CSU Project Management Certificate Program

Project Framework and Integration Management

Instructor: George Angel, PMP
eaglebusiness@hotmail.com
303-678-9466
Project Framework and Integration Management

Agenda

• Introduction / About the Class
• Project Framework & Processes
• Project Integration Mgmt.
• Professional Responsibility
• Summary
Introductions

- Student introductions
  - Name
  - