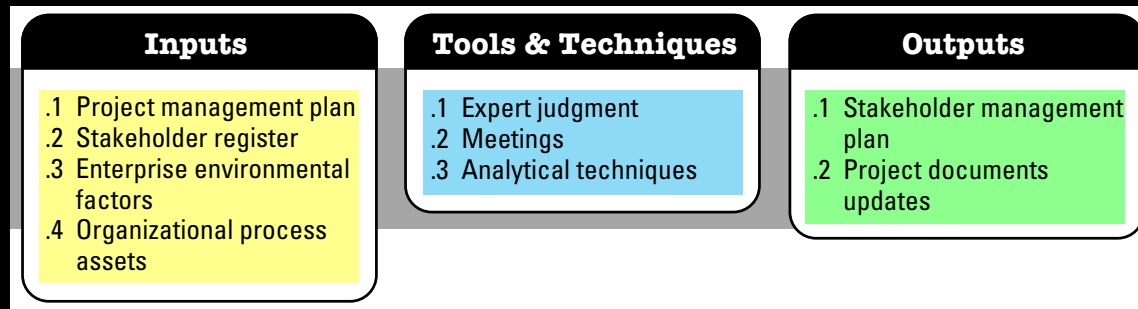
Knowledge Areas

# Project Stakeholder Management

# Project Stakeholder Management



# 13.2 Plan Stakeholder Management



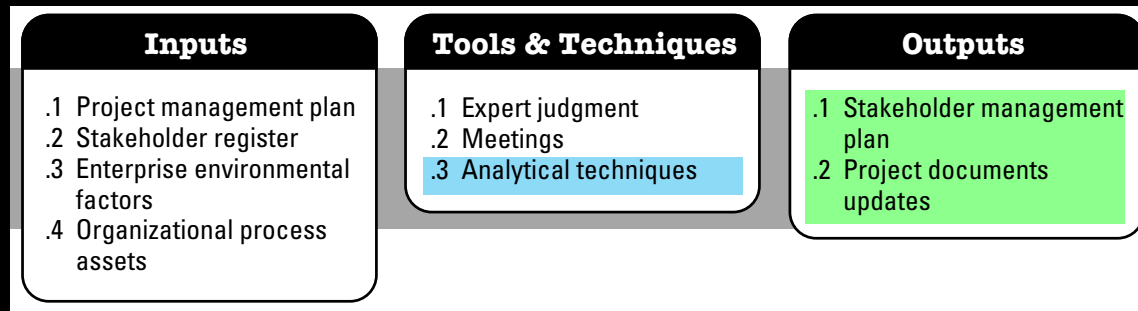
What &  
Why?

To provide a clear plan to for **how to interact** with project stakeholders

The Stakeholder management plan **identifies how the project will affect stakeholders** and therefore **how much engagement is required**

The goal is to **create and maintain relationships** between the project team and stakeholders

# 13.2 Plan Stakeholder Management



**Analytical Techniques:** to determine the level of stakeholder engagement

These levels are:

**Unaware** - of the project and its potential impacts

**Resistant** - aware of the project & impacts and resistant to change

**Neutral** - aware of the project yet neither supportive nor resistant

**Supportive** - aware of the project & impacts and supportive of it

**Leading** - aware of project & impacts and **actively engaged** in ensuring the project is a success

## 13.2 Plan Stakeholder Management

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

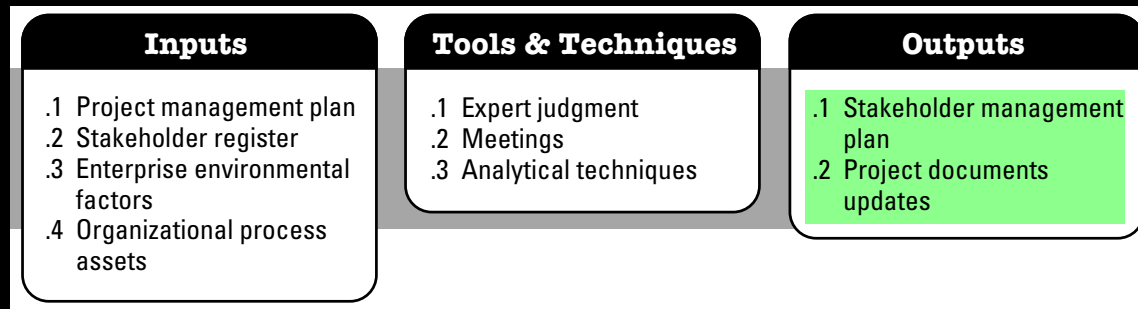
Figure 13-7. Stakeholders Engagement Assessment Matrix

Document stakeholder engagement with an **assessment matrix**. This chart reveals the gaps between the current and desired engagement levels.

**C = current** stakeholder involvement

**D = desired** level of engagement

# 13.2 Plan Stakeholder Management



**Stakeholder Management Plan:** identifies the strategies required to engage stakeholders

**Consider & define:**

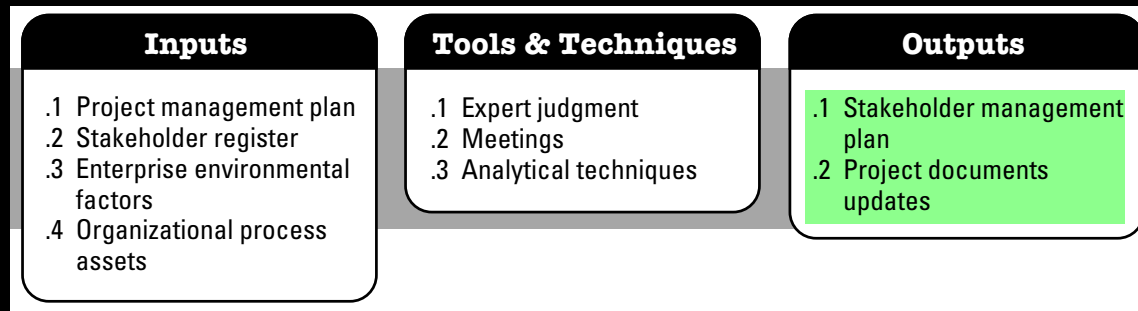
The **current and desired engagement levels** of key stakeholders

The **scope and impact of change** to stakeholders

**Stakeholder interrelationships** and potential overlap

The stakeholder **communication requirements**

# 13.2 Plan Stakeholder Management



**Stakeholder Management Plan**, Consider & define:

The **language, format, content and level of detail** of the information to be distributed

The **reason for the distribution** and the expected impact

The **time frame and frequency** for distribution

The **method for updating** and refining the plan



# Project Integration Management

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4.5

4.6

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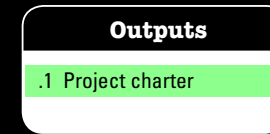
12. Procurement

13. Stakeholder

Knowledge Areas

# Project Integration Management

# Project Integration Management



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

# 4.2 Develop Project Management Plan



This is the “central document that defines the basis of all project work”  
PMBOK p. 72

**And your final assignment!**

- Scope baseline (Section 5.4.3.1)
- Schedule baseline (Section 6.6.3.1)
- Cost baseline (Section 7.3.3.1)
- Scope management plan (Section 5.1.3.1)
- Requirements management plan (Section 5.1.3.2)
- Schedule management plan (Section 6.1.3.1)
- Cost management plan (Section 7.1.3.1)
- Quality management plan (Section 8.1.3.1)
- Process improvement plan (Section 8.1.3.2)
- Human resource management plan (Section 9.1.3.1)
- Communications management plan (Section 10.1.3.1)
- Risk management plan (Section 11.1.3.1)
- Procurement management plan (Section 12.1.3.1)
- Stakeholder management plan (Section 13.2.3.1)

# A Project Management Plan must:

Have stakeholder buy-in

Be approved by management

Be realistic

Be a formal document

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## The last step:

A **kickoff meeting**:

to formally announce the start of the project

to go over project details

# Performance Measurement Baseline

=

Scope baseline + Schedule baseline + Cost baseline

=

Project Control

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Project performance **is judged against baselines**

A project manager **is judged against the baselines**

look for change from baselines as a project progresses

what plan is in place to deal with change?

changing a baseline is a last resort

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**Exam:** Understand that deviations from baselines are often due to incomplete risk identification & risk management

# For you to do - the complete list

Documents  
for the final  
project:

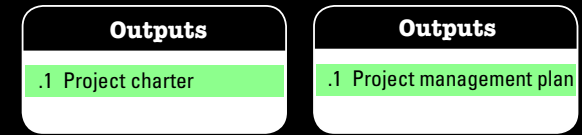
Chart

Text

**Table 4-1 Differentiation Between the Project Management Plan and Project Documents**

Project Management Plan	Project Documents	
Change management plan	Activity attributes	Project staff assignments
Communications management plan	Activity cost estimates	Project statement of work
Configuration management plan	Activity duration estimates	Quality checklists
Cost baseline	Activity list	Quality control measurements
Cost management plan	Activity resource requirements	Quality metrics
Human resource management plan	Agreements	Requirements documentation
Process improvement plan	Basis of estimates	Requirements traceability matrix
Procurement management plan	Change log	Resource breakdown structure
Scope baseline <ul style="list-style-type: none"> <li>• Project scope statement</li> <li>• WBS</li> <li>• WBS dictionary</li> </ul>	Change requests	Resource calendars
Quality management plan	Forecasts <ul style="list-style-type: none"> <li>• Cost forecast</li> <li>• Schedule forecast</li> </ul>	Risk register
Requirements management plan	Issue log	Schedule data
Risk management plan	Milestone list	Seller proposals
Schedule baseline	Procurement documents	Source selection criteria
Schedule management plan	Procurement statement of work	Stakeholder register
Scope management plan	Project calendars	Team performance assessments
Stakeholder management plan	Project charter Project funding requirements Project schedule Project schedule network diagrams	Work performance data Work performance information Work performance reports

