PROJECT MANAGEMENT

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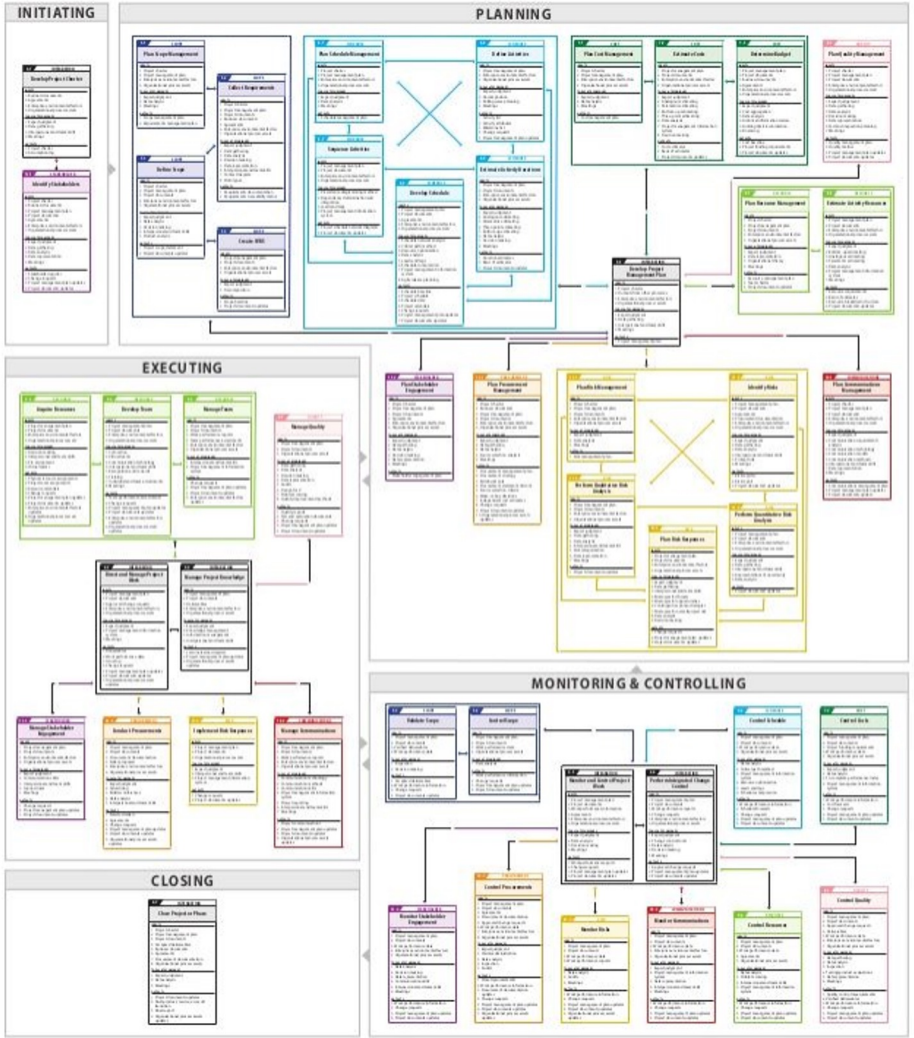
PMP

