



IQRA NATIONAL UNIVERSITY

Subject

Project Management

Instructor

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MBA (90)

Assignment

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Assignment

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Note: Attempt All Questions

Assignment (Spring-2020)
Time allowed: 06 Days
Instructor: Zaighum Abbas
Total marks: 30

Note: *This paper should be attempted by “handwritten or word file” and then make a “word file or PDF” file by taking the image of these documents. After making a word or PDF file upload this file through SIC portal in an assignment section. You have a limited time of 06 days which will automatically closed after the completion of timeline. No file will be accepted after the given time line. There should not be plagiarism more than 5% from a single resource. If two papers have similarity both paper will be cancelled. You may take help from Google and PMBOK.*

Q1.

Explain the project charter, who is the charter developing authority. What are the major components of project charter, what is included and excluded from project charter?

(15 Marks)

Q2.

What is a project management plan and list down and explain these components in two to three lines

- *Subsidiary management plan*
- *Baselines*

(15 Marks)

Question # 1

Explain the project charter, who is the charter developing authority. What are the major components of project charter, what is included and excluded from project charter?

Answer # 1

A project charter is a document that, while describing the purpose of a project and its scope, it legally authorizes the project.

Any business nowadays before initiating a new project requires a signed project charter.

If you are an investor or a contributor in a project, if you want to get clear understanding of what this project will bring about, after all it is important to know what resources it requires before you sign for it - and that's exactly what a project charter provides.

It clarifies general specifications, the purpose of the project, the key stakeholders and the possible outcomes.

Originally, project charters have existed for more than a thousand years in different forms. Some such examples would be colonial charters issued by kings, the Magna Carta in the 13th century etc. Nowadays, they are an integral part of the project management due to their importance as legally binding document.

ELEMENTS OF PROJECT CHARTER:

Depending on company culture and on the person ahead of writing the company charter, the points that comprise it can vary.

Typically, however, it's composed of the following sections:

- **PROJECT OVERVIEW** :- Consists of the project name, author of the charter, creation date, project manager, project purpose, and charter version.
- **PROJECT DETAILS** :- here you can add a detailed project description which includes the mission, the general scope of the project, the key stakeholders, and clients.
- **PROJECT SCOPE** :- a range of companies prefers including the project scope within the project details section. However, if the project is large enough, a completely separate section helps us better visualize the project scope. You would also include points such as objectives, goals, deliverables, out of scope deliverables, benefits, assumptions, risks and constraints.
- **PROJECT TEAM ORGANIZATION** :- here you would include a list of all team members that would take part in implementation. You can also include their contact details and their roles in the project.

• **PROJECT RESOURCE PLANNING** :- This can also include all resources starting from staff, non-human resources up to finances.

• **PROJECT COMMUNICATION PLAN** :- It is generally a good idea to setup a communication plan to consistently revise charges and ~~issue~~ alignment of goals and objectives. The project rarely goes the way it's intended; oftentimes, you'll have to make some changes to the project charter along the way. Meaning you should establish a communication plan; bi-weekly meetings, for example, to check on whether the project is going according to the charter or not.

• **PROJECT TIMELINE** :- It is important to have an idea on what the timeline for your project is, your management, or possibly the client, will want to know whether the project is on schedule, and a timeline is a good way to estimate that.

• **SIGNATORIES** :- the list of signatories to the project:

Companies can be extremely chaotic. "who's in charge of what? why is the project delayed? why did the servers just catch fire?"

Accordingly, a project charter can ensure that your project doesn't succumb to the chaos of miscommunication and missed deadlines.

This is especially true for smaller companies or startups, where there's no clear managerial

hierarchy. In such a case, you could have 3 or more employees working on similar tasks and duties. Let's say, for example, you are a fledgling software development startup with 3 back-end developer employees.

When working on small-scale projects, your developers can easily work independently and ask for each other's help when needed. Things, however, get more complex when working on a bigger project.

Out of the 3 developers, one will be selected to lead the project, unless they decide to take the initiative and write out a project charter, the development process might get a bit chaotic.

So what happens next?

After one of working together, the role of the "team leader" starts fading away. The developers start making changes to the database or the application logic without consulting with the leader. Consequently, the team spends countless hours of discussing the best approach to take, how to optimize it, why it should be changed, etc.

The bottom line is: the whole team starts to get lost, each employee alters each other's work due to the unclear specification of each individual's reach. The developers start having their own thoughts regarding the end product.

