Project Environment
Role of Project Manager and
Project Integration Management

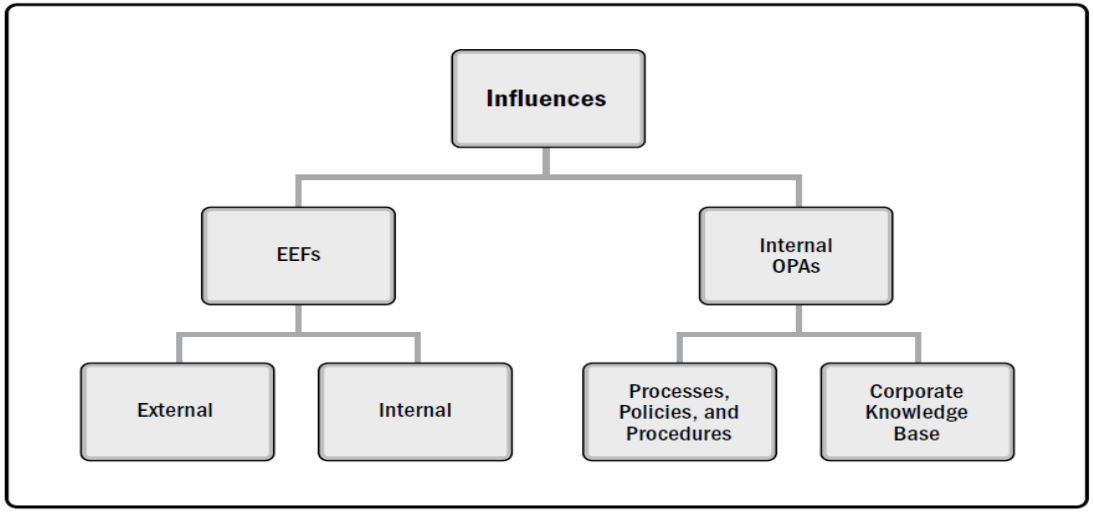
Dr. Srinivas Josyula

IIM
भारतीय प्रबंध संस्थान विशाखपट्टणम
Indian Institute of Management Visakhapatnam
विद्या परं दैवतम्

Organizational Systems

Project Environment

- Projects exist and operate in environments that may have an influence on them. These influences can have a favorable or unfavorable impact on the project. Two major categories of influences are enterprise environmental factors (EEFs) and organizational process assets (OPAs).
- EEFs originate from the environment outside of the project and often outside of the enterprise
- OPAs are internal to the organization. These may arise from the organization itself, a portfolio, a program, another project, or a combination of these



EEF external

Marketplace conditions. Examples include competitors, market share brand recognition, and trademarks.

Social and cultural influences and issues. Examples include political climate, codes of conduct, ethics, and perceptions.

Legal restrictions. Examples include country or local laws and regulations related to security, data protection, business conduct, employment, and procurement.

Commercial databases. Examples include benchmarking results, standardized cost estimating data, industry risk study information, and risk databases.

Academic research. Examples include industry studies, publications, and benchmarking results.

Government or industry standards. Examples include regulatory agency regulations and standards related to products, production, environment, quality, and workmanship.

Financial considerations. Examples include currency exchange rates, interest rates, inflation rates, tariffs, and geographic location.

Physical environmental elements. Examples include working conditions, weather, and constraints

EEF's - internal

- **Organizational culture, structure, and governance.** Examples include vision, mission, values, beliefs, cultural norms, leadership style, hierarchy and authority relationships, organizational style, ethics, and code of conduct.

- **Geographic distribution of facilities and resources**. Examples include factory locations, virtual teams, shared systems, and cloud computing.

- **Infrastructure.** Examples include existing facilities, equipment, organizational telecommunications channels, information technology hardware, availability, and capacity.

- **Information technology software.** Examples include scheduling software tools, configuration management systems, web interfaces to other online automated systems, and work authorization systems.

- **Resource availability.** Examples include contracting and purchasing constraints, approved providers and subcontractors, and collaboration agreements.

- **Employee capability.** Examples include existing human resources expertise, skills, competencies, and specialized knowledge.

Processes, Policies and Procedures

Initiating and Planning:

- Guidelines and criteria for tailoring the organization's set of standard processes and procedures to satisfy the specific needs of the project;
- Specific organizational standards such as policies (e.g., human resources policies, health and safety policies, security and confidentiality policies, quality policies, procurement policies, and environmental policies);
- Product and project life cycles, and methods and procedures (e.g., project management methods, estimation metrics, process audits, improvement targets, checklists, and standardized process definitions for use in the organization);
- Templates (e.g., project management plans, project documents, project registers, report formats, contract templates, risk categories, risk statement templates, probability and impact definitions, probability and impact matrices, and stakeholder register templates); and
- Preapproved supplier lists and various types of contractual agreements (e.g., fixed-price, cost-reimbursable, and time and material contracts).

Processes, Policies and Procedures

Executing, Monitoring, and Controlling:

- Change control procedures, including the steps by which performing organization standards, policies, plans, and procedures or any project documents will be modified, and how any changes will be approved and validated;
- Financial controls procedures (e.g., time reporting, required expenditure and disbursement reviews, accounting codes, and standard contract provisions);
- Issue and defect management procedures (e.g., defining issue and defect controls, identifying and resolving issues and defects, and tracking action items);
- Resource availability control and assignment management;
- Organizational communication requirements (e.g., specific communication technology available, authorized communication media, record retention policies, videoconferencing, collaborative tools, and security requirements);
- Procedures for prioritizing, approving, and issuing work authorizations;
- Templates (e.g., risk register, issue log, and change log);
- Standardized guidelines, work instructions, proposal evaluation criteria, and performance measurement criteria; and
- Product, service, or result verification and validation procedures

Processes, Policies and Procedures

Closing.

- Project closure guidelines or requirements

(e.g., final project audits, project evaluations, deliverable acceptance, contract closure, resource reassignment, and knowledge transfer to production and/or operations).

Organizational Knowledge Repositories

Governance Framework

- Project governance refers to the framework, functions, and processes that guide project management activities in order to create a unique product, service, or result to meet organizational, strategic, and operational goals.

- There is no one governance framework that is effective in all organizations.

- A governance framework should be tailored to the organizational culture, types of projects, and the needs of the organization to be effective.

- Governance is the framework within which authority is exercised in organizations.

- Governance framework includes but is not limited to:
  - Rules,
  - Policies,
  - Procedures,
  - Norms,
  - Relationships,
  - Systems, and Processes.
  - This framework influences how:
  - Objectives of the organization are set and achieved,
  - Risk is monitored and assessed, and
  - Performance is optimized.

Governance – Management Elements

The key functions or principles of management include but are not limited to:

- Division of work using specialized skills and availability to perform work;
- Authority given to perform work;
- Responsibility to perform work appropriately assigned based on such attributes as skill and experience;
- Discipline of action (e.g., respect for authority, people, and rules);
- Unity of command (e.g., only one person gives orders for any action or activity to an individual);
- Unity of direction (e.g., one plan and one head for a group of activities with the same objective);
- General goals of the organization take precedence over individual goals;
- Paid fairly for work performed.
- Optimal use of resources;
- Clear communication channels;
- Right materials to the right person for the right job at the right time;
- Fair and equal treatment of people in the workplace;
- Clear security of work positions;
- Safety of people in the workplace;
- Open contribution to planning and execution by each person; and
- Optimal morale.

PMO

- A project management office (PMO) is an organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.
- The responsibilities of a PMO can range from providing project management support functions to the direct management of one or more projects.
- **Supportive**. Supportive PMOs provide a consultative role to projects by supplying templates, best practices, training, access to information, and lessons learned from other projects. This type of PMO serves as a project repository. The degree of control provided by the PMO is low.
- **Controlling.** Controlling PMOs provide support and require compliance through various means. The degree of control provided by the PMO is moderate. Compliance may involve:
  - Adoption of project management frameworks or methodologies;
  - Use of specific templates, forms, and tools; and
  - Conformance to governance frameworks.
- **Directive.** Directive PMOs take control of the projects by directly managing the projects. Project managers are assigned by and report to the PMO. The degree of control provided by the PMO is high.