Project Management Professional

Project Management Institute®

12 Knowledge Areas, 5 Process Groups, and 49 Process


INITIATING
PLANNING
EXECUTING
CLOSING
MONITORING & CONTROLLING

1. Initiating
2. Planning
3. Executing
4. Monitoring & Controlling
5. Closing

PROCESS GROUPS

Projects vs. Operations

Project

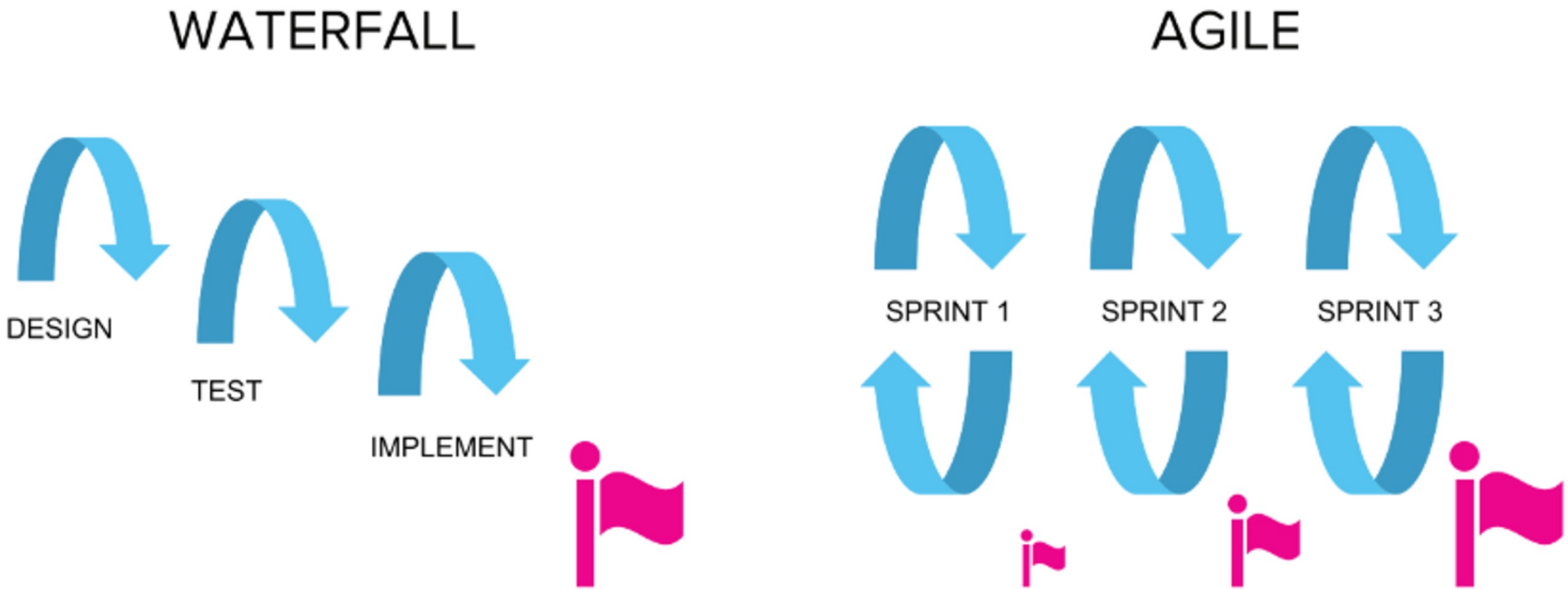
A temporary endeavor undertaken to create a unique project service or result.

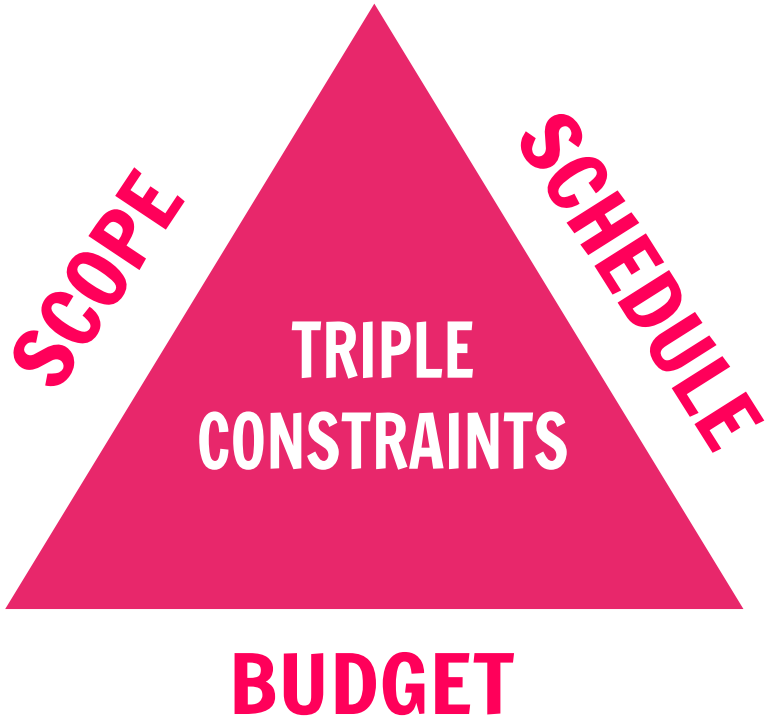
Operation

Ongoing, routine activities that are involved in the organization's primary business.

Project

Work to create a unique outcome.
Has a clear beginning and end.


