PROJECT MANAGEMENT

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PROJECT

- A project is a temporary endeavor undertaken to create a unique product, service, or result. For example, constructing a building or plant, or implementing, improving, or enhancing existing business processes and procedures.

- A Project is temporary and thus it has a definite start and end date.

- A Project produces a unique output.

- A Project comes to an end when its objectives are met or the sponsor decides the project is completed or otherwise cancelled.

- Project work is different from operational work. Operations consist of ongoing, repetitive work.
PROJECT MANAGEMENT

• Project Management is the application of knowledge, skills, tools and techniques to manage activities in order to meet the project requirements.

• Managing a project requires the following three steps:
  • **Identifying project requirements** – To meet the project objectives, the project requirements need to be identified.
  • **Managing stakeholders** – Managing the project also requires managing the stakeholders
  • **Balancing project constraints** – Balancing the project triple constraints: scope, cost, and time. Balancing these constraints also has an impact on the quality of the output.
The Project management process is divided in five tasks:
1. Initiating
2. Planning
3. Executing
4. Monitoring and Controlling
5. Closing
## PROJECT MANAGEMENT PROCESS MAP

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<tr>
<td>Planning</td>
<td>Develop Project Management Plan</td>
<td>Collect Requirements</td>
<td>Define Activities</td>
<td>Estimate Costs</td>
<td>Determine Budget</td>
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<td>Executing</td>
<td>Direct and Manage Project Work</td>
<td>Sequence Activities</td>
<td>Estimate Activity Resources</td>
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<td>Monitoring and</td>
<td>Monitor and Control Project Work</td>
<td>Validate Scope</td>
<td>Control Schedule</td>
<td>Control Costs</td>
<td>Control Quality</td>
<td>Control Communications</td>
<td>Control Risks</td>
<td>Control Procurements</td>
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<td>Controlling</td>
<td>Perform Integrated Change Control</td>
<td>Control Scope</td>
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<td>Closing</td>
<td>Close Project or Phase</td>
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INITIATING PROCESS GROUP

• The initiating process group formally starts a project after considering the business case and establishing the feasibility of the project. Typically, the initiating processes will result in the authorization or official approval.

• Project Charter, a document that authorizes a project, is a formal “go ahead” for the project and is issued by the senior management of an organization.

• The Project Charter consists of elements such as project justification -- which is the benefit analysis and business values -- in alignment with organizational strategy, high level scope, schedule, cost, risk, key milestones, and key stakeholders list. It also identifies the project manager.
ROLES

The key role of a project manager is to integrate various activities of the project.

The key role of a project team is to concentrate on completing the project activities.

The key role of a project sponsor is to protect the project team from unnecessary changes and loss of resources.
THE PLANNING PROCESS GROUP

The Planning Process Group establishes the total scope of effort, objectives, and course of action required to attain the objectives. The Planning Process Group prepares a **blueprint of how the project will be accomplished**.

The primary inputs required to carry the planning process group are project charter, stakeholder register, project staff assignments, agreements, organizational process assets, enterprise environmental factors, and resource calendar.

- The Stakeholder Register consists of the list of stakeholders for the project.
  - Using this document, the Project Manager can discuss with the relevant stakeholders to collect the requirements.
- The Project Staffing Assignment document provides the input of who is working on which activity.
- Agreements help in understanding the detailed scope, budget, and the timeline for the planning purpose, as it consists of terms and conditions.
- Organizational Process Assets and Enterprise Environmental Factors help identify the elements which can influence to make the project a success.
- Resource Calendar supports in planning the schedule, as it contains information on available resources and a calendar of those who work part-time or full-time, and their leave plans.
- Output of the other processes can be time management plan, cost management plan, and quality management plan.
EXECUTING PROCESS GROUP

• The purpose of executing process group is to complete the work as defined in the project management plan to satisfy the project specifications.

• The primary input to this process group is the “project management plan.” Other inputs include quality metrics, which contain the attributes to be measured. Change log provides information on status of all the change requests submitted, which helps in communicating to the stakeholders.
DIRECT AND MANAGE PROJECT WORK

PROJECT INTEGRATION MANAGEMENT

- Project management plan
- Approved change requests
- Change requests
- Project management plan updates
- Deliverables
- Work performance data
- Project document updates

Legend:
- Input
- Output
- Tools & Techniques
- Executing Process

Direct and Manage Project Work

Expert judgment
Project management information system
Meetings
MONITORING AND CONTROLLING THE PROCESS GROUP

• The purpose of monitoring and controlling the process group is to measure the project performance per the project management plan and take appropriate action.

• This group tracks, reviews, and regulates the progress and performance of the project; identifies the areas where changes to the plan are required, and initiates the corresponding changes.

• The appropriate action can be in the form of corrective and preventive actions.

• Monitoring means observing and controlling, that is, to take action to bring things under control.
MONITOR AND CONTROL PROJECT WORK

PROJECT INTEGRATION MANAGEMENT

- Work performance information
- Schedule forecasts
- Cost forecasts
- Validated changes
- Enterprise environmental factors
- Organizational process assets

Legend:
- Input
- Output
- Tools & Techniques
- Monitoring & Controlling

- Change requests
- Work performance reports
- Project management plan updates

Expert judgment
Analytical techniques
Project management information system
Meetings
Project document updates

Work performance reports
CLOSING PROCESS GROUP

• A project is considered complete not when the project’s product is delivered, but only when all the closure formalities have been completed.

• The closing process group includes administrative activities such as collecting and finalizing all the paper work needed to complete the project and the technical work to verify that the product is acceptable.

• Use the performance data and lessons learned for planning future projects.

• The actions taken up during the closing process group are as follows: Confirm that all project requirements are met; obtain sign-off or final acceptance of the deliverables from the key stakeholders; hand over the deliverables to the stakeholders per the project management plan, and make payment to all parties, update cost records, and complete contract closure. Further, update the lessons learned database; archive the project documents; and measure customer satisfaction.
One of the important outputs is updates to the organizational process assets. These include the actual performance against the plan, the key lessons learned during the project.
SUMMARY

• Initiating Process Group defines a new project or phase. When the project charter is approved, the project is officially authorized.

• Planning Process Group establishes the total scope of effort, objectives, and course of action required to attain those objectives.

• Executing Process Group completes the work defined in the project management plan to satisfy the project specifications.

• Monitoring and Controlling Process Group tracks, reviews, and regulates the progress and performance of the project; identifies and initiates the changes to the plan when required.

• Closing Process Group finalizes the activities across all Project Management Process Groups to formally complete the project, phase, or contractual obligations.