

(Semaphore)

Project Management Process Groups				
Initiating	Planning	Executing	Monitoring & Controlling	Closing

Rita: Start Plan Do Check & Act End

A project ends here! 

Project Management Process Groups

Initiating

Planning

Executing

Monitoring &
Controlling

Closing

Project
4. Integration
Management

4.6

5. Scope

6. Time

7. Cost

8. Quality

9. Human Resources

10. Communications

11. Risk

12. Procurement

12.4

13. Stakeholder

Knowledge Areas

of questions

26

48

60

50

16

Closing Process Group

Closing Process Group

What & Why?

To **obtain acceptance** by the customer or sponsor to **formally** close the project or phase

To ensure that all project work is **complete** (review the scope baseline) and that the project has met its objectives

Conduct project or phase-end **reviews**

Record impacts of **tailoring** to any process

Document **lessons learned**

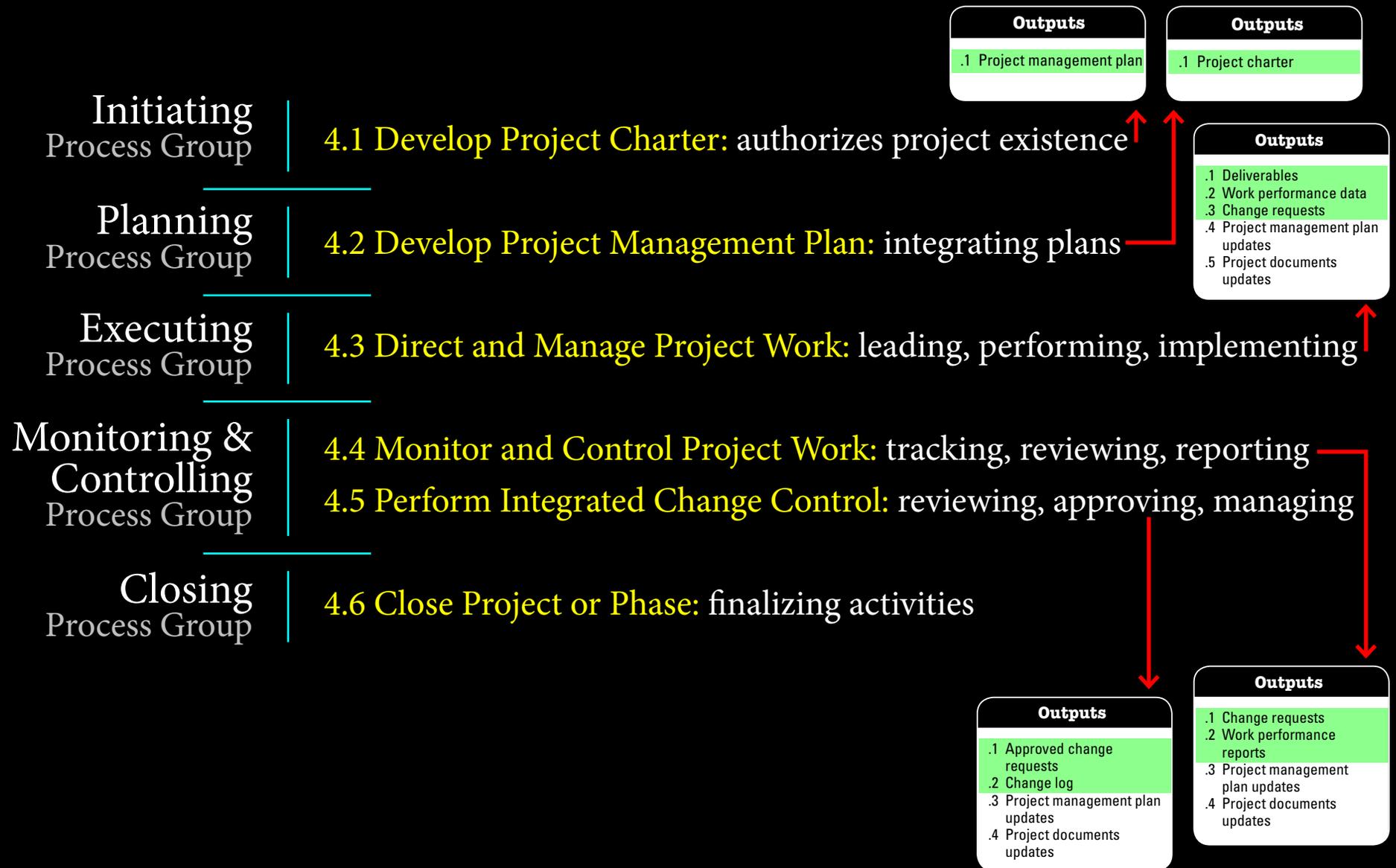
Update organizational process assets

Archive relevant project documents

Close out procurement activities

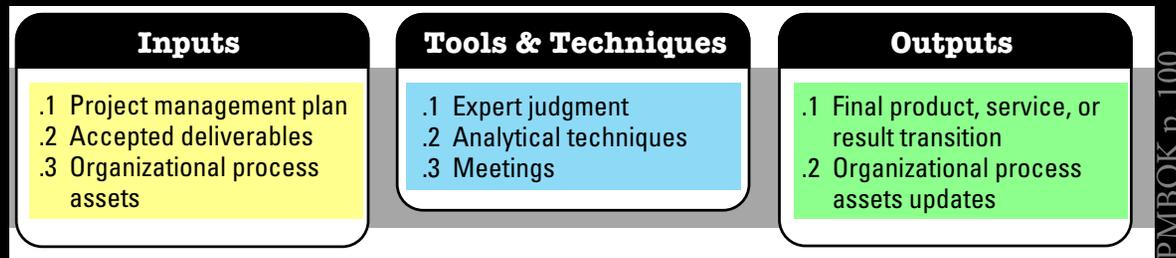
Terminate contracts

Project Integration Management



4.6 Close Project or Phase

What & Why?