Role of Project Manager

Definition of a PM

- The role of a project manager is distinct from that of a functional manager or operations manager.
- Typically, the functional manager focuses on providing management oversight for a functional or business unit. Operations managers are responsible for ensuring that business operations are efficient.
- The project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

Role of PM

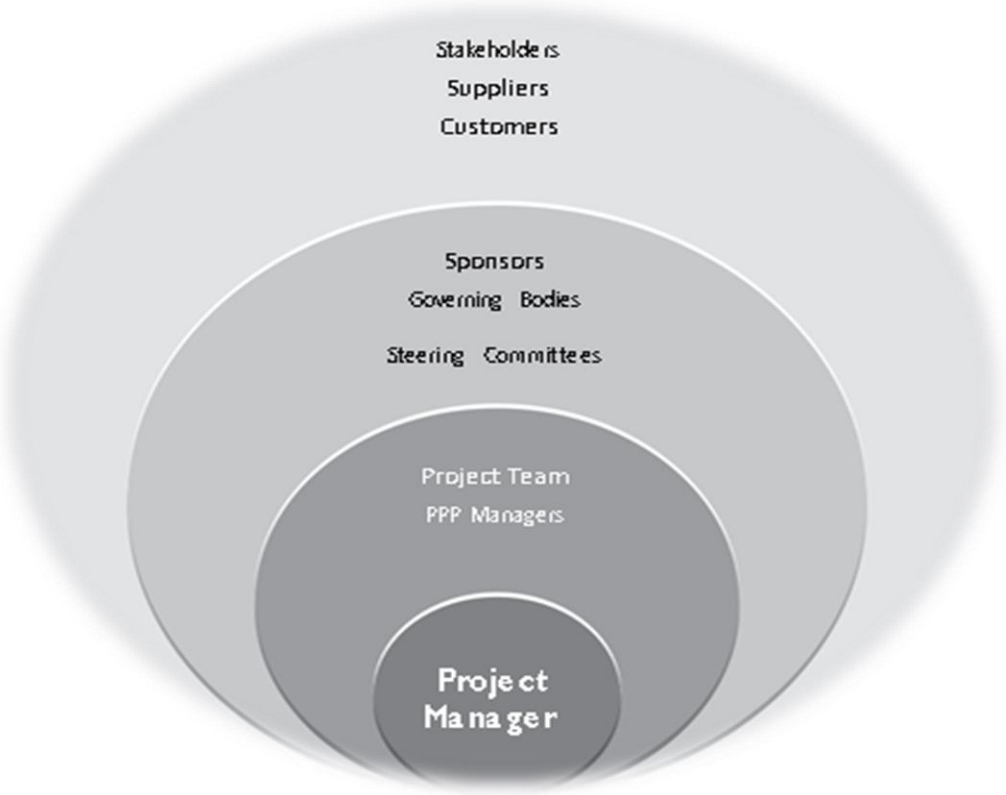
PM plays a roles of a conductor for a large orchestra:

- PM need to take a holistic view of their team's products in order to plan, coordinate, and complete them on time within budget.
- PM need to begin by reviewing the vision, mission, and objectives of his organization/ Project to ensure alignment.
- PM needs to use his interpretation to communicate and motivate the teams toward the successful completion of their objectives.

Knowledge and skills:

- The project manager is not expected to perform every role on the project, but should possess project management knowledge, technical knowledge, understanding, and experience.
- The project manager provides the project team with leadership, planning, and coordination through communications.
- The project manager provides written communications (e.g., documented plans and schedules) and communicates in real time with the team using meetings and verbal or nonverbal cues.

PM's Sphere of Influence



- Project managers fulfill numerous roles within their sphere of influence.
- These roles reflect the project manager's capabilities and are representative of the value and contributions of the project management profession

Role of a PM

- Research shows that successful project managers consistently and effectively use certain essential skills. Research reveals that **the top 2% of project managers distinguish themselves by demonstrating superior relationship and communication skills while displaying a positive attitude**

- The ability to communicate with stakeholders, including the team, customers and sponsors.

  - Developing finely tuned skills using multiple methods (e.g., verbal, written, and nonverbal);
  - Creating, maintaining, and adhering to communications plans and schedules;
  - Communicating predictably and consistently;
  - Seeking to understand the project stakeholders' communication needs (communication may be the only deliverable that some stakeholders received until the project's end product or service is completed);
  - Making communications concise, clear, complete, simple, relevant, and tailored;
  - Including important positive and negative news;
  - Incorporating feedback channels; and
  - Relationship skills involving the development of extensive networks (formal and informal) of people throughout the project manager's spheres of influence.

Role of a PM

- The project manager should be current with Industry trends and knowledge be aware of how it may impact or apply to his current projects.

  - Product and technology developments;
  - New and changing market niches;
  - Standards (e.g., project management, quality management, information security management, Privacy,);
  - Technical support tools;
  - Economic forces that impact the project;
  - Influences affecting the project management discipline; and
  - Process improvement and sustainability strategies.

PM Competencies

- Recent PMI studies applied the Project Manager Competency Development (PMCD) Framework to the skills needed by project managers through the use of The PMI Talent Triangle®

The talent triangle focuses on three key skill sets:

- **Technical project management**. The knowledge, skills, and behaviors related to specific domains of project, program, and portfolio management. The technical aspects of performing one's role.

- **Leadership.** The knowledge, skills, and behaviors needed to guide, motivate, and direct a team, to help an organization achieve its business goals.

- **Strategic and business management.** The knowledge of and expertise in the industry and organization that enhanced performance and better delivers business outcomes.

PM Competencies

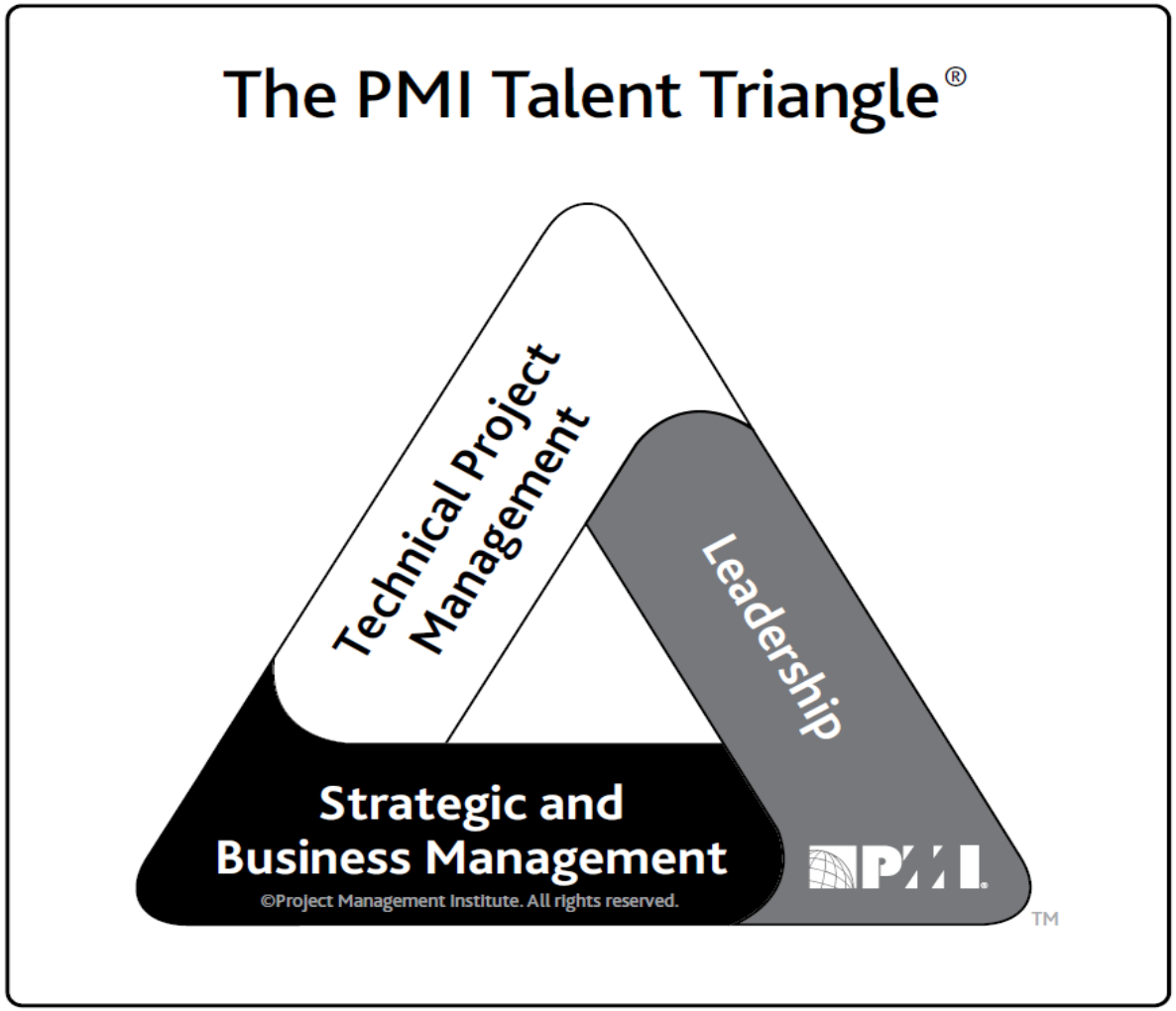


Figure 3-2. The PMI Talent Triangle®

Technical Project Management Skills

- **Technical project management skills are defined as the skills to effectively apply project management knowledge to deliver the desired outcomes.**

- Project managers frequently rely on expert judgment to perform well. Being aware of personal expertise and where to find others with the needed expertise are important for success as a project manager.

