IQRA NATIONAL UNIVERSITY

Project Management

Lecture 04

PROJECT MANAGEMENT PROCESS & TEN KNOWLEDGE AREA'S

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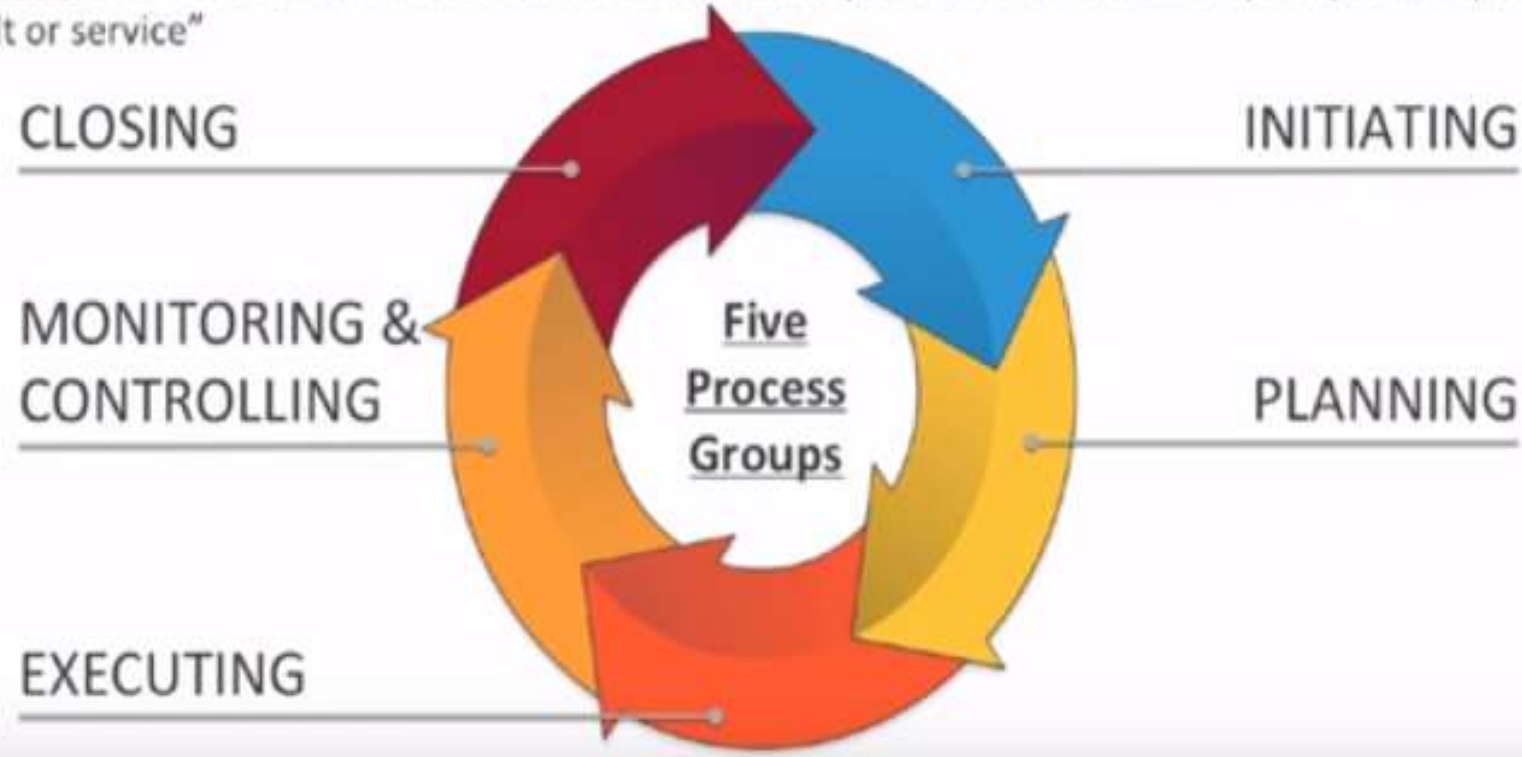
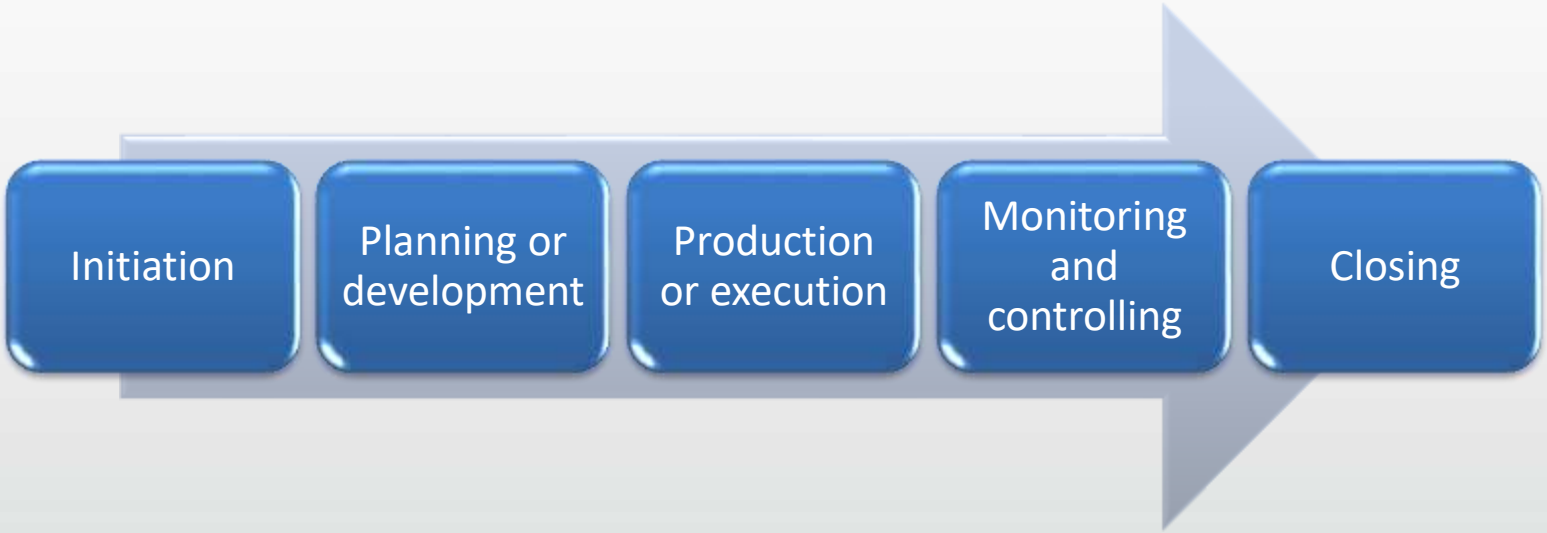
Project Management process