Finalize all activities across the Project Management Processes

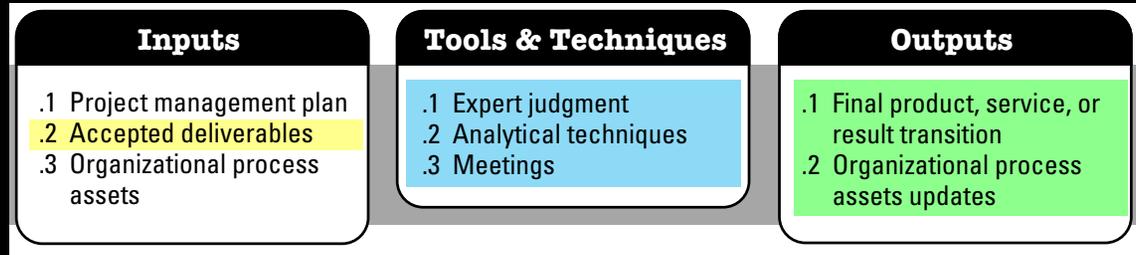
Perform team members' **assessments**

Release project resources

Aborted projects & canceled projects also undergo project closing.
Investigate and document the reasons for a project being terminated before completion

Solicit feedback from the customer & stakeholders

4.6 Close Project or Phase



Accepted Deliverables, including:

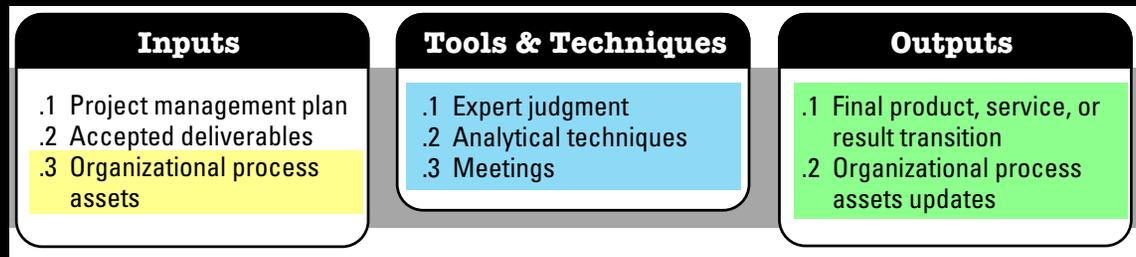
Approved product specifications

Delivery receipts

Work performance documents

Include partial or interim deliverables for phased or canceled projects

4.6 Close Project or Phase



Organizational Process Assets:

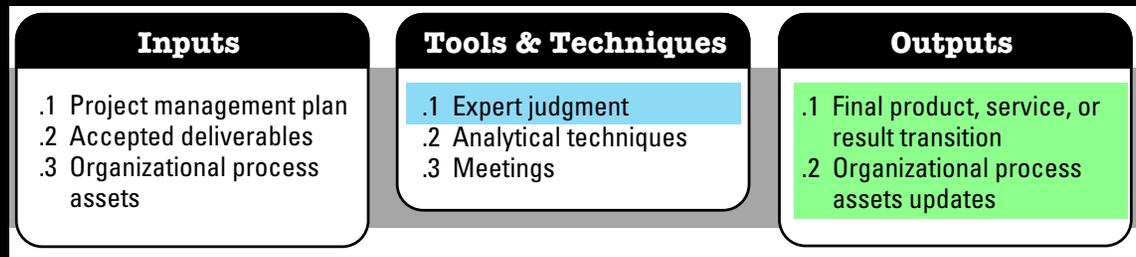
Project or phase **closure guidelines** or requirements

- Administrative procedures
- Project audits & evaluations
- Transition criteria

Historical information and **lessons learned knowledge base**

- Results of previous project selection decisions
- Previous project performance information
- Information from risk management activities

4.6 Close Project or Phase



Expert Judgment:

To ensure that project or phase closure is **performed to appropriate standards** by:

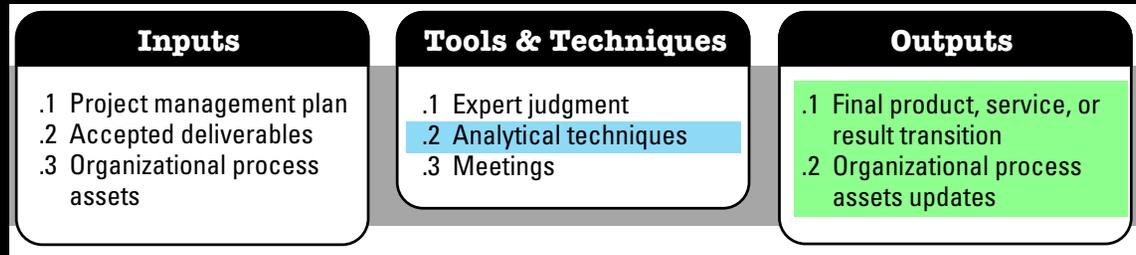
Other project managers

Project management office

Professional and technical associations

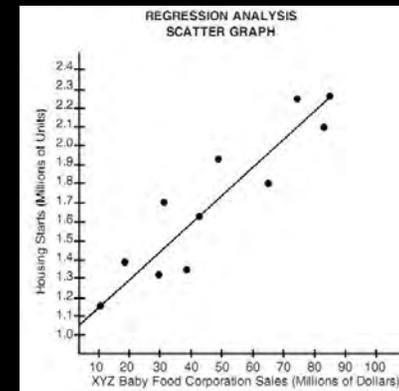
Legal department

4.6 Close Project or Phase

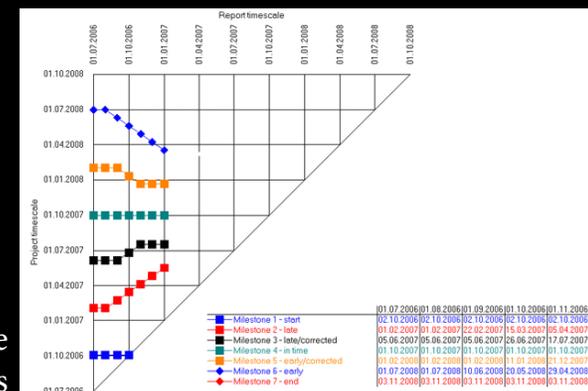


Analytical Techniques, such as:

Regression analysis
 (a mathematical model based upon historical information)



Trend analysis



Milestone trend analysis

4.6 Close Project or Phase



Final Product, Service, or Result Transition:

The **process of transition:**

To the client, an operations group or to the next phase

The **documentation** resulting from the project's activities

Project management plan

Scope, cost, schedule, and project calendars

Risk and other registers

Change management documentation

Risk response actions and impacts

4.6 Close Project or Phase



Final Product, Service or Result Transition:

Review the:

Customer acceptance documentation from the Validate Scope process

Contract to ensure that all requirements are completed

Prior **phase documentation**

If a project was **terminated prior to completion**:

Document **why** the project was terminated

Formalize the procedure to transfer the finished and unfinished deliverables to others

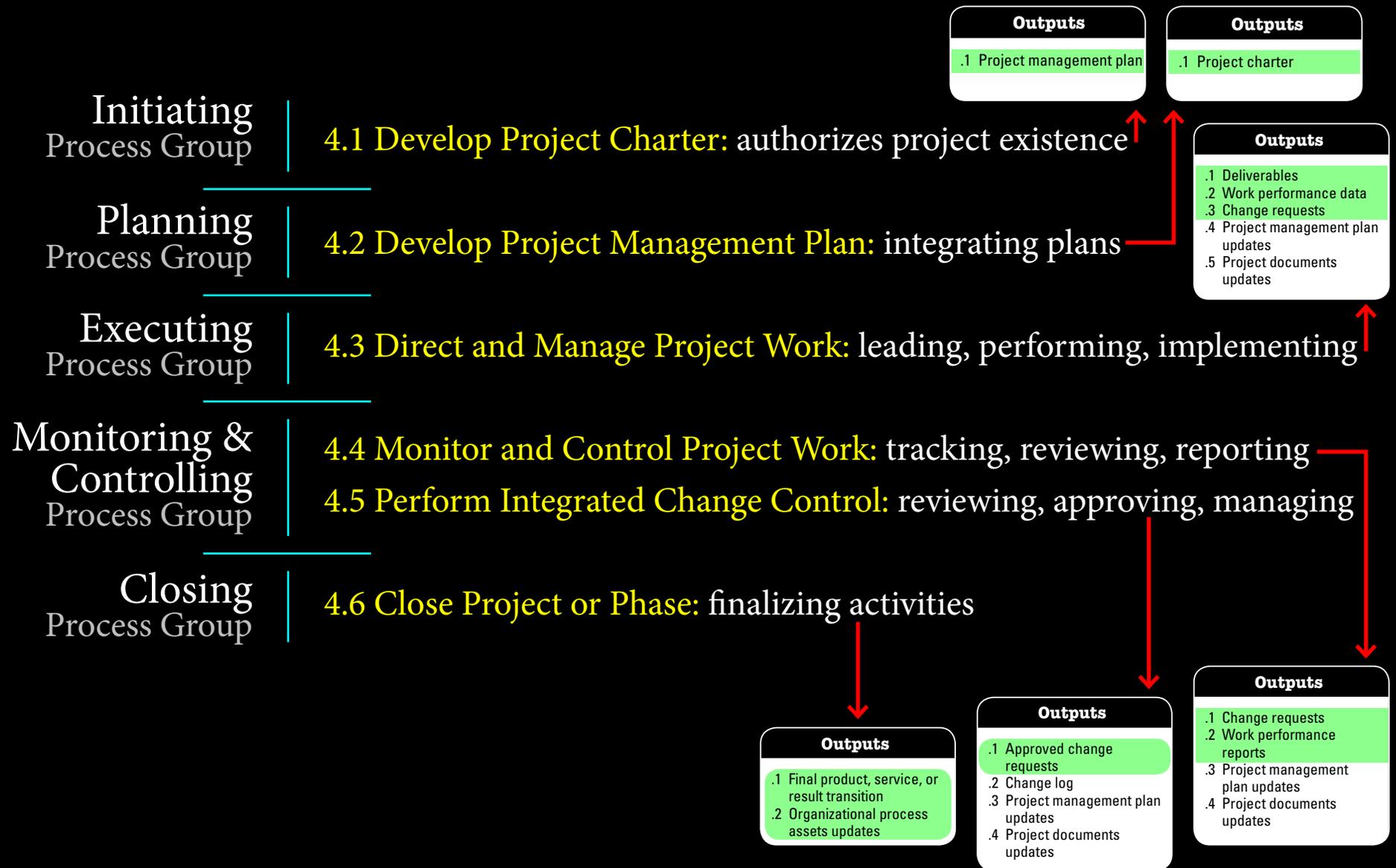
4.6 Close Project or Phase



Organizational Process Assets Updates:

Lessons learned are transferred to the **lessons learned knowledge** base for use by future projects

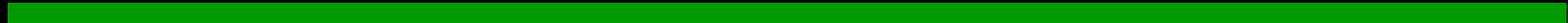
Project Integration Management



Project Management Process Groups

Initiating	Planning	Executing	Monitoring & Controlling	Closing
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Project
4. Integration
Management



5. Scope



6. Time



7. Cost



8. Quality



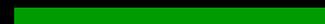
9. Human Resources



10. Communications



11. Risk



12. Procurement

12.1

12.2

12.3

12.4



13. Stakeholder



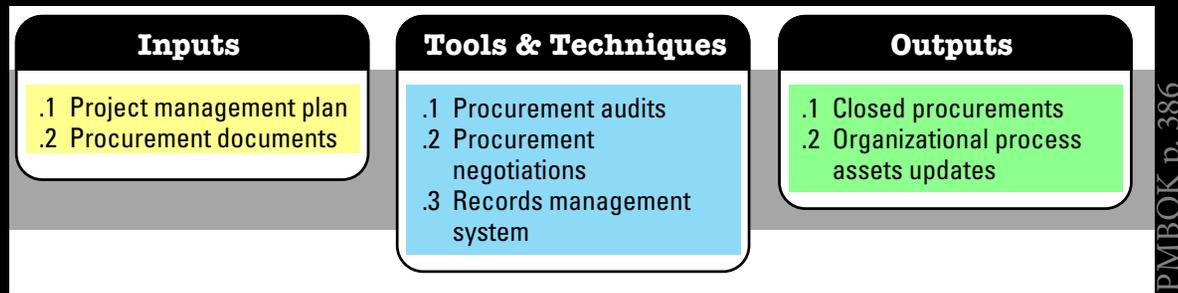
Knowledge Areas

12.4 Close Procurements

12.3 Control Procurements



12.4 Close Procurements



What & Why?

Product **validation** - is the work **complete & satisfactory**

Document agreements and related information for future reference

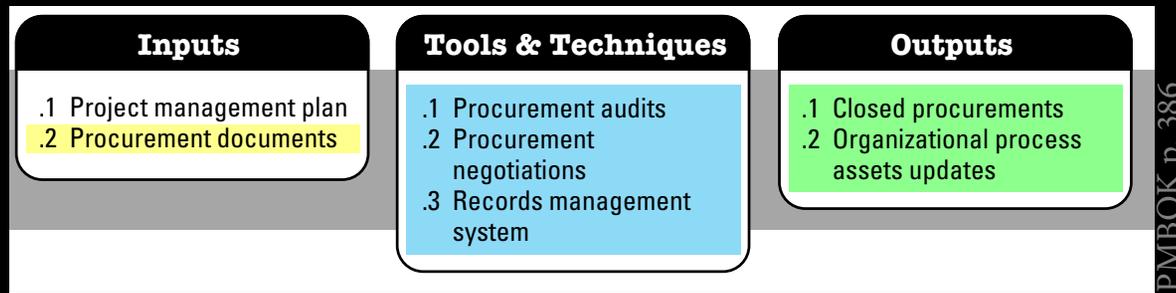
Update records to reflect final results

Finalize open claims

This process may happen more than once during a project - know the difference between procurement vs project closure for the **exam**

Procurement obligations, such as warranties, may continue after closure

12.4 Close Procurements



Procurement documents;

The contract can/will prescribe specific **procedures for agreement closure**

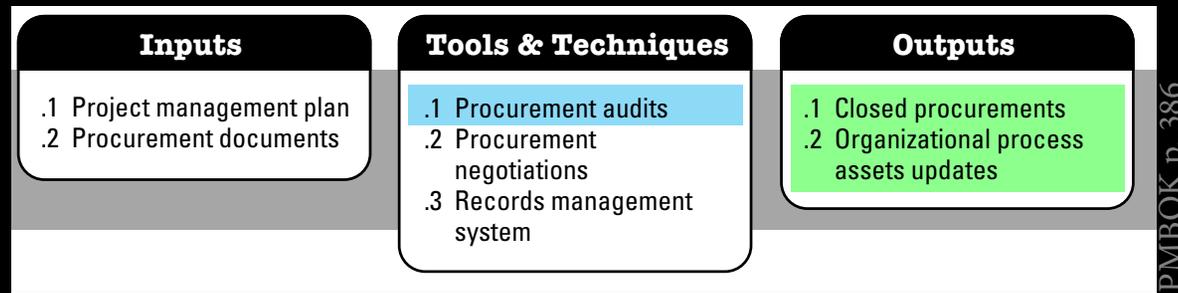
Early termination:

By **mutual agreement**, from the **default** of one party (**cause**) or 'for **convenience**' of the buyer (if in the contract)

The rights and responsibilities of the parties are contained in a **termination clause**