- Focus on the critical technical project management elements and having the right artifacts readily available. At the top of the list were the following:

    - Critical success factors for the project,
    - Schedule,
    - Selected financial reports, and
    - Issue log.
    - Tailor both traditional and agile tools, techniques, and methods for each project.
    - Make time to plan thoroughly and prioritize diligently.
    - Manage project elements, including, but not limited to, schedule, cost, resources, and risks.

Strategic and Business Management Skills

- **Strategic and business management skills involve the ability to see the high-level overview of the organization and effectively negotiate and implement decisions and actions that support strategic alignment and innovation.**

- This ability may include a working knowledge of other functions such as finance, marketing, and operations.

- Strategic and business management skills may also include developing and applying pertinent product and industry expertise (domain knowledge).

The project manager should be aware of the business and strategic factors that could affect the project

- Risks and issues,
- Financial implications,
- Cost versus benefits analysis
- Business value,
- Benefits realization expectations and strategies, and
- Scope, budget, schedule, and quality.

Leadership Skills

- Leadership skills involve the ability to guide, motivate, and direct a team.
- These skills may include demonstrating essential capabilities such as negotiation, resilience, communication, problem solving, critical thinking, and interpersonal skills.
- Projects are becoming increasingly more complicated with more and more businesses executing their strategy through projects.
- Project management is more than just working with numbers, templates, charts, graphs, and computing systems.
- A common denominator in all projects is people. People can be counted, but they are not numbers.

Qualities and Skills of a Leader

Research shows that the qualities and skills of a leader, which include :

- Being a visionary (e.g., help to describe the products, goals, and objectives of the project; able to dream and translate those dreams for others);
- Being optimistic and positive;
- Being collaborative;
- **Managing relationships and conflict by:**
  - Building trust;
  - Satisfying concerns;
  - Seeking consensus;
  - Balancing competing and opposing goals;
  - Applying persuasion, negotiation, compromise, and conflict resolution skills;
  - Developing and nurturing personal and professional networks;
  - Taking a long-term view that relationships are just as important as the project; and
  - Continuously developing and applying political acumen.
- **Communicating by:**
  - Spending sufficient time communicating
  - Managing expectations;
  - Accepting feedback graciously;
  - Giving feedback constructively; and
  - Asking and listening.
- Being respectful (helping others retain their autonomy), courteous, friendly, kind, honest, trustworthy, loyal, and ethical;
- Exhibiting integrity and being culturally sensitive, courageous, a problem solver, and decisive;
- Giving credit to others where due;
- Being a life-long learner who is results- and action-oriented;

Focus ….

Focusing on the important things, including:

- Continuously prioritizing work by reviewing and adjusting as necessary;
- Finding and using a prioritization method that works for them and the project;
- Differentiating high-level strategic priorities, especially those related to critical success factors for the project;
- Maintaining vigilance on primary project constraints;
- Remaining flexible on tactical priorities; and
- Being able to sift through massive amounts of information to obtain the most important information.
- Having a holistic and systemic view of the project, taking into account internal and external factors equally;
- Being able to apply critical thinking (e.g., application of analytical methods to reach decisions) and identify him or herself as a change agent.
- Being able to build effective teams, be service-oriented, and have fun and share humor effectively with team members.

Politics, Power, Negotiation and getting things done

- Leadership and management are ultimately about being able to get things done.
- Ability to deal with politics, exercise influence, negotiation, autonomy, and power.
- Ability to understands how the organization works,

Power

- Positional (sometimes called formal, authoritative, legitimate) (e.g., formal position granted in the organization or team);
- Informational (e.g., control of gathering or distribution);
- Referent (e.g., respect or admiration others hold for the individual, credibility gained);
- Situational (e.g., gained due to unique situation such as a specific crisis);
- Personal or charismatic (e.g., charm, attraction);
- Relational (e.g., participates in networking, connections, and alliances);
- Expert (e.g., skill, information possessed; experience, training, education, certification);
- Reward-oriented (e.g., ability to give praise, monetary or other desired items);
- Punitive or coercive (e.g., ability to invoke discipline or negative consequences);
- Ingratiating (e.g., application of flattery or other common ground to win favor or cooperation);
- Pressure-based (e.g., limit freedom of choice or movement for the purpose of gaining compliance to desired action);
- Guilt-based (e.g., imposition of obligation or sense of duty);
- Persuasive (e.g., ability to provide arguments that move people to a desired course of action); and
- Avoiding (e.g., refusing to participate).

Management Vs Leadership

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration

Leadership Styles

Research describes numerous leadership styles that a project manager can adopt. Some of the most common examples of these styles include but are not limited to:

- **Laissez-faire** (e.g., allowing the team to make their own decisions and establish their own goals, also referred to as taking a hands-off style);
- **Transactional** (e.g., focus on goals, feedback, and accomplishment to determine rewards; management by exception);
- **Servant leader** (e.g., demonstrates commitment to serve and put other people first; focuses on other people's growth, learning, development, autonomy, and well-being; concentrates on relationships, community and collaboration; leadership is secondary and emerges after service);
- **Transformational** (e.g., empowering followers through idealized attributes and behaviors, inspirational motivation, encouragement for innovation and creativity, and individual consideration);
- **Charismatic** (e.g., able to inspire; is high-energy, enthusiastic, self-confident; holds strong convictions); and
- **Interactional** (e.g., a combination of transactional, transformational, and charismatic)

Personality

Personality refers to the individual differences in characteristic patterns of thinking, feeling, and behaving.

Personality characteristics or traits include :

- **Authentic** (e.g., accepts others for what and who they are, show open concern);
- **Courteous** (e.g., ability to apply appropriate behavior and etiquette);
- **Creative** (e.g., ability to think abstractly, to see things differently, to innovate);
- **Cultural** (e.g., measure of sensitivity to other cultures including values, norms, and beliefs);
- **Emotional** (e.g., ability to perceive emotions and the information they present and to manage them; measure of interpersonal skills);
- **Intellectual** (e.g., measure of human intelligence over multiple aptitudes);
- **Managerial** (e.g., measure of management practice and potential);
- **Political** (e.g., measure of political intelligence and making things happen);
- **Service-oriented** (e.g., evidence of willingness to serve other people);
- **Social** (e.g., ability to understand and manage people); and
- **Systemic** (e.g., drive to understand and build systems).

An effective project manager will have some level of ability with each of these characteristics in order to be successful.
Each project, organization, and situation requires that the project manager emphasize different aspects of personality.

Performing Integration

The role of the project manager is two fold when performing integration on the project:

- Project managers play a key role in **working with the project sponsor to understand the strategic objectives and ensure the alignment of the project objectives and results with those of the portfolio, program, and business areas.** In this way, project managers contribute to the integration and execution of the strategy.

- Project managers are **responsible for guiding the team to work together to focus on what is really essential at the project level. This is achieved through the integration of processes, knowledge, and people.**

Integration is a critical skill for project managers.

Integration at Process Level, Cognitive level and Context level

Personality

Project Managers Lead their teams in ways

- Positional (sometimes called formal, authoritative, legitimate)
- Informational (e.g., control of gathering or distribution);
- Referent (e.g., respect or admiration others hold for the individual, credibility gained);
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- Avoiding (e.g., refusing to participate).

Project Integration Management

Project Integration Management

Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups.

In the project management context, ***integration includes characteristics of unification, consolidation, communication, and interrelationship, which are*** applied from the start through completion.

Project Integration Management includes making choices about:

- Resource allocation,
- Balancing competing demands,
- Examining any alternative approaches,
- Tailoring the processes to meet the project objectives, and
- Managing the interdependencies among the Project Management Knowledge Areas.

Project Integration Management processes

Develop Project Charter—The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

- **Develop Project Management Plan**—The process of defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan.

- **Direct and Manage Project Work**—The process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.

- **Manage Project Knowledge**—The process of using existing knowledge and creating new knowledge to achieve the project's objectives and contribute to organizational learning.

- **Monitor and Control Project Work**—The process of tracking, reviewing, and reporting overall progress to meet the performance objectives defined in the project management plan.

- **Perform Integrated Change Control -** The process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan; and communicating the decisions.

- **Close Project -** The process of finalizing all activities for the project, phase, or contract.