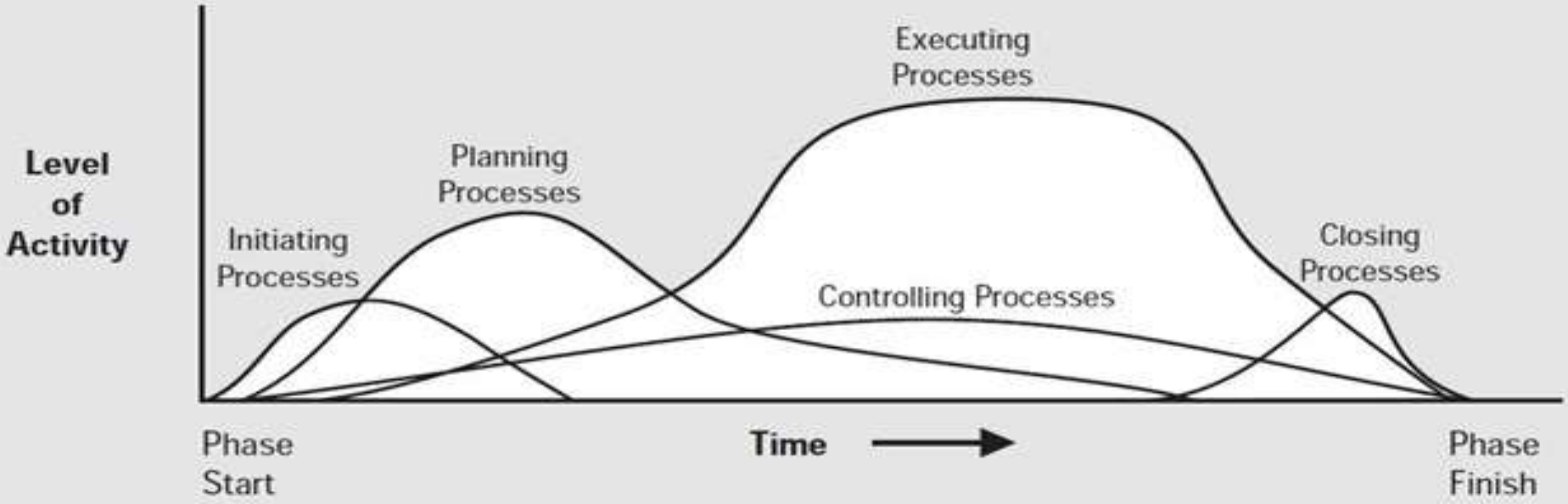
The Five Process Groups

A Process is a "set of interrelated actions and activities performed to achieve a pre-specified product, result or service"



Project Process Life Cycle





INITIATION PROCESS

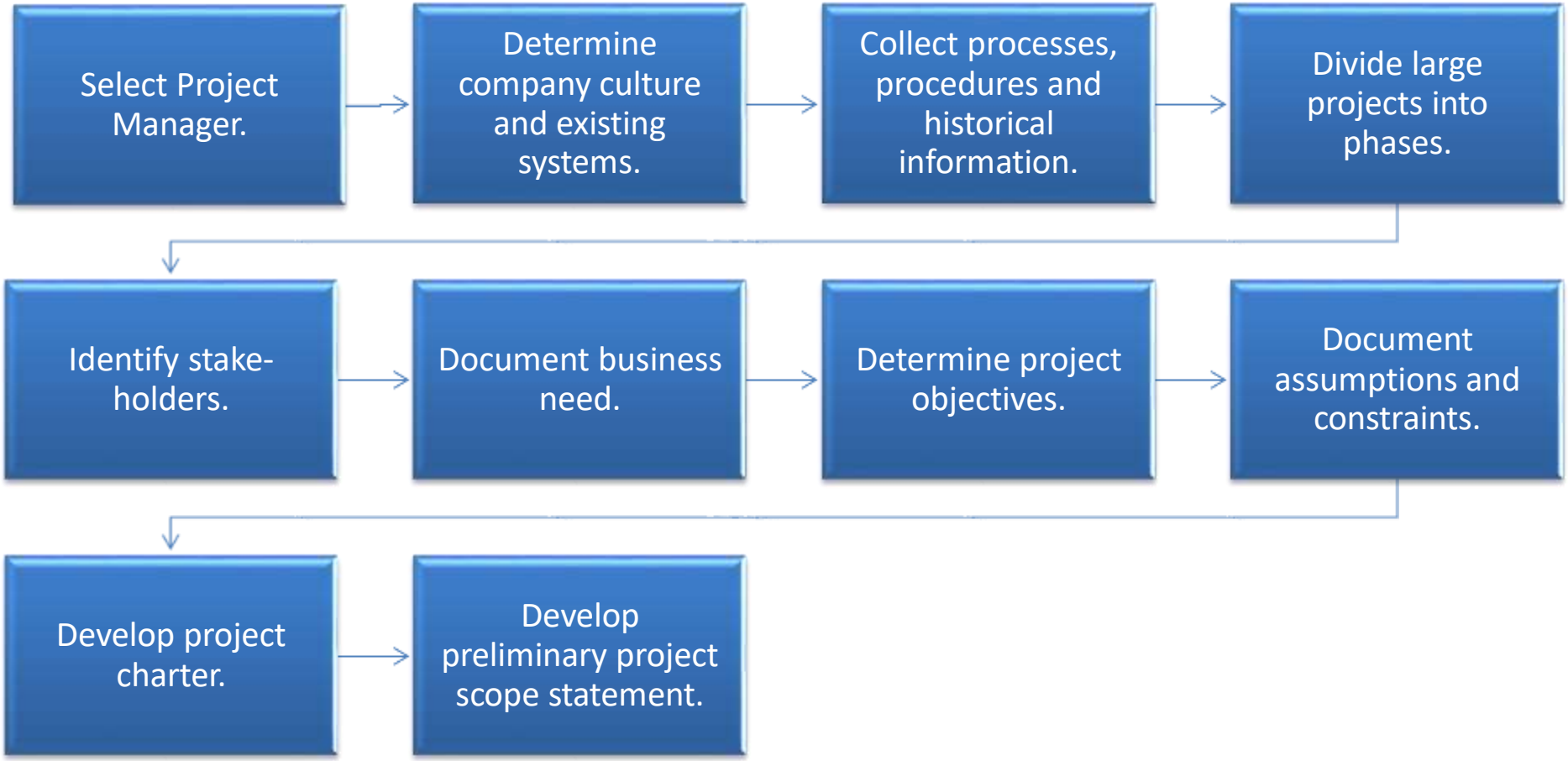
DEFINITION

The initiation processes determine the nature and scope of the project. If this stage is not performed well, it is unlikely that the project will be successful in meeting the business' needs. The key project controls needed here are an understanding of the business environment and making sure that all necessary controls are incorporated into the project. Any deficiencies should be reported and a recommendation should be made to fix them.