The buyer may have to **compensate** the seller for any completed and accepted work related to the terminated part of the contract

12.4 Close Procurements

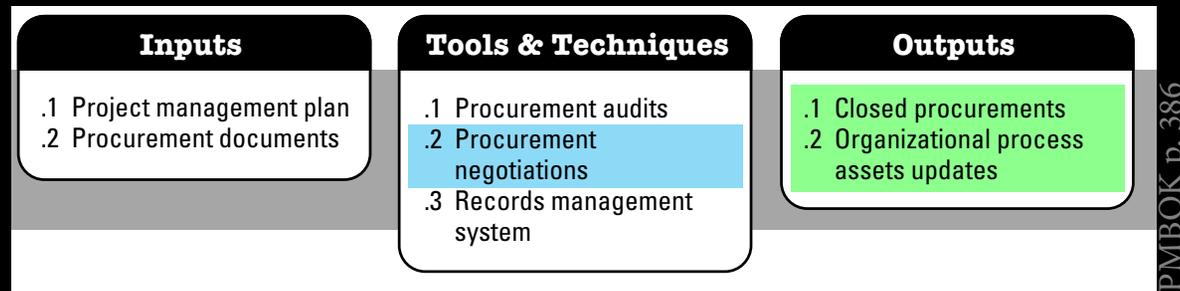


Procurement audits, of processes:

A review of the procurement process

To identify successes and failures that may help in the preparation of future procurement contracts

12.4 Close Procurements

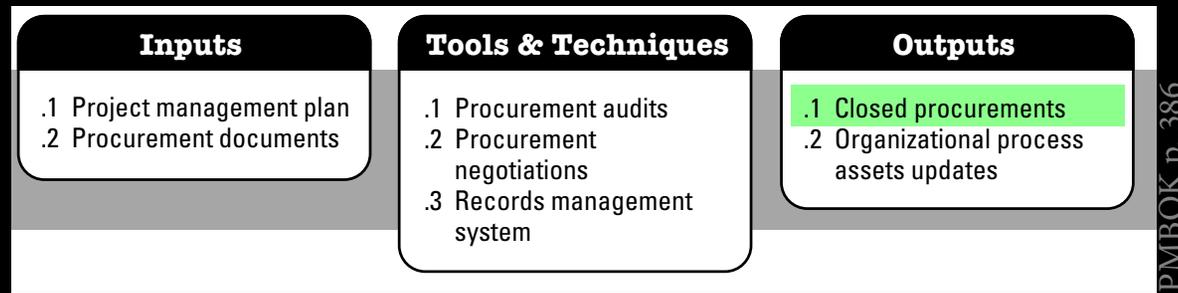


Procurement Negotiations, settlement in order of preference:

- 1) **Negotiate** an equitable settlement of all outstanding issues, claims, and disputes
- 2) Some form of **alternative dispute resolution** (ADR) including mediation or arbitration
- 3) **Litigation**

This process may continue after procurement and project closure

12.4 Close Procurements

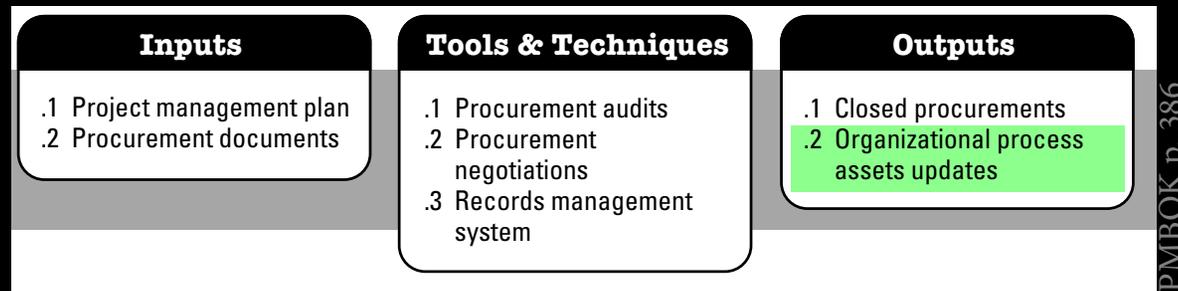


Closed Procurements:

The buyer provides the seller with **formal written notice** that the contract has been completed

Closing a procurement may be more formal than closing a project

12.4 Close Procurements



Organizational Process Assets Updates, including:

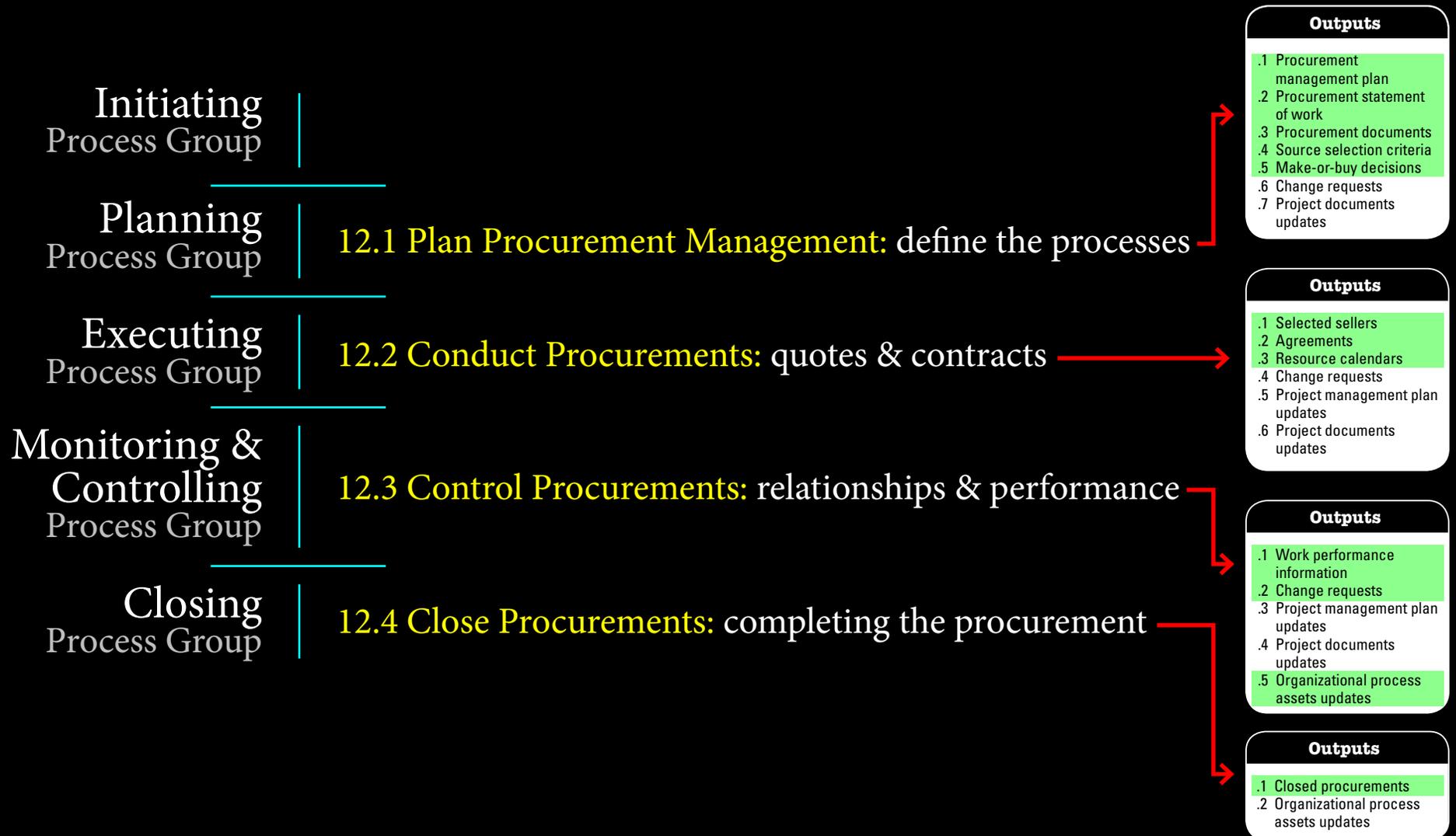
The **procurement file** - contract documents & the closed contract

Deliverable acceptance - documents of the formal acceptance or nonperformance

Lessons learned documentation - of the experience; what process improvements can be made

Think of this as **the final report** on the project

12.3 Control Procurements

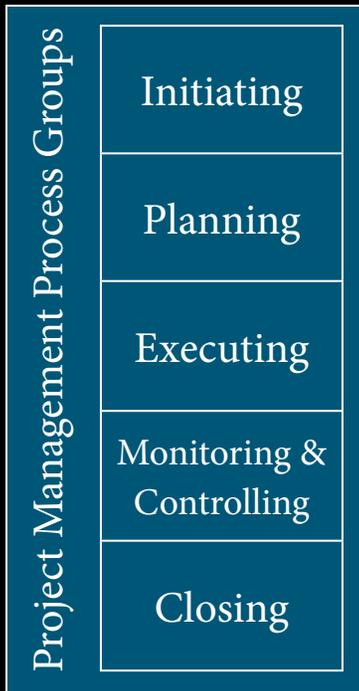


Rita's Process Review



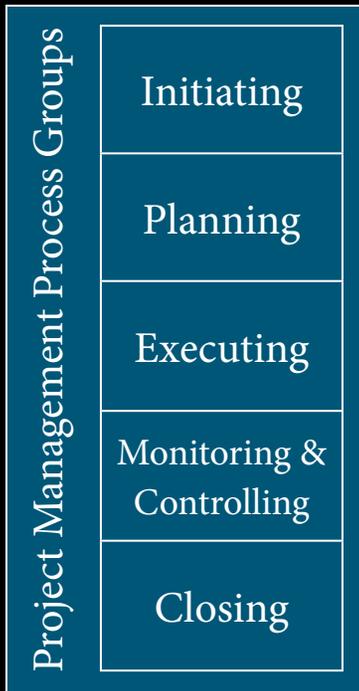
	Actions	During Which Process Group Is This Done?
1	Use the project scope statement to gain approval of the "final" scope from stakeholders before further planning is done.	
2	Determine high-level requirements, constraints, assumptions, and risks.	
3	Measure against the performance measurement baseline.	
4	Implement approved changes, including corrective actions, preventive actions, and defect repair.	
5	Reanalyze existing risks.	
6	Use the high-level planning and estimating data to determine whether the product can be achieved within the given constraints.	
7	Verify and document that the project, or project phase, meets completion or exit criteria set in place during project planning.	
8	Hold team-building activities.	
9	Evaluate the effectiveness of risk responses in a risk audit.	
10	Determine how you will plan the planning, executing, and controlling efforts for stakeholders, requirements, scope, schedule, cost, quality, process improvement, human resources, communications, risk, procurement, changes, and configuration, and put that information into the beginnings of management plans.	
11	Obtain formal (legal) sign-off and final acceptance of the product of the project from the customer.	
12	Increase the effectiveness of processes.	
13	Recalculate how much the project will cost and how long it will take, and create forecasts.	
14	Plan what will be communicated on the project, to whom, by whom, when, and how.	
15	Spend time trying to improve quality.	

Rita's Process Review



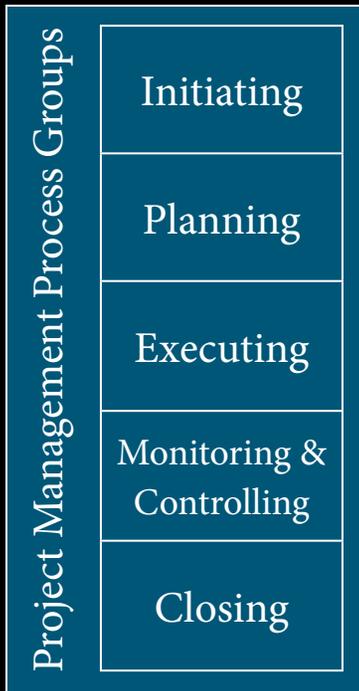
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1	Use the project scope statement to gain approval of the "final" scope from stakeholders before further planning is done.	Planning
2	Determine high-level requirements, constraints, assumptions, and risks.	Initiating
3	Measure against the performance measurement baseline.	Monitoring and controlling
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6	Use the high-level planning and estimating data to determine whether the product can be achieved within the given constraints.	Initiating
7	Verify and document that the project, or project phase, meets completion or exit criteria set in place during project planning.	Closing
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Rita's Process Review



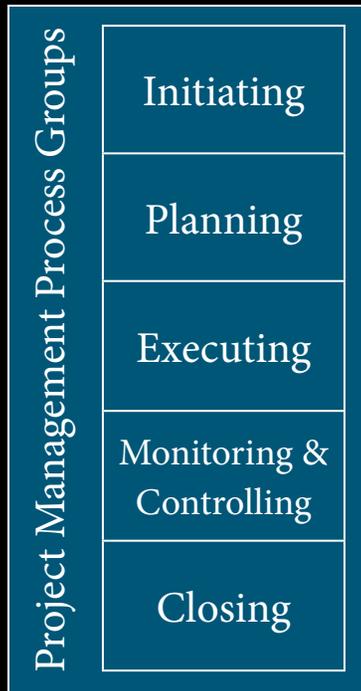
16	Make sure the business case and the analysis supporting the need for the project are documented and understood.	
17	Evaluate how effectively the team members function as a team.	
18	Determine how you will improve the processes in use on the project.	
19	Determine measurable project and product objectives.	
20	Manage the time and cost reserves.	
21	Focus on looking for exceptions to the approved project management plan in team members' performance, rather than checking up on every person's work or babysitting.	
22	Develop the final project management plan, project documents, and performance measurement baseline by performing schedule network analysis, looking for options, and confirming that project objectives can be met.	
23	Gather final lessons learned.	
24	Keep everyone focused on completing the project to the project charter and project management plan.	
25	Calculate estimate to complete.	
26	Understand how the project supports the organization's strategic objectives.	
27	Implement approved process improvements.	
28	Identify stakeholders and determine their influences, expectations, and impact.	
29	Determine variances.	
30	Add new skills acquired to team members' human resource records.	
31	Meet with managers to gain resource commitments.	
32	Use and interpret earned value calculations.	
33	Ensure the product scope is as final as practical (this will most likely be documented in the project statement of work).	
34	Create and distribute a final report of project (or phase) performance.	
35	Exercise judgement to determine what variances are important and if they warrant recommending a change or corrective action.	
36	Finalize the "execute" and "control" aspects of all management plans.	

Rita's Process Review



16	Make sure the business case and the analysis supporting the need for the project are documented and understood.	Initiating
17	Evaluate how effectively the team members function as a team.	Executing
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19	Determine measurable project and product objectives.	Initiating
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36	Finalize the "execute" and "control" aspects of all management plans.	Planning

Rita's Process Review



42	Perform procurement inspections.	
43	Turn high-level stakeholder needs, wants, and expectations into requirements.	
44	Look for newly arising risks.	
45	Determine what processes should be followed on the project to reduce the need to supervise work, and to improve quality and make use of standards.	
46	Obtain formal acceptance of interim deliverables from the customer.	
47	Identify the need for replanning.	
48	Determine what specifically will constitute project success.	
49	Assess individual team member performance.	
50	Make or obtain a decision in integrated change control about whether changes should be approved or rejected.	
51	Perform quality assurance to ensure the defined practices and procedures are being followed and are still appropriate for the project.	
52	Evaluate the effectiveness of implemented corrective actions.	
53	Manage stakeholder engagement and expectations, increase project support, and prevent possible problems.	
54	Plan ways to measure project performance, the measurements to be used, when they will be taken, and how they will be interpreted.	
55	Keep the project's business case in focus while managing the project, especially when problems occur.	
56	Determine the process that will be used to request, approve, and manage changes on the project.	
57	Obtain seller responses to procurement documents.	

Rita's Process Review



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57	Obtain seller responses to procurement documents.	Executing

31 hours...