Project Integration Management Overview

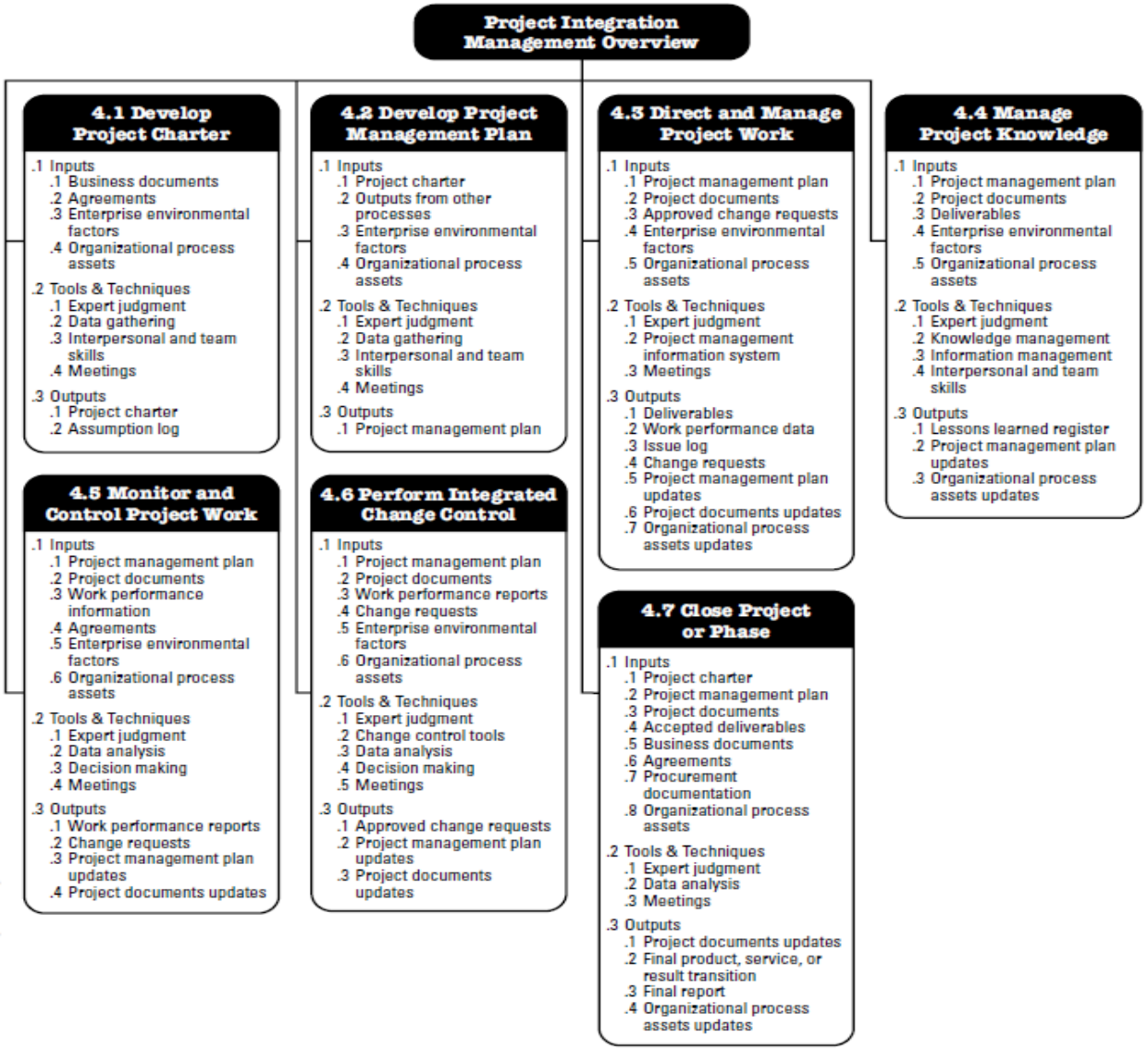

Figure 4-1. Project Integration Management Overview

Project Integration Management processes

Project Integration Management is about:

1. Ensuring that the deliverable due dates of the product, service, or result; project life cycle; and the benefits management plan are aligned;

2. Providing a project management plan to achieve the project objectives;

3. Ensuring the creation and the use of the appropriate knowledge to and from the project as necessary;

4. Managing the performance and changes of the activities in the project management plan;

5. Making integrated decisions regarding key changes impacting the project;

6. Measuring and monitoring the project's progress and taking appropriate action to meet project objectives;

7. Collecting data on the results achieved, analyzing the data to obtain information, and communicating this information to relevant stakeholders;

8. Completing all the work of the project and formally closing each phase, contract, and the project as a whole; and

9. Managing phase transitions when necessaryy

Project Integration Management

Project Integration Management is specific to project managers. Whereas other Knowledge Areas may be managed by specialists (e.g., cost analysis, scheduling specialists, risk management experts), the accountability of Project Integration Management cannot be delegated or transferred.

The project manager is the one who combines the results in all the other Knowledge Areas and has the overall view of the project.

The project manager is ultimately responsible for the project as a whole.

Project Integration Management

Project Integration Management is about:

- Ensuring that the deliverable due dates of the product, service, or result; project life cycle; and the benefits management plan are aligned;
- Providing a project management plan to achieve the project objectives;
- Ensuring the creation and the use of the appropriate knowledge to and from the project as necessary;
- Managing the performance and changes of the activities in the project management plan;
- Making integrated decisions regarding key changes impacting the project;
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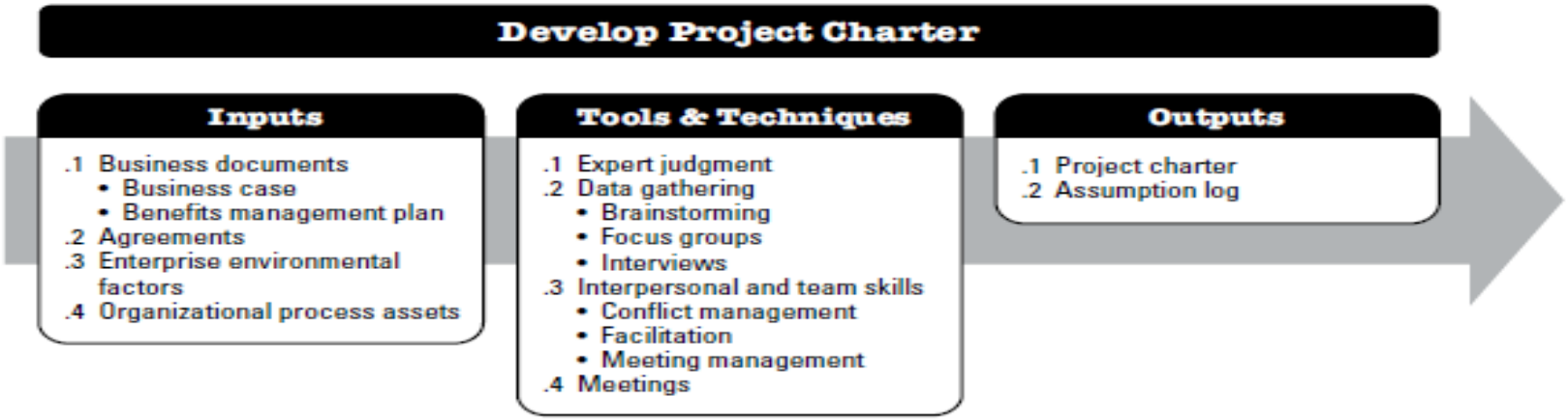
- Collecting data on the results achieved, analyzing the data to obtain information, and communicating this information to relevant stakeholders;
- Completing all the work of the project and formally closing each phase, contract, and the project as a whole; and
- Managing phase transitions when necessary.

Trends and Emerging practices

- Use of automated tools.
- Use of visual management tools.
- Project knowledge management.
- Expanding the project manager’s responsibilities.
- Hybrid methodologies.

Develop Project Charter



- Developing a Project Charter is the process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

- The approved project charter formally initiates the project. A project manager is identified and assigned as early in the project as is feasible and always prior to the start of planning.

- The project charter can be developed by the sponsor/ project manager in collaboration with the initiating entity, which allows the project manager to have a better understanding of the project purpose, objectives, and expected benefits.

- . The project charter provides the project manager with the authority to plan, execute, and control the project.

Develop Project Charter

Inputs :

- The business case describes the necessary information from a business standpoint to determine whether the expected outcomes of the project justify the required investment.

Tools and Techniques :

Expert Judgement : For this process, expertise should be considered from individuals or groups with specialized knowledge of or training in the following topics:

- *Organizational strategy,*
- *Benefits management,*
- *Technical knowledge of the industry and focus area of the project,*
- *Duration and budget estimation, and*
- *Risk identification.*

Interpersonal and Team skills :

- *Conflict management (align stakeholders on objectives, success criteria, changes, success criteria)*
- *Facilitation (guide teams for successful decision, solution, or conclusion)*
- *Meeting management. (setting agenda, follow-up and closure of actions)*