Thus, contributing to more conflicting ideas and ultimately changing the scope of the project. Finally, the team can't deliver on time because they are not completely aware of the required deliverables and the respective deadlines.

What would have been different if there was a Project charter?

- For starters, the Project manager would not lack authority in terms of allocating resources or day-to-day decision-making.
- The team would have clear expectations for Project outcomes and it would be easier to meet those expectations.
- Deliverables would have been well organized, Periodical and punctual.
- The number of disagreements and conflicts on how to approach simple tasks would have been reduced significantly.
- The project would have well-specified risks, thus allowing and helping the team overcome them.

Question # 2

What is a project management plan and list down and explain these components in two to three lines

- *Subsidiary management plan*
- *Baselines*

Answer # 2

All the professional bodies offer guidelines on the level and type of information that should be defined in the early stages of the project in the form of a Project Management Plan.

The purpose of such a document is to provide a comprehensive baseline of what has been achieved by the project, how it is to be achieved, who will be involved, how it will be reported and measured and how information will be communicated. It should be used as a reference for any decision that is made on the project and for clarification of unclear areas. Such a document should be used as a reference throughout the project to ensure that the management of the project is carried out consistently and in line with policy and procedures. Although the PMP is developed as part of the project initiation and definition, it should be a living document that evolves as the project progresses and is updated with the latest relevant information as required. The PMP should be available to all project members as it can provide essential project information and can be used to introduce project members to the project. The project management plan is probably the main

Communication document for the project.

SUGGESTED CONTENTS OF THE PROJECT MANAGEMENT PLAN:

- **EXECUTIVE SUMMARY**:- This section should include a few paragraphs describing, at a high level, the key elements of the project that are detailed throughout the project plan.
- **STRATEGIC / ORGANISATION ALIGNMENT**:- It must be determined which organisational objectives will be supported by undertaking the project. This section should also include the results of the project's stakeholder analysis.
- **PROJECT SCOPE DEFINITION**:- The purpose and objectives of the project should be stated in this section. There should be definition as to the scope of the project as well as the major deliverables. The product breakdown structure (PBS) and the work breakdown structure (WBS) will be determined here. Quality specifications will also be included in this section, describing the product or service performance criteria from a customer perspective. Project assumptions should also be included, clarifying grey areas in the project scope.
- **FEASIBILITY ASSESSMENT & CONTINGENCY PLANS**:- This section should evaluate the economic, technical, operational and organisational.

Feasibility of the project; identify and assess project risks; and provide contingency plans to address high impact risk factors.

- **CONSTRAINTS:-** a list of any known constraints imposed by the environment or by management e.g. fixed budget, limited resources etc.
- Human resources requirement - Define the project team organisation, roles and responsibility requirements. Training requirements will need to be identified here and the development of the a project training plan should begin.
- Material/equipment requirements - this section should define space, hardware/software, and other resources needed to complete the project successfully.
- **PROJECT SCHEDULE & MILESTONES:-** The content of this section will define the milestone and activity schedule of the project integrating three key elements: deliverables, due date or duration and critical dependencies.
- Budget/cost estimate - Estimates are required for the project duration. See here for our 12 basic rules for estimating your project. Costs are typically divided into three parts: capital items, expense items, and labour.
- Risk Management - This section will detailed the process to be employed on the project in order to manage risk. More information may be found on risk management here.

- **PROJECT ISSUES** :- Issues are the thing that have happened which are outside the authority of the Project manager and need to be escalated in order to achieve a resolution. This section should define the processes to be used to manage issue identified on the project.
- **CHANGE MANAGEMENT** :- The change management process to be utilised on the project should be described in this section.
- **COMMUNICATION MANAGEMENT** :- In this part of the PMP there should be a description of the system of communications and the project performance documentation that will be provided to the various stakeholders.
- **Related Products and deliverables** - This section should document known project dependencies, with other groups within or outside of the organisation to ensure the project is not exposed by other business processes.
- **APPROVALS** :- This section will capture approval signatures from project stakeholders.
- **ATTACHMENTS** :- Included in this section will be pointers to pertinent documents such as the business case, notes and related documents.

SUBSIDIARY MANAGEMENT PLAN :-

A project management plan is a formal, approved document that defines how the project is executed, monitored and controlled (PMBOK Guide 4th Edition). It can either be at a summary level or detailed and maybe composed of one

or more of subsidiary plans depending on the requirements of the project. Each project should be treated uniquely and needs different set of processes to achieve the desired objective, thus the project management plan will be customized to meet the project needs.