(assuming I speak for 30 minutes / class)

Q&A

Question

1. Once signed, a contract is legally binding unless:
 - A. One party is unable to perform.
 - B. One party is unable to finance its part of the work.
 - C. It is in violation of applicable law.
 - D. It is declared null and void by either party's legal counsel.

Answer

1. **Answer C**

Explanation Once signed, a contract is binding. Generally, the inability to perform or get financing, or one party's belief that the contract is null and void does not change the fact that the contract is binding. If, however, both sides agree to terminate the contract, the contract can move into the Close Procurements process.

Question

2. With a clear procurement statement of work, a seller completes work as specified, but the buyer is not pleased with the results. The contract is considered to be:
- A. Null and void.
 - B. Incomplete.
 - C. Complete.
 - D. Waived.

Answer

2. Answer C

Explanation If the seller completes the work specified in the procurement statement of work, the contract is considered complete. That does not mean the same thing as the procurement being closed. The Close Procurements process must still occur. However, in this situation, the contract work is completed.

Question

3. All of the following statements concerning procurement documents are incorrect EXCEPT:
- A. Well-designed procurement documents can simplify comparison of responses.
 - B. Procurement documents must be rigorous with no flexibility to allow consideration of seller suggestions.
 - C. In general, procurement documents should not include selection criteria.
 - D. Well-designed procurement documents do not include a procurement statement of work.

Answer

3. Answer A

Explanation Often the seller is required to inform the buyer of anything that is missing or unclear in the procurement documents. It is in the buyer's best interest to discover missing items, since it will save the buyer money and trouble to correct the problem early. Procurement documents must contain terms and conditions and selection criteria, as well as documentation of all the work that is to be done (which includes the procurement statement of work). This is so the seller can price the project and know what is most important to the buyer. Well-designed procurement documents can simplify comparison of responses. This is an important point and is the best answer.

Question

4. A project manager for the seller is told by her management that the project should do whatever possible to be awarded incentive money. The primary objective of incentive clauses in a contract is to:
- A. Reduce costs for the buyer.
 - B. Help the seller control costs.
 - C. Synchronize objectives.
 - D. Reduce risk for the seller by shifting risk to the buyer.

Answer

4. Answer C

Explanation Incentives are meant to bring the objectives of the seller in line with those of the buyer, so both are progressing toward the same objective.

Question

5. All the following statements about change control are incorrect EXCEPT:
- A. A fixed-price contract will minimize the need for change control.
 - B. Changes seldom provide real benefits to the project.
 - C. Contracts should include procedures to accommodate changes.
 - D. More detailed specifications eliminate the causes of changes.

Answer

5. Answer C

Explanation There are always good ideas (changes) that can add benefit to the project, regardless of the contract type. Although detailed specifications may reduce the need for changes, they do not eliminate the causes. Contracts should include procedures to accommodate changes.

Question

6. A routine audit of a cost-reimbursable (CR) contract determines that overcharges are being made. If the contract does not specify corrective action, the buyer should:
- A. Continue to make project payments.
 - B. Halt payments until the problem is corrected.
 - C. Void the contract and start legal action to recover overpayments.
 - D. Change the contract to require more frequent audits.

Answer

6. Answer A

Explanation Halting all payments would be a breach of contract on the buyer's part. Voiding the contract and beginning legal action is too severe and cannot be done unilaterally. Changing the contract to require more frequent audits does not solve the problem presented. A choice that said, "Halt payments on the disputed amount" would probably be the best answer, but it is not offered. The best choice available is to continue to make the payments.

Question

7. The primary objective of contract negotiations is to:
- A. Get the most from the other side.
 - B. Protect the relationship.
 - C. Get the highest monetary return.
 - D. Define objectives and stick to them

Answer

7. Answer B

Explanation As a project manager, you want to develop a good relationship during negotiations that will last throughout the project. Negotiations are not about getting the most from the other side (win-lose), as such actions will not create a good relationship. That doesn't mean the buyer sacrifices doing what is best for the organization.

Question

8. A seller is working on a cost-reimbursable (CR) contract when the buyer decides he would like to expand the scope of services and change to a fixed-price (FP) contract. All of the following are the seller's options EXCEPT:
- A. Completing the original work on a cost-reimbursable basis and then negotiating a fixed price for the additional work.
 - B. Completing the original work and rejecting the additional work.
 - C. Negotiating a fixed-price contract that includes the work.
 - D. Starting over with a new contract.

Answer

8. **Answer D**

Explanation The seller can try to negotiate change or simply continue the original contract and refuse requests to complete additional work, but the seller cannot unilaterally decide to start over with a new contract. Both parties have to agree to this option through negotiations.

Question

9. All of the following MUST be present to have a contract EXCEPT:
- A. A procurement statement of work.
 - B. Acceptance.
 - C. The address of the seller.
 - D. Buyers' signatures.

Answer

9. Answer C

Explanation Many people miss the fact that a contract includes a procurement statement of work. To have a contract, you must also have acceptance. One set of signatures is not enough; you must have sign-off (i.e., acceptance) from both parties, not just from the buyer. The address of the seller is not required, and therefore is the exception.

Question

10. Which of the following BEST describes the project manager's role in the procurement process?
- A. The project manager has only minor involvement.
 - B. The project manager should be the negotiator.
 - C. The project manager should provide an understanding of the risks of the project.
 - D. The project manager should tell the contract manager how the contracting process should be handled.

10. **Answer C**

Explanation The project manager knows the project risks. He or she needs to make sure provisions are included in the contract to address these risks.