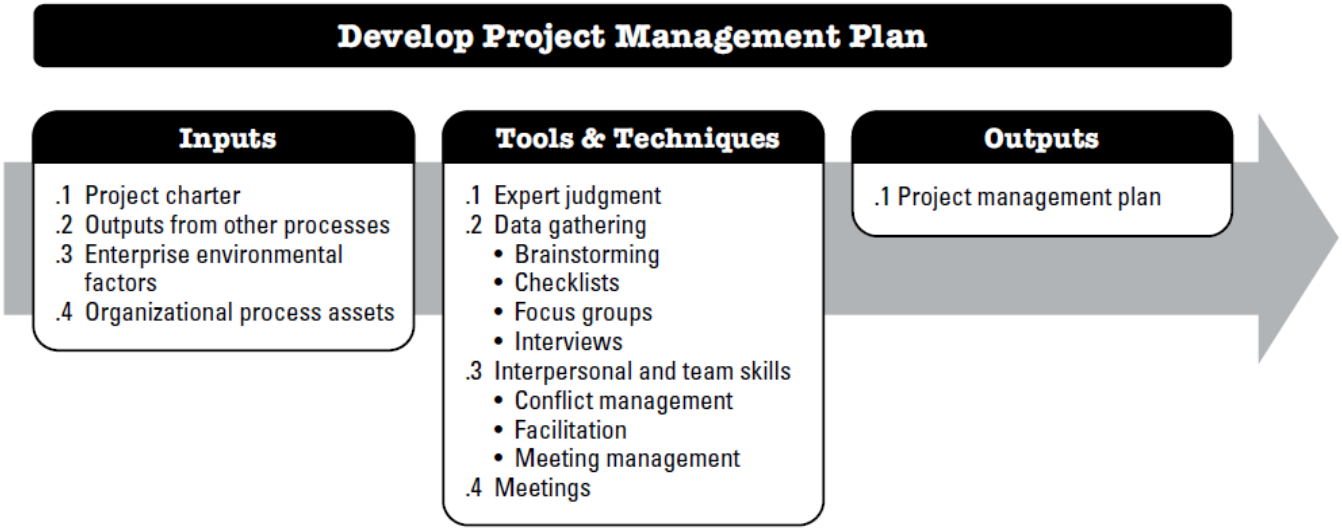
Project Charter - Outputs

PC documents the high-level information on the project and on the product, service, or result the project is intended to satisfy:

- *Measurable project objectives and related success criteria;*
- *High-level requirements;*
- *High-level project description, boundaries, and key deliverables;*
- *Overall project risk;*
- *Summary milestone schedule;*
- *Pre approved financial resources;*
- *Key stakeholder list;*
- *Project approval requirements (i.e., what constitutes project success, who decides the project is successful, and who signs off on the project);*
- *Project exit criteria (i.e., what are the conditions to be met in order to close or to cancel the project or phase);*
- *Assigned project manager, responsibility, and authority level; and*
- *Name and authority of the sponsor or other person(s) authorizing the project charter.*

Assumption Log : is a record all assumptions and constraints throughout the project life cycle.

Develop Project Management Plan



- Project Management Plan is the process of *defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan.*
- The project management plan is the document that describes *how the project will be executed, monitored and controlled, and closed.*
- **Baseline** : The approved version of the Project Management plan that is used as a basis for comparison to the actual results.

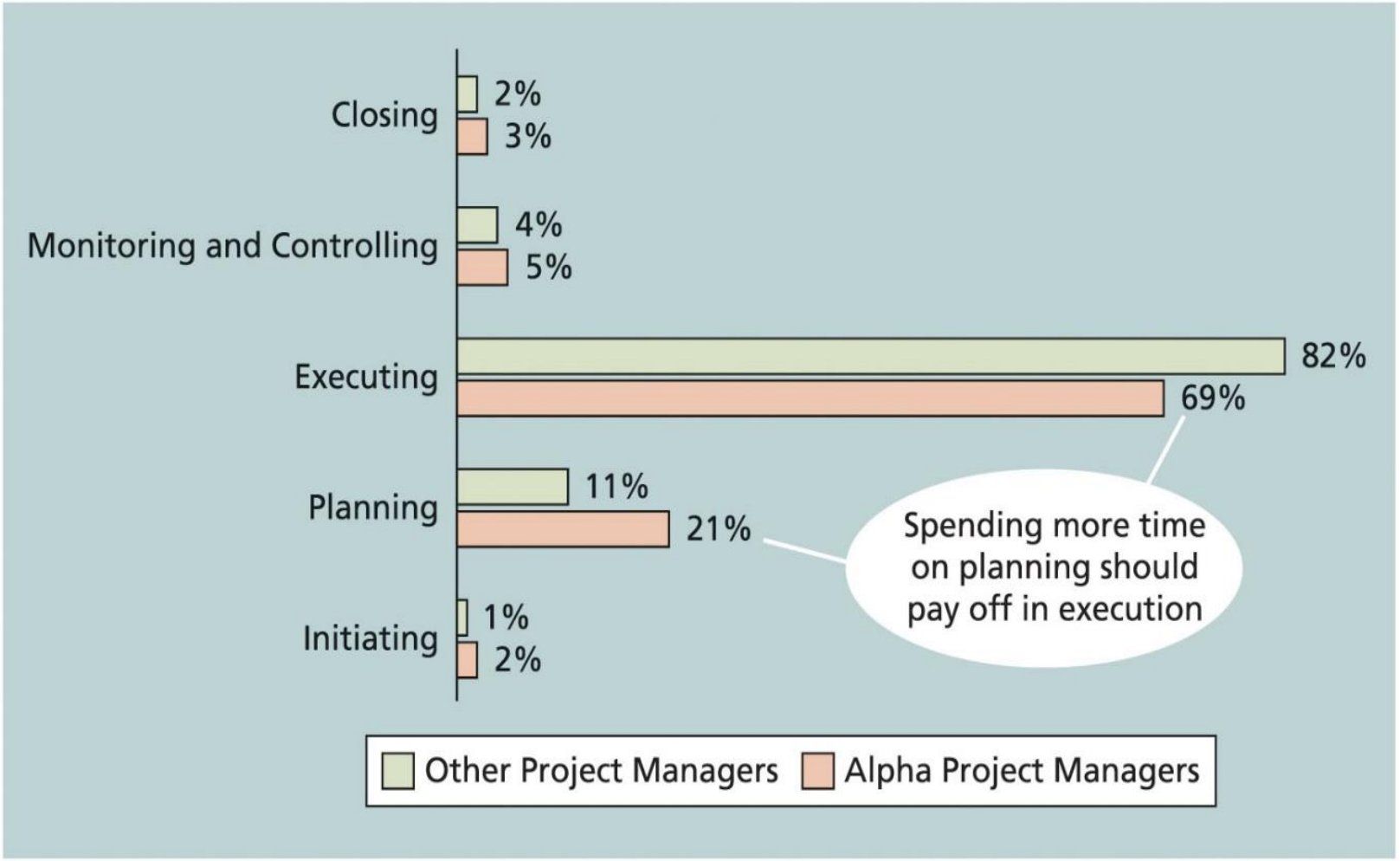
Using Guidelines to Create Project Management Plans

Major Section Headings	Section Topics
Overview	Purpose, scope, and objectives; assumptions and constraints; project deliverables; schedule and budget summary; evolution of the plan
Project Organization	External interfaces; internal structure; roles and responsibilities
Managerial Process Plan	Start-up plans (estimation, staffing, resource acquisition, and project staff training plans); work plan (work activities, schedule, resource, and budget allocation); control plan; risk management plan; closeout plan
Technical Process Plans	Process model; methods, tools, and techniques; infrastructure plan; product acceptance plan
Supporting Process Plans	Configuration management plan; verification and validation plan; documentation plan; quality assurance plan; reviews and audits; problem resolution plan; subcontractor management plan; process improvement plan

Source: IEEE Standard 1058–1998.

Sample contents for the IEEE software project management plan (SPMP)

Project Management Process Groups



Source: Andy Crowe

FIGURE 3-1 Percentage of time spent on each process group

Initiating

Kick-Off Meeting
[Date of Meeting]

Project Name: Project Management Intranet Site Project

Meeting Objective: Get the project off to an effective start by introducing key stakeholders, reviewing project goals, and discussing future plans

Agenda:

- Introductions of attendees
- Review of the project background
- Review of project-related documents (business case and project charter)
- Discussion of project organizational structure
- Discussion of project scope, time, and cost goals
- Discussion of other important topics
- List of action items from meeting

Action Item	Assigned To	Due Date

Date and time of next meeting:

FIGURE 3-2 Kick-off meeting agenda

Project Planning

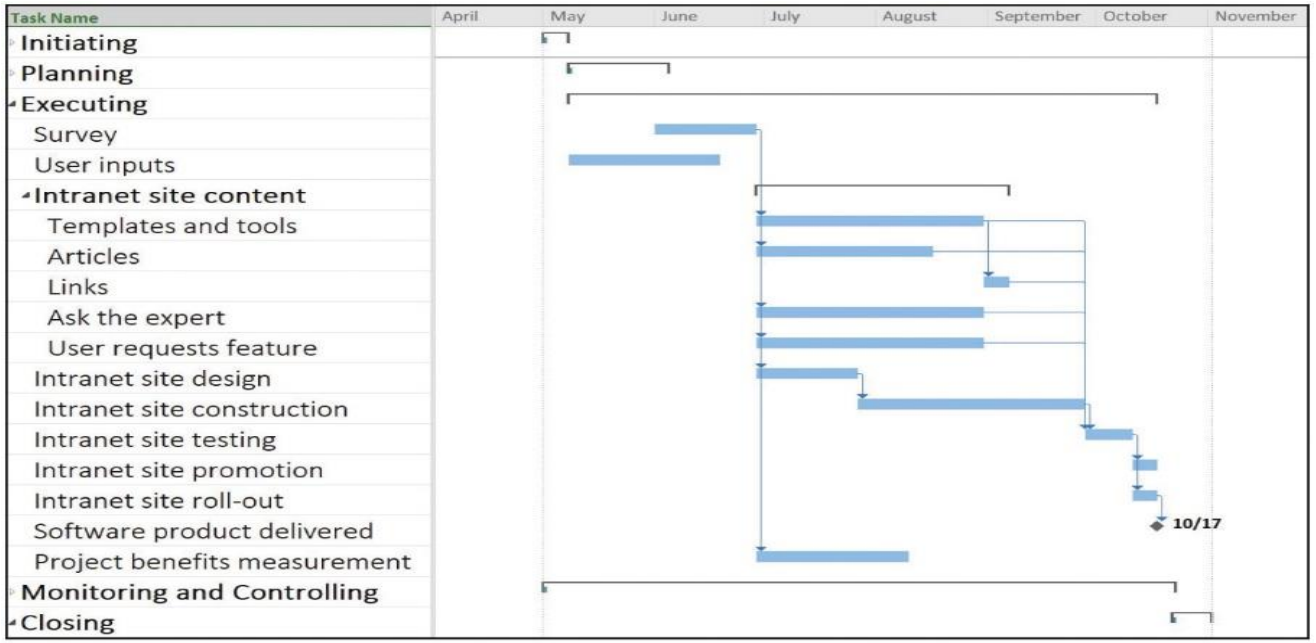


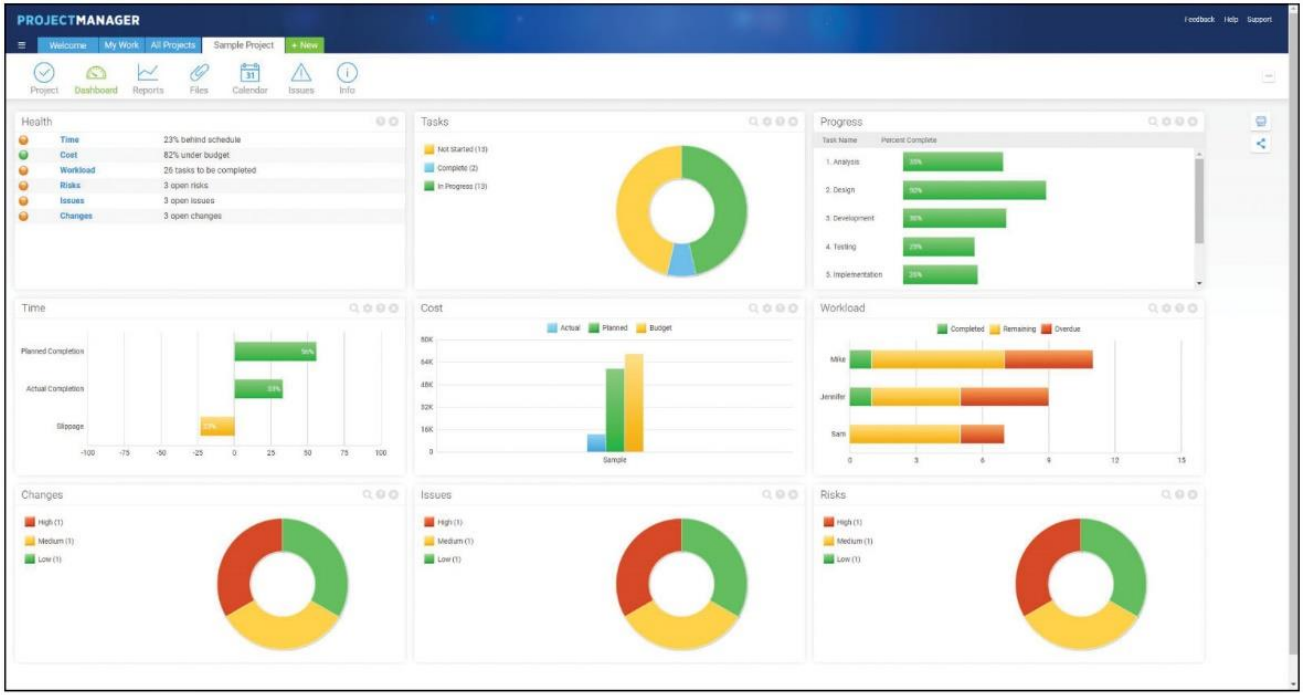
FIGURE 3-4 JWD Consulting intranet site project baseline Gantt chart

A project plan template is a document that defines the project scope and outlines its objectives. No project plan is the same because no project is the same.

There are, however, a few questions that your project plan template should aim to answer:

1. What needs to be done?
2. How will it be done?
3. Who is doing what?
4. When does it need to be finished?

in Project Integration Management



Source: www.projectmanager.com

FIGURE 4-8 Sample portfolio management software screens

Project Planning

Ranking	Potential Risk
1	Lack of inputs from internal consultants
2	Lack of inputs from client representatives
3	Security of new system
4	Outsourcing/purchasing for the article retrieval and Ask the Expert features
5	Outsourcing/purchasing for processing online payment transactions
6	Organizing the templates and examples in a useful fashion
7	Providing an efficient search feature
8	Getting good feedback from Michael Chen and other senior consultants
9	Effectively promoting the new system
10	Realizing the benefits of the new system within one year