In addition to the subsidiary plans, the project management plan also integrates and consolidates all the baselines from the planning processes. The subsidiary plans need to be detailed to an extent needed by the project. Changes to the project management plan, once accepted or baseline, can only be made thru change request submitted and approved thru the Perform Integrated change control process.

The subsidiary plans included, but are not limited to:

1. Scope Management Plan.
 2. Schedule Management plan.
 3. Cost Management Plan.
 4. Quality Management Plan.
 5. Human resources plan.
 6. Communications Management plan.
 7. Risk Management plan.
 8. Procurement Management plan.
- **SCOPE MANAGEMENT PLAN** :: Document how the project scope will be defined, development and verified/controlled. it also provide the framework in creating and defining the work breakdown structure (WBS) to a certain detail that will confirm that the project requirements are met, managed

and controlled. An approved specific version of the detailed Scope Statement, WBS and its associated WBS dictionary is the Scope Baseline.

- **SCHEDULE MANAGEMENT PLAN:** Documents the selected scheduling methodology with the corresponding scheduling tools and techniques. The plan defines the format and establishes criteria or threshold for controlling the project schedule. It also outlines the development of the project schedule taking into account the processes to define activities, sequence activities, estimate activity resources and duration. The final and approved schedule is the baseline that will be used to compare actual work progress to the planned activity schedule to ensure completing of the project in a timely manner.

- **COST MANAGEMENT PLAN:** This plan sets out the format and establish the criteria for planning, structuring, estimating, budgeting and controlling project costs. The cost management plan set out the level of accuracy of the estimate, units of measures for resources for project cost accounting control or variance thresholds typically exposed as percentage deviation from the baseline plan, earned, value management (EVM) rule of performance measurement and reporting formats, Cost management planning involves three (3) processes that included estimate costs, determine budget and control cost.

• **QUALITY MANAGEMENT PLAN:** Documents how the Project management team implements the client's quality policy. The quality management provides the benchmarks how quality assurance will be performed for the project. In the absence of a quality policy, the project management team should develop one for the project and ensure that the project stakeholders are fully aware of the policy used for the project and through proper distribution of information. The quality management plan involves three (3) processes and these are Plan Quality, Perform quality assurance; and, Perform quality control.

• **HUMAN RESOURCE MANAGEMENT PLAN:** Identifies and documents the staffing/organization also plan delineating project roles, responsibilities and required skills, reporting relationship including the timetable for staff acquisition and/or mobilization and release. The plan also includes identification of training needs, team building strategies and plans for recognition and rewards program. Development of the human resource plan involves four (4) processes such as develop human resources plan; Acquire project team; develop project team; and manage project team.

• **COMMUNICATIONS MANAGEMENT PLAN:** The Communication management plan outlines the stakeholder communication requirement the information to be communicated including the format, content and level of detail, the reason for the distribution, the time frame and the frequency of distribution, the person responsible for communicating the information and the recipients including the methods or techniques for conveying the information. The plan shall also set out the process of identifying and escalating issues. In developing the communication management plan there are five (5) processes that should be taken into account and these includes; identify stakeholder; plan communications; distribute information; manage stakeholder's expectation, and report performance.

• **RISK MANAGEMENT PLAN:** The risk management plan shall outline the strategies how to increase the probability and impact of positive events and decrease the probability and impact of negative events in a project by utilizing the processes set out by PMBOK as follows:

- i- Plan Risk Management.
- ii- Identify Risk.
- iii- Perform qualitative risk analysis.
- iv- Plan Risk Responses.
- v- Monitor and Control Risks.

PROCUREMENT MANAGEMENT PLAN:- Documents the activities relative to purchasing or acquiring services from outside the project team or entity. An entity can either be the buyer or vendor of a service or a product. Project procurement management takes into account four (4) processes namely.

- 1- Plan Procurement.
- 2- Conduct Procurement.
- 3- Administer Procurement.
- 4- Close Procurement.

BASELINES:- A baseline in project management is a clearly starting point for your project plan. It is a fixed reference point to measure and compare your project's progress against. This allows you to assess the performance of your project over time. A project baseline typically has three components, schedule, cost and scope. Often these three baselines are separately monitored, controlled, and reported to ensure each is on track.