# Project Integration Management



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Q&A

# Question

CPI - Cost Performance Index  
 $CPI = \text{Earned Value} / \text{Actual Cost}$

5. A manager notices that a project manager is holding a meeting with some of the team and some stakeholders to discuss the quality of the project. The project schedule has been compressed, and the CPI is 1.1. They have worked hard on the project, the team has been rewarded according to the reward system the project manager put in place, and there is a strong sense of team. The manager suggests that the project manager does not have enough time to hold meetings about quality when the schedule is so compressed. Which of the following BEST describes why the manager is wrong?
- A. Improved quality leads to increased productivity, increased cost effectiveness, and decreased cost risk.
  - B. Improved quality leads to increased productivity, decreased cost effectiveness, and increased cost risk.
  - C. Improved quality leads to increased productivity, increased cost effectiveness, and increased cost risk.
  - D. Improved quality leads to increased productivity, decreased cost effectiveness, and decreased cost risk.

# Answer

## 5. Answer A

**Explanation** Did you notice there is a lot of data not relevant to answering the question? Expect distracters to appear in many questions on the exam. Quality efforts should produce a decrease rather than an increase in cost risk as a result of less rework. Quality efforts should also provide increased cost effectiveness due to less rework. This leaves the best answer: “Improved quality leads to increased productivity, increased cost effectiveness, and decreased cost risk.”

# Question

6. Quality is:

- A. Meeting and exceeding the customer's expectations.
- B. Adding extras to make the customer happy.
- C. The degree to which the project meets requirements.
- D. Conformance to management's objectives.

# Answer

6. **Answer C**

**Explanation** There can be a cost impact (or time, risk, etc.) of exceeding expectations or adding extras. Quality is the degree to which the project meets requirements.

# Question

7. All the following are tools of Control Quality EXCEPT:

- A. Inspection.
- B. Cost of quality.
- C. Pareto diagram.
- D. Fishbone diagram.

# Answer

## 7. Answer B

**Explanation** Inspection, Pareto diagrams, and fishbone diagrams are all tools that can be used in Control Quality. Cost of quality is part of Plan Quality Management, making sure the project is not spending too much to achieve a particular level of quality.

# Question

8. Pareto diagrams help the project manager:
- A. Focus on the most critical issues to improve quality.
  - B. Focus on stimulating thinking.
  - C. Explore a desired future outcome.
  - D. Determine if a process is out of control.



# Answer

## 8. Answer A

**Explanation** Fishbone diagrams are often used to stimulate thinking and to explore a desired future outcome. Determining whether a process is out of control is a function of control charts. Only focusing on critical issues to improve quality relates to Pareto diagrams.

# Question

9. A control chart helps the project manager:
- A. Focus on the most critical issues to improve quality.
  - B. Focus on stimulating thinking.
  - C. Explore a desired future outcome.
  - D. Determine if a process is functioning within set limits.

# Answer

9. Answer D

**Explanation** Focusing on the most critical issues to improve quality relates to Pareto diagrams. Stimulating thinking and exploring a desired future outcome relate to fishbone diagrams. Only determining if a process is functioning within set limits relates to control charts.

# Question

10. Testing the entire population would:
- A. Take too long.
  - B. Provide more information than wanted.
  - C. Be mutually exclusive.
  - D. Show many defects.

# Answer

10. Answer A

**Explanation** The length of time it takes to test a whole population is one of the reasons to take a sample.

# Question

11. All of the following are examples of the cost of nonconformance EXCEPT:
- A. Rework.
  - B. Quality training.
  - C. Scrap.
  - D. Warranty costs.

# Answer

11. **Answer B**

**Explanation** Quality training is a cost of conformance to quality. All the other choices are costs of nonconformance to quality.

# Question

12. Standard deviation is a measure of how:
- A. Far the estimate is from the highest estimate.
  - B. Far the measurement is from the mean.
  - C. Correct the sample is.
  - D. Much time remains in the project.



# Answer

12. **Answer B**

**Explanation** Standard deviation is the measurement of a range around the mean.

Kwaheri

(Swahili)