WATERFALL
DESIGN
TEST
IMPLEMENT
AGILE
SPRINT 1
SPRINT 2
SPRINT 3


SCOPE
SCHEDULE
TRIPLE
CONSTRAINTS
BUDGET

INITIATING

Project Charter

*"A formal, typically short document that describes your project in its entirety — including what the **objectives** are, **how** it will be carried out, and who the **stakeholders** are.*

*It is a crucial ingredient in planning out the project because it is **used throughout the project lifecycle**."*

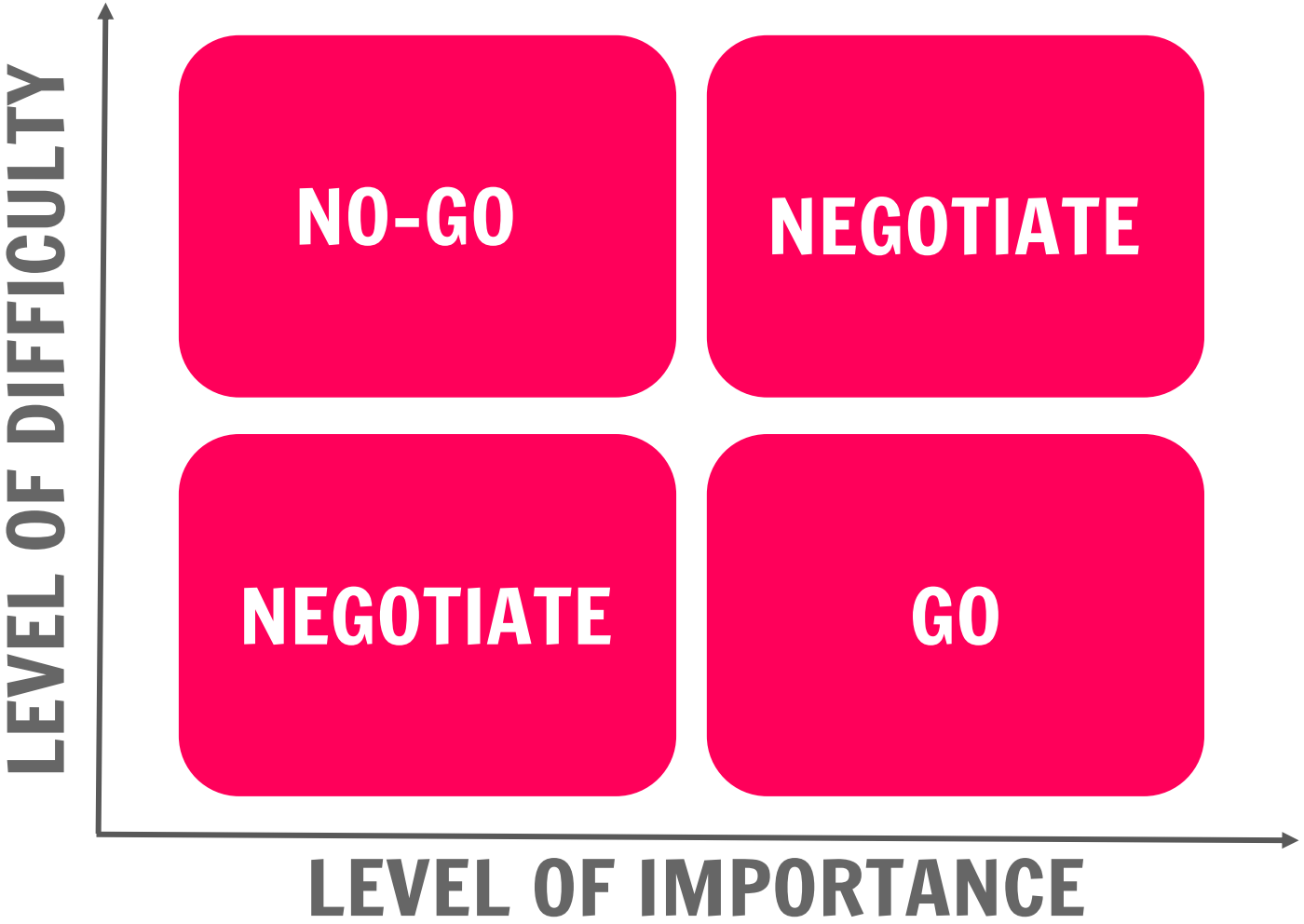
Think of it like a recipe.