Business Case Document – This document justifies the need for the project, and it includes an estimate of potential financial benefits.

Feasibility Study – This is an evaluation of the project's goals, timeline and costs to determine if the project should be executed. It balances the requirements of the project with available resources to see if pursuing/doing the project makes sense.

INITIATION BREAKDOWN PROCESSES



PLANNING PROCESS

DEFINITION

The main purpose is to plan time, cost and resources adequately to estimate the work needed and to effectively manage risk during project execution. As with the Initiation process group, a failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals.

Once the project receives the green light, it needs a solid plan to guide the team, as well as keep them on time and on budget. The project plan gives the team direction for producing quality outputs, handling risk, creating acceptance, communicating benefits to stakeholders .

WORK SMART NOT HARD

SMART GOAL

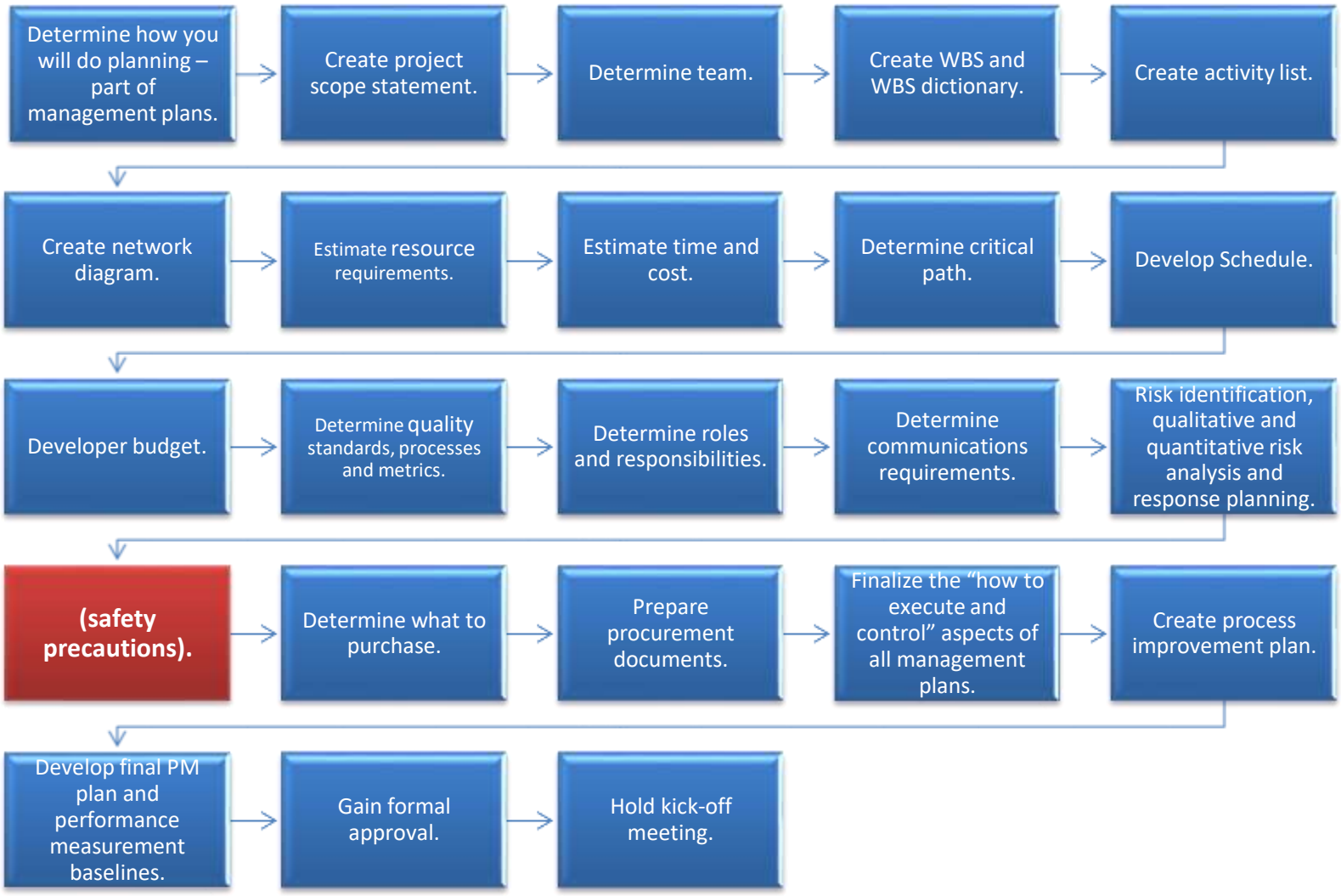
Specific – To set specific goals, answer the following questions: who, what, where, when, which, and why.

Measurable – Create criteria that you can use to measure the success of a goal.

Attainable – Identify the most important goals and what it will take to achieve them.

Realistic – You should be willing and able to work toward a particular goal.
Timely – Create a timeframe to achieve the goal.

PLANNING BREAKDOWN PROCESSES



EXECUTION PROCESS

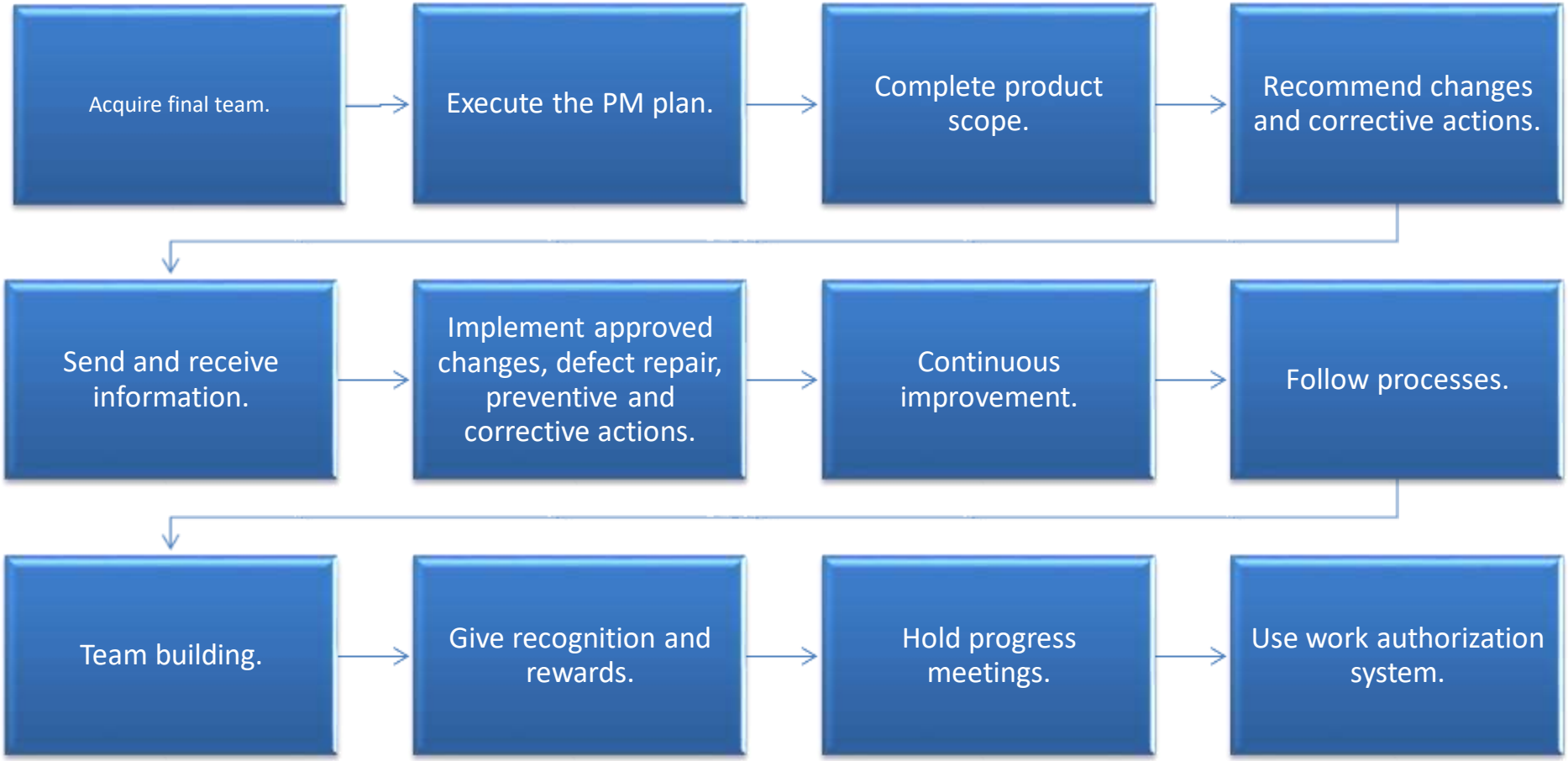
DEFINITION

Executing consists of the processes used to complete the work defined in the project management plan to accomplish the project's requirements. Execution process involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. The deliverables are produced as outputs from the processes performed as defined in the project management plan.

This is the phase that is most commonly associated with project management. Execution is all about building deliverables that satisfy the customer. Team leaders make this happen by allocating resources and keeping team members focused on their assigned tasks.

Execution relies heavily on the planning phase. The work and efforts of the team during the execution phase are derived from the project plan

EXECUTION BREAKDOWN PROCESSES



CONTROL & MONITORING PROCESS

DEFINATION

Monitoring and controlling consists of those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan.

Project Objectives: Measuring if a project is on schedule and budget is an indication if the project will meet stakeholder objectives.

Quality Deliverables: This determines if specific task deliverables are being met.

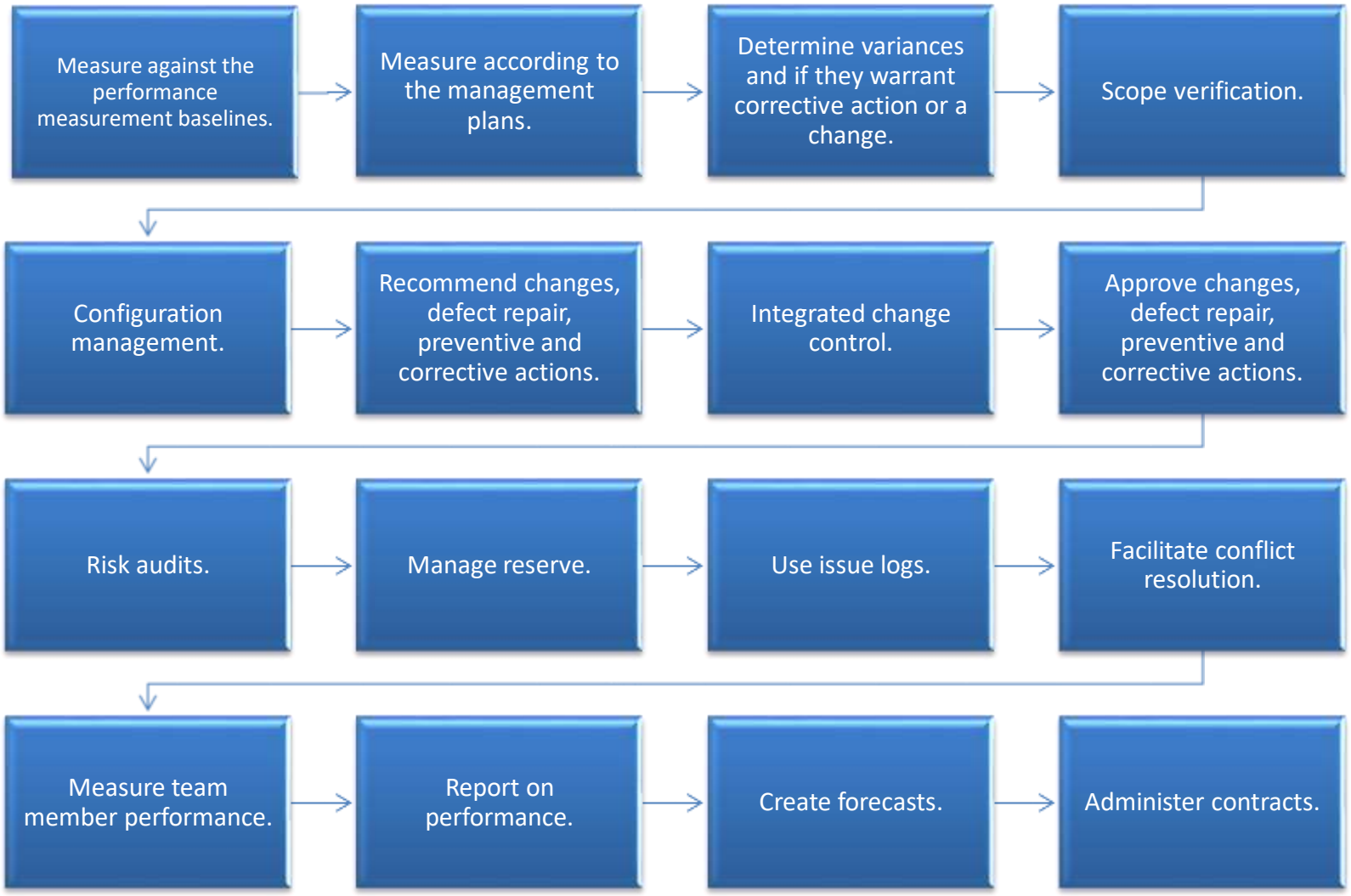
Effort and Cost Tracking: PMs will account for the effort and cost of resources to see if the budget is on track. This type of tracking informs if a project will meet its completion date based on current performance.

Project Performance: This monitors changes in the project. It takes into consideration the amount and types of issues that arise and how quickly they are addressed. These can occur from unforeseen hurdles and scope changes.

Monitoring and control are sometimes combined with execution because they often occur at the same time. As teams execute their project plan, they must constantly monitor their own progress.

To guarantee delivery of what was promised, teams must monitor tasks to prevent scope creep, calculate key performance indicators and track variations from allotted cost and time.

MONITORING AND CONTROLLING BREAKDOWN PROCESSES



CLOSING PROCESS

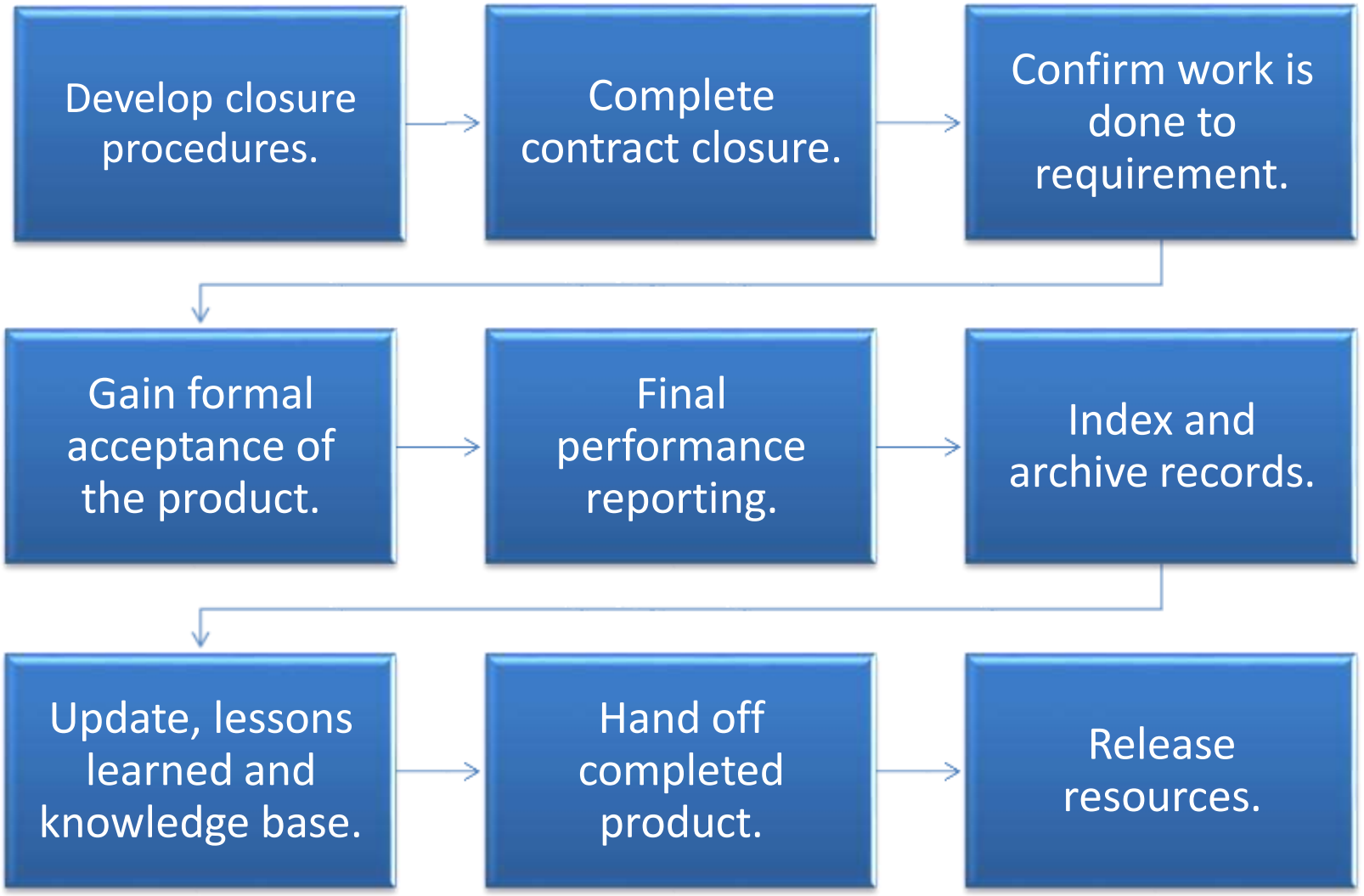
DEFINITION

Closing includes the formal acceptance of the project and the ending thereof. Administrative activities include the archiving of the files and documenting lessons learned.

Teams close a project when they deliver the finished project to the customer, communicating completion to stakeholders and releasing resources to other projects.

This vital step in the project lifecycle allows the team to evaluate and document the project and move on the next one, using previous project mistakes and successes to build stronger processes and more successful teams.

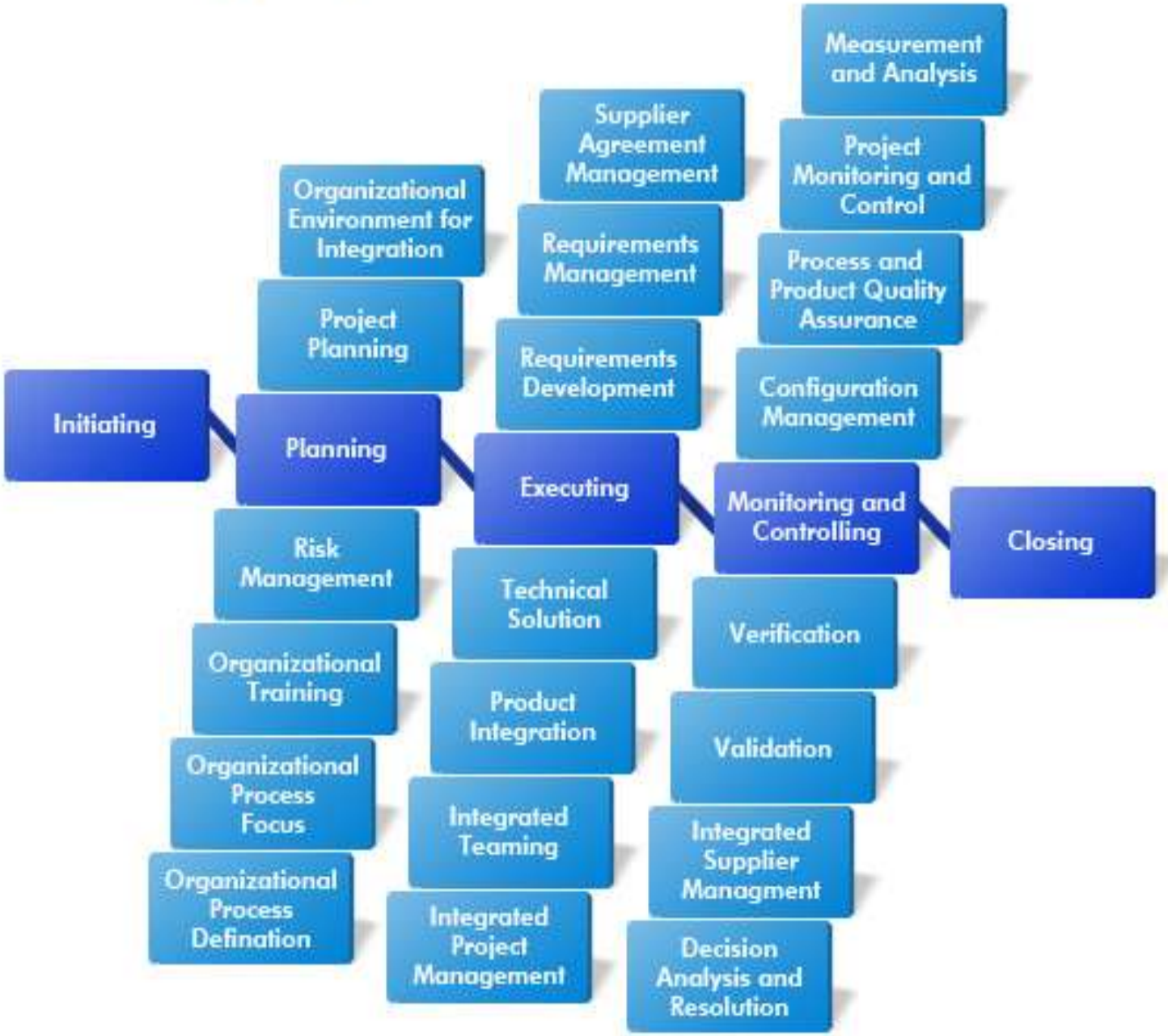
CLOSING BREAKDOWN PROCESSES

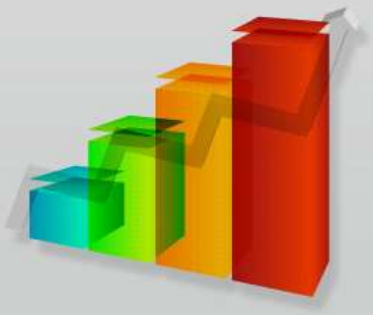


THIS CONCEPT IS ALSO KNOWN AS

SUMMARY & SOURCES

Integrating PMBOK and CMMI Best Practices





PROJECT MANAGEMENT KNOWLEDGE AREAS

Project Integration Management

Involves identification, definition, unification, consolidation, articulation, coordination and integrative actions that are crucial for successfully completing the project activities

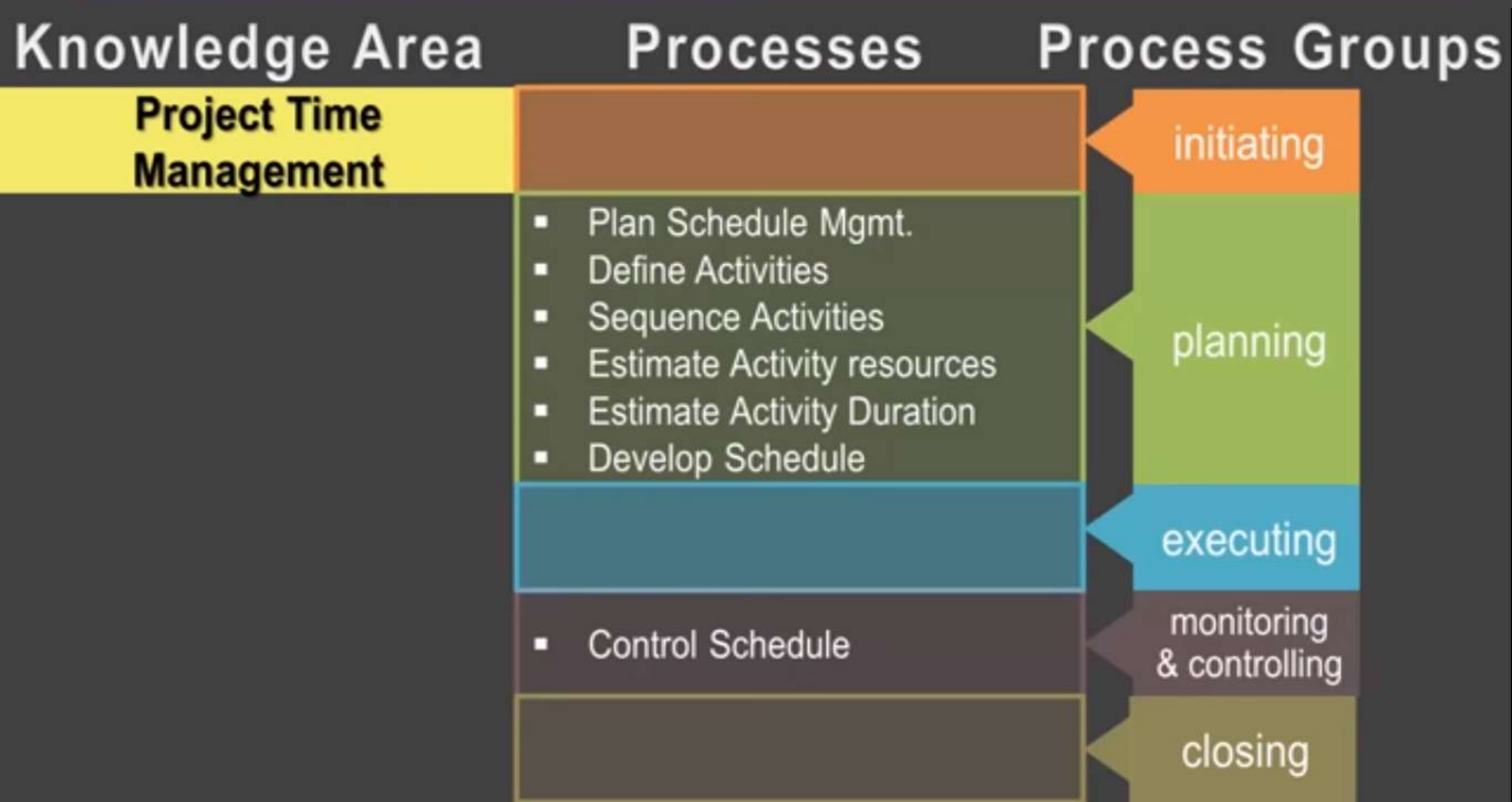
Knowledge Area	Processes	Process Groups
Project Integration Management	▪ Develop Project Charter	initiating
	▪ Develop Project Management Plan	planning
	▪ Direct and Manage Project Work	executing
	▪ Monitor and Control Project Work ▪ Perform Integrated Change Control	monitoring & controlling
	▪ Close Project or Phase	closing

Project Scope Management

Involves defining what work is required and to ensure that the project includes all the work required, to complete the project successfully

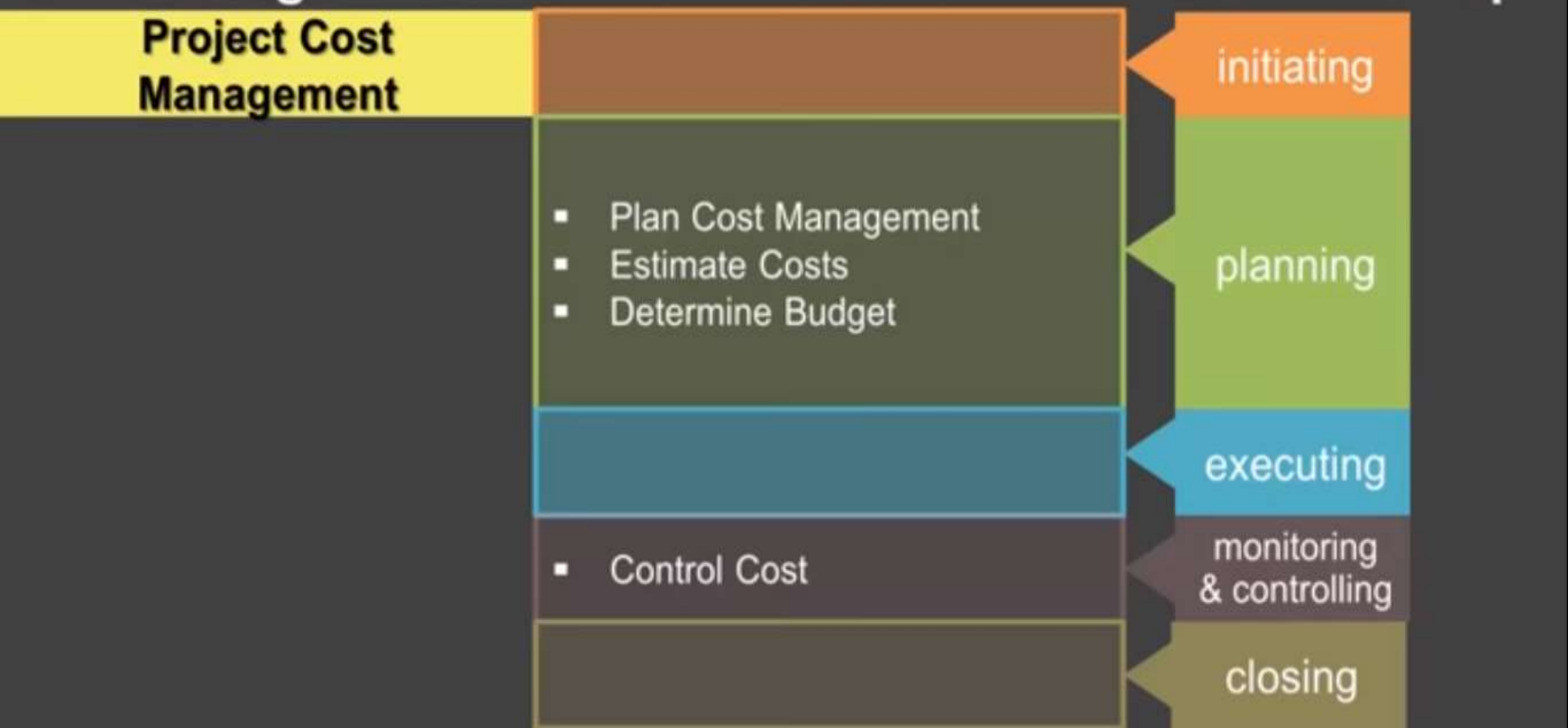
Project Time Management

Involves developing a realistic project schedule, controlling changes to the schedule and manage the timely completion of the project



Project Cost Management

Involves planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget

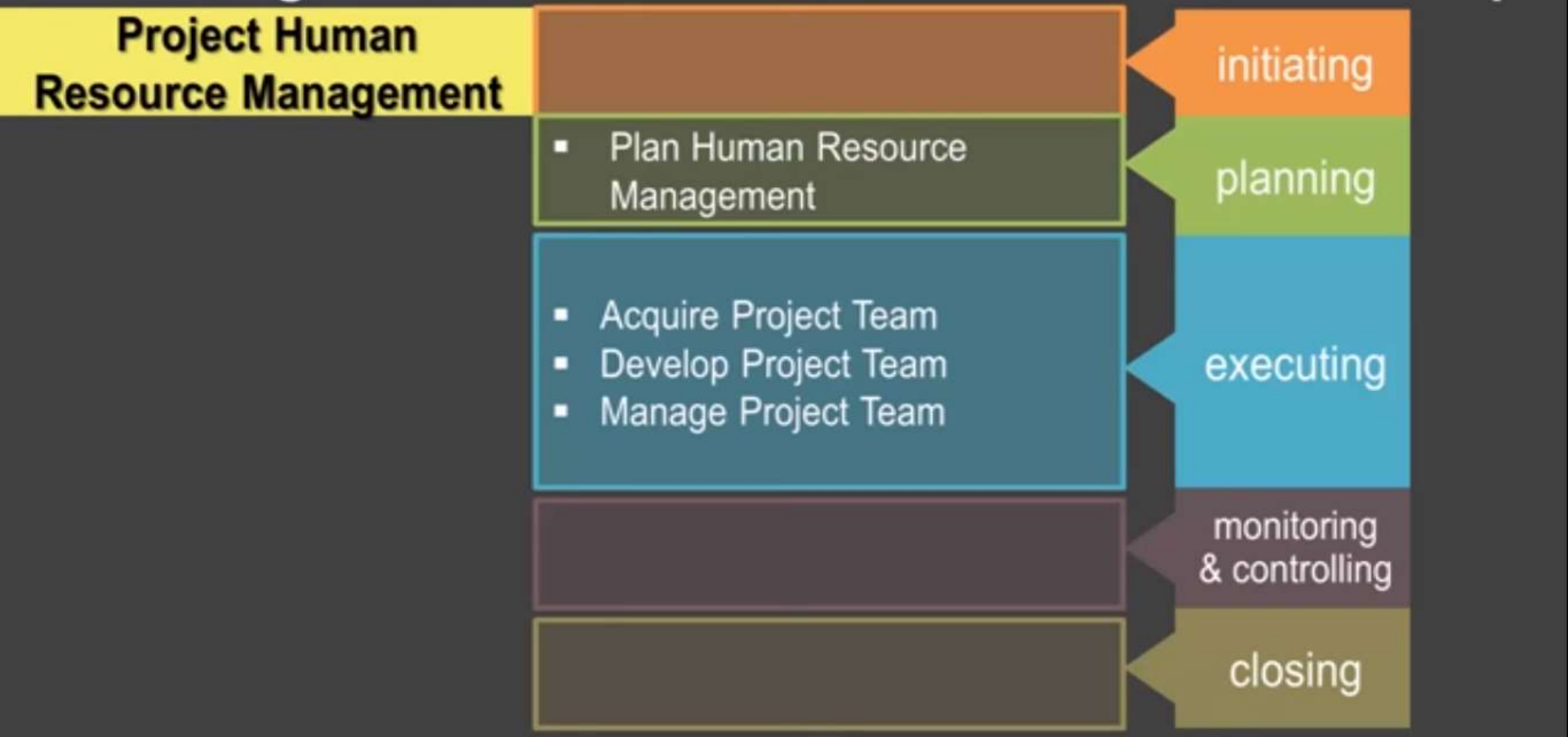


Project Quality Management

Includes creating and following policies and procedures to ensure that a project meets the defined needs it was intended to meet from customer's perspective

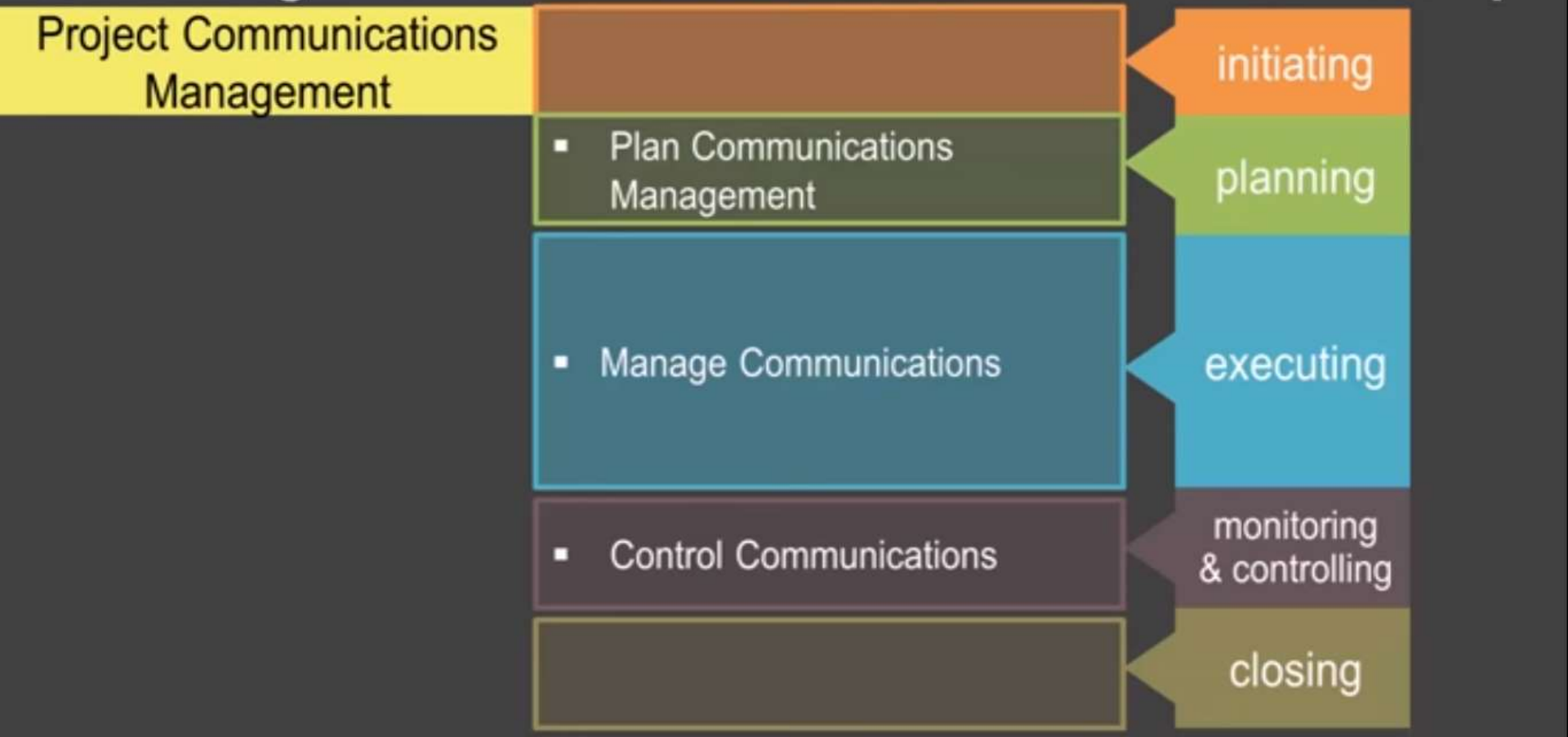
Project Human Resource Management

Includes processes that organize, manage, and lead the project team



Project Communications Management

Includes processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information



Project Risk Management

Includes processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project

Knowledge Area	Processes	Process Groups
Project Risk Management		initiating
	▪ Plan Risk Management ▪ Identify Risks ▪ Perform Qualitative Risk Analysis ▪ Perform Quantitative Risk Analysis ▪ Plan Risk Responses	planning
		executing
	▪ Control Risks	monitoring & controlling
		closing

Project Procurement Management

Includes controlling any contract issued by an outside organization (the buyer) that is acquiring deliverables from the project from the performing organization (the seller), and administering contractual obligations placed on the project team by the contract

Knowledge Area	Processes	Process Groups
Project Procurement Management		initiating
	▪ Plan Procurement Management	planning
	▪ Conduct Procurements	executing
	▪ Control Procurements	monitoring & controlling
	▪ Close Procurements	closing

Project Stakeholder Management

Includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project

ASSIGNMENT

- Revise the lecture yourself after the class is conducted & come up fresh to the next class.

GOODLUCK!

END OF THE LECTURE