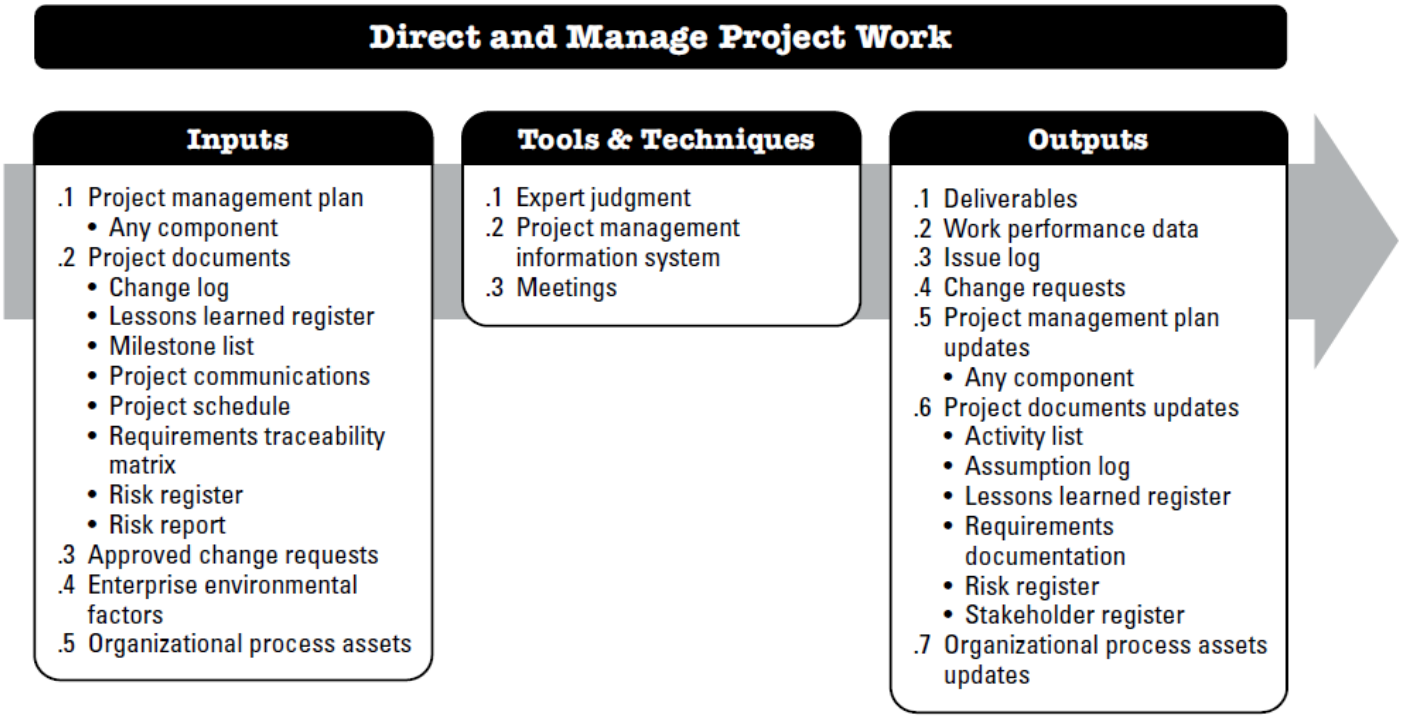
List of Prioritized Risks

Project Management Plan

Table 4-1. Project Management Plan and Project Documents

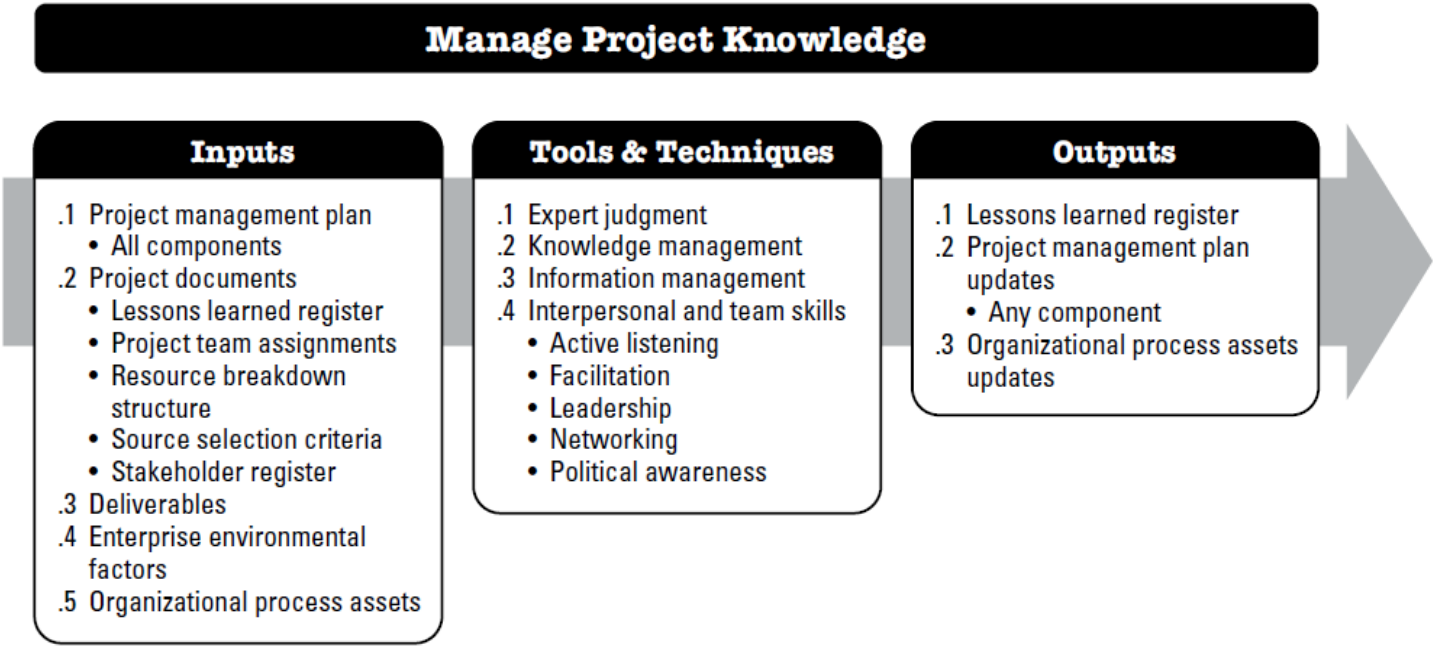
Project Management Plan	Project Documents	
1. Scope management plan	1. Activity attributes	19. Quality control measurements
2. Requirements management plan	2. Activity list	20. Quality metrics
3. Schedule management plan	3. Assumption log	21. Quality report
4. Cost management plan	4. Basis of estimates	22. Requirements documentation
5. Quality management plan	5. Change log	23. Requirements traceability matrix
6. Resource management plan	6. Cost estimates	24. Resource breakdown structure
7. Communications management plan	7. Cost forecasts	25. Resource calendars
8. Risk management plan	8. Duration estimates	26. Resource requirements
9. Procurement management plan	9. Issue log	27. Risk register
10. Stakeholder engagement plan	10. Lessons learned register	28. Risk report
11. Change management plan	11. Milestone list	29. Schedule data
12. Configuration management plan	12. Physical resource assignments	30. Schedule forecasts
13. Scope baseline	13. Project calendars	31. Stakeholder register
14. Schedule baseline	14. Project communications	32. Team charter
15. Cost baseline	15. Project schedule	33. Test and evaluation documents
16. Performance measurement baseline	16. Project schedule network diagram	
17. Project life cycle description	17. Project scope statement	
18. Development approach	18. Project team assignments	

Direct and Manage Project Work



- Direct and Manage Project Work is the ***process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.***

Manage Project Knowledge



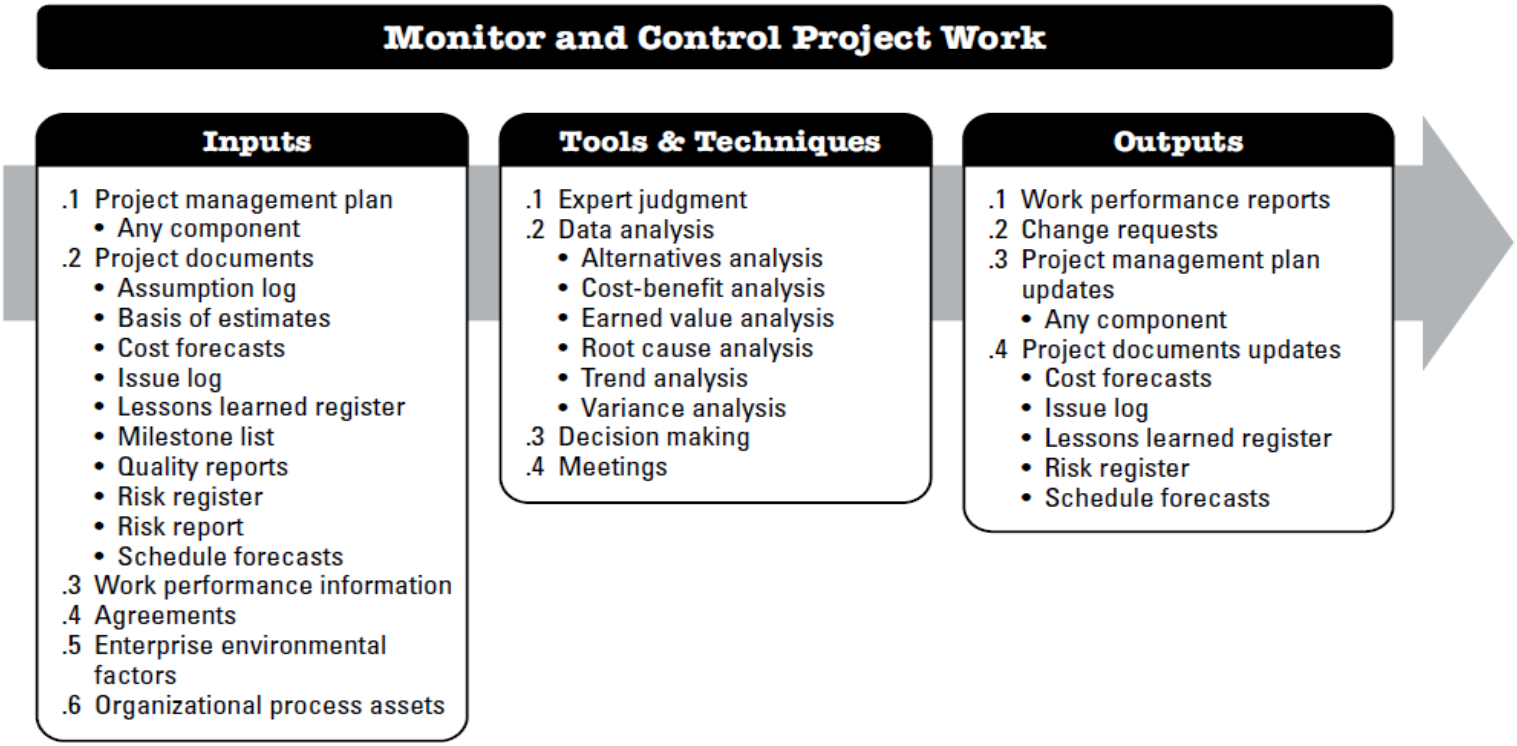
- Manage Project Knowledge is the ***process of using existing knowledge and creating new knowledge to achieve the project's objectives and contribute to organizational learning***
- knowledge management is about making sure the skills, experience, and expertise of the project team and other stakeholders are used before, during, and after the project.
- knowledge resides in the minds of people and people cannot be forced to share what they know (or to pay attention to others' knowledge), the most important part of knowledge management is creating an atmosphere of trust so that people are motivated to share their knowledge**.**

Manage Knowledge – Tools and Techniques

Tools and techniques include to:

- Networking, including informal social interaction and online social networking. Online forums where people can ask open questions ("What does anyone know about…?") are useful for starting knowledge-sharing conversations with specialists;
- Communities of practice (sometimes called communities of interest or just communities) and special interest groups;
- Meetings, including virtual meetings where participants can interact using communications technology;
- Work shadowing and reverse shadowing;
- Discussion forums such as focus groups;
- Knowledge-sharing events such as seminars and conferences;
- Workshops, including problem-solving sessions and learning reviews designed to identify lessons learned;
- Storytelling;
- Creativity and ideas management techniques;
- Knowledge fairs and cafés; and
- Training that involves interaction between learners.
- All of these tools and techniques can be applied face-to-face or virtually, or both. Face-to-face interaction is usually the most effective way to build the trusting relationships that are needed to manage knowledge. Once relationships are established, virtual interaction can be used to maintain the relationship.

Monitor and Control Project Work



- Monitor and Control Project Work is the ***process of tracking, reviewing, and reporting the overall progress to meet the performance objectives*** defined in the project management plan

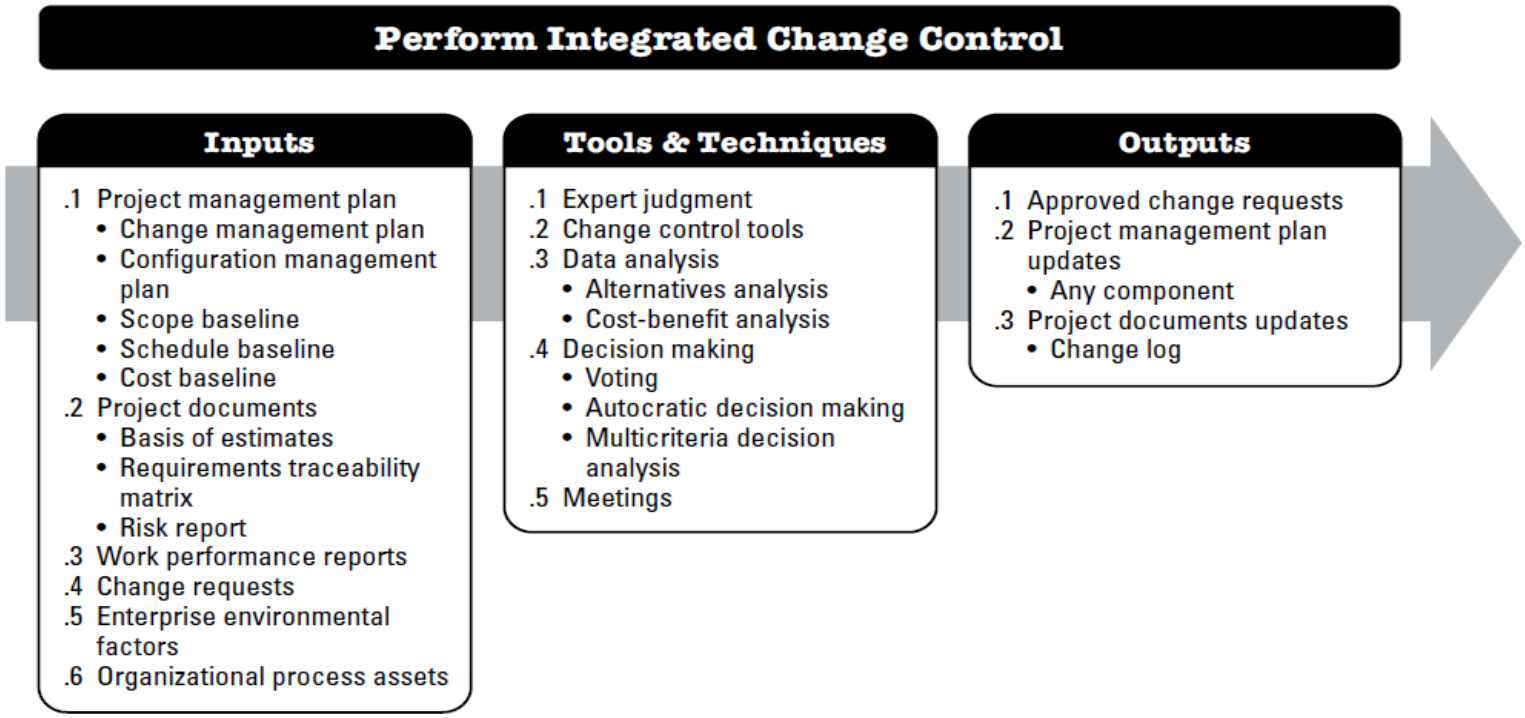
Monitor and Control Project Work

- Monitoring includes collecting, measuring, and assessing measurements and trends to effect process improvements.
- Control includes determining corrective or preventive actions or replanning and following up on action plans to determine whether the actions taken resolved the performance issue.

The Monitor and Control Project Work process is concerned with:

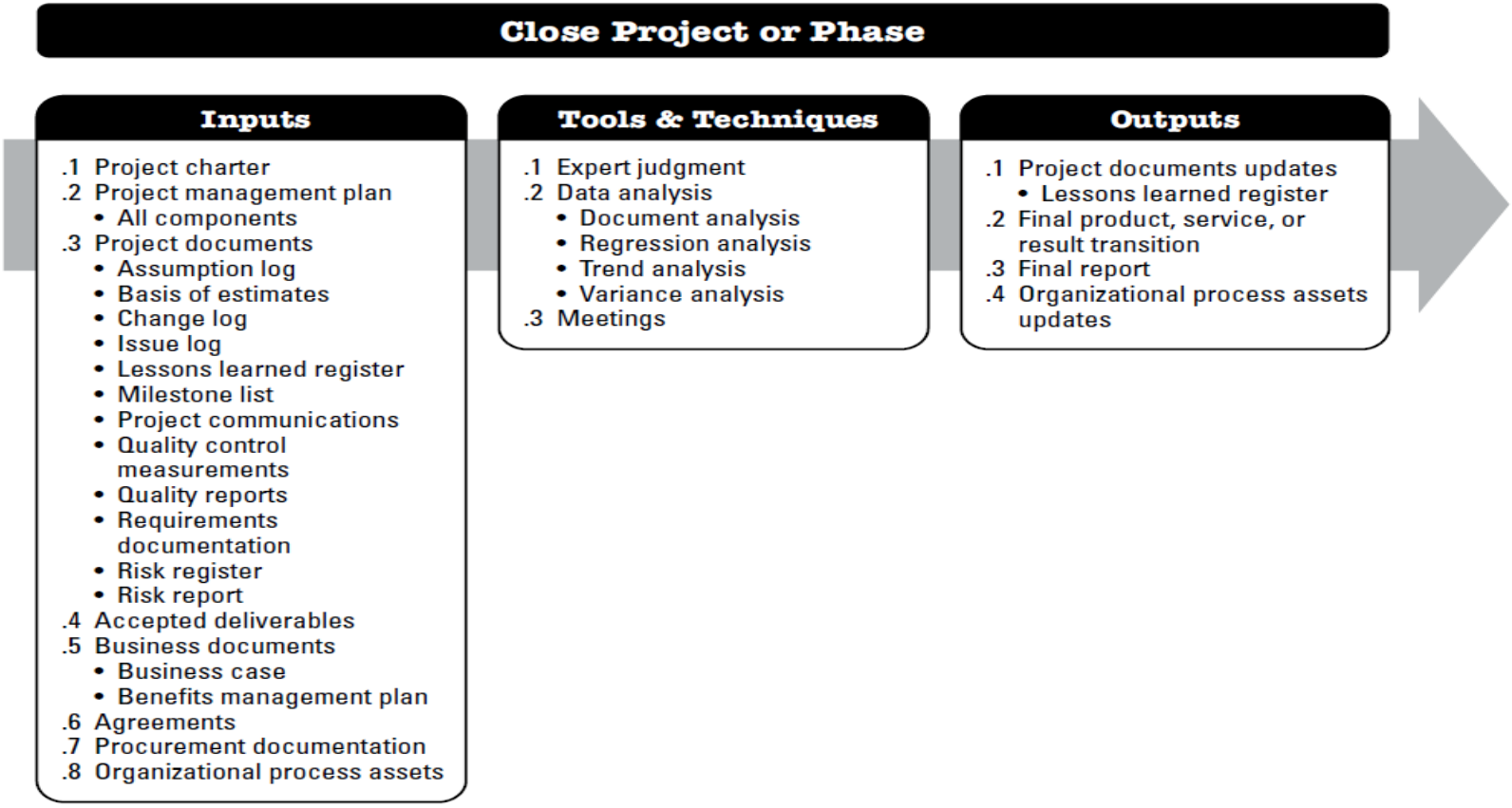
- ***Comparing actual project performance against the project management plan;***
- ***Assessing performance periodically to determine whether any corrective or preventive actions are indicated, and then recommending those actions as necessary;***
- ***Checking the status of individual project risks;***
- ***Maintaining an accurate, timely information base concerning the project's product(s) and their associated documentation through project completion;***
- ***Providing information to support status reporting, progress measurement, and forecasting;***
- ***Providing forecasts to update current cost and current schedule information;***
- ***Monitoring implementation of approved changes as they occur;***
- ***Providing appropriate reporting on project progress and status to program management when the project is part of an overall program; and***
- ***Ensuring that the project stays aligned with the business needs.***

Perform Integrated Change Control



- Perform Integrated Change Control is the ***process of reviewing all change requests; approving changes and managing changes to deliverables, project documents, and the project management plan; and communicating the decisions.***

Close Project Phase/ Work



- Close Project or Phase is the ***process of finalizing all activities for the project, phase, or contract.***
- The key benefits of this process are the project or phase information is archived, the planned work is completed, and organizational team resources are released to pursue new endeavors.

Thank You