Stakeholder Register
(*consider interest/power*)

Who are they?
What do they want?
What level of interest do they have?
What level of power do they have?
How do they like to be communicated to?


KEEP SATISFIED
MANAGE CLOSELY
MONITOR
KEEP INFORMED
LEVEL OF POWER
LEVEL OF INTEREST

What are your requirements?


NO-GO
NEGOTIATE
NEGOTIATE
GO
LEVEL OF DIFFICULTY
LEVEL OF IMPORTANCE

Project Charter

- Description
- Summary
- Schedule
- Business case
- Assigns PM

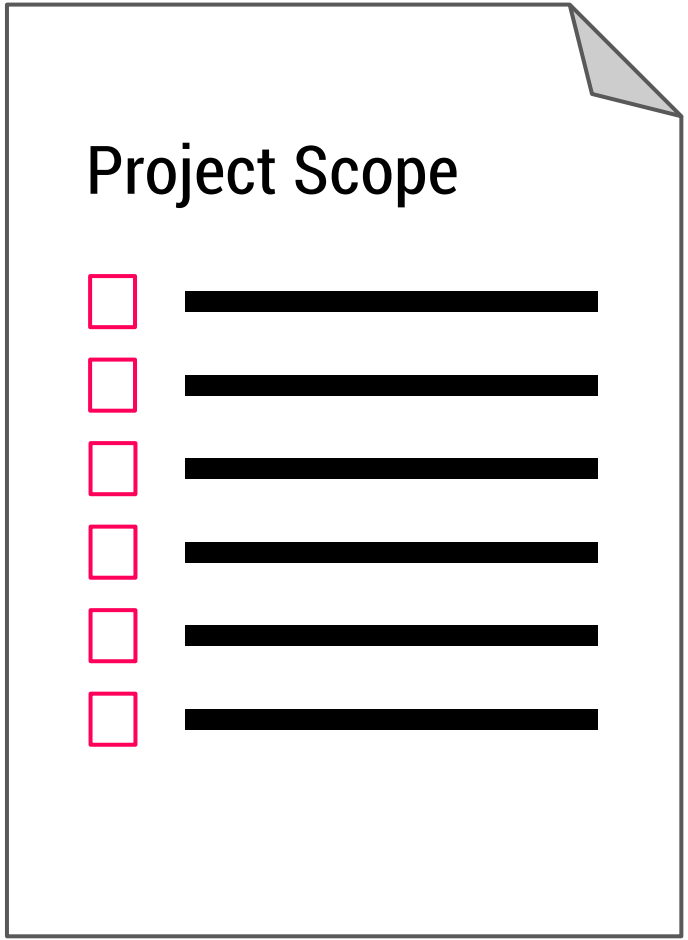
PLANNING

Project Scope

*"A list of specific project **goals**, **deliverables**, **features**, **functions**, **tasks**, **deadlines**, and ultimately **costs**.*

In other words, it is what needs to be achieved and the work that must be done to deliver a project."

It's like a checklist of everything that needs to be done before you can say the project is complete.



SCOPE CREEP


I AM ALTERING THE DEAL, PRAY I DO NOT ALTER IT ANY FURTHER.

What's wrong with scope creep?

"By working on unapproved features of a product, a project team devotes time to the unauthorized changes. The work to incorporate these changes must usually be done within the original time and budget estimates, leaving less time for approved parts of the scope. That could mean approved features don't get completed, and the end-product is not what was chartered. Or, it can mean that time and cost overruns to finish the authorized parts of the scope will occur."

Source: https://www.pmi.org/learning/library/top-five-causes-scope-creep-6675

1

Ambiguous or unrefined scope definition

2

Lack of any formal scope or requirements management

3

Inconsistent process for collecting product requirements

4

Lack of sponsorship and stakeholder involvement

5

Project length

Project Scope

- Project Purpose
- Goals/Objectives
- Acceptance Criteria
- Deliverables
- Exclusions
- Constraints
- Assumptions


EAT
THAT
FROG

Work Breakdown Structure


Estimating
Cost

Analogous vs. Parametric

Bottom-Up Estimating

$$\frac{\text{Optimistic} + \text{Most Likely} + \text{Pessimistic}}{3}$$

PERT: Program evaluation and review technique

$$\frac{\$30{,}000 + \$45{,}000 + \$80{,}000}{3}$$

Optimistic + Most Likely + Pessimistic

($51,667)

PERT: Program evaluation and review technique

Optimistic + Most Likely (4) + Pessimistic

6

Project Budget

- Financial Costs
- Time Costs
- Procurement Procedure
- Exclusions
- Budget Change Procedure

This all applies to estimating schedule too!

Analogous vs. Parametric

Bottom-Up Estimating

$$\frac{\text{1 Hour} + \text{3 Hours} + \text{9 Hours}}{3}$$

Optimistic + Most Likely + Pessimistic

(4.3 Hours)

PERT: Program evaluation and review technique

Project Schedule

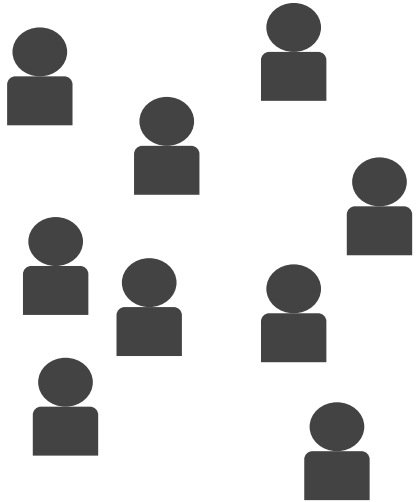
- Define Activities
- Team Constraints
- Vendor Constraints
- Dependents
- Sequence

Running low on time?

Fast Tracking

VS.

Crashing




Quality

Quality is simply setting goals and taking measurements to make sure the deliverable meets those goals.

Conformance to Requirements

Quality Management

- Conformance to Requirements
- Customer Satisfaction
- Unstated (Common Sense, doesn't need to be included)
- Fitness for Use

Quality vs. Grade

Quality means that something does what you need it to. **Grade** describes how much people value it.


GOLD PLATING

Communication Plan

Communication Plan

- Who are you communicating with?
- How often do they need communication?
- What do they need to know?

Note: 90% of a PM's time is usually dedicated to communication!

Risk Management

Risk Management

- What risks might impact your project?
- What are you going to do about it?
  - Accept
  - Avoid
  - Transfer
  - Mitigate
  - Exploit (positive)

PROJECT MANAGEMENT PLAN

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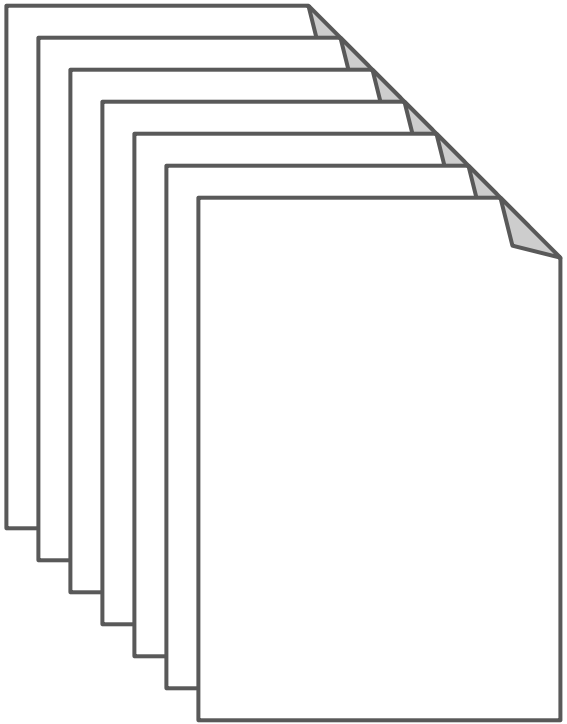

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PROJECT MANAGEMENT PLAN

EXECUTING

Do the work

Manage the project

Support the team

Respond to risks

Only invite the appropriate team members.

MONITORING & CONTROLLING

Change Control

Whenever there is a change proposed to your project you need to put it through

Integrated Change Control

Integrated Change Control

- How do you handle change?
- Who makes change decisions?
- Who can submit change requests?

VALIDATE SCOPE


EXECUTING
MONITORING &
CONTROLLING

CLOSING

Don’t forget to

CLOSE YOUR PROJECT!

Closing Checklist

- ❑ Validate Scope
- ❑ Deliverables
- ❑ Lessons Learned
- ❑ Post-Mortem
- ❑ Release Team
- ❑ Acknowledgement

You've Made It To The End

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END

pmguide.projectlibrarian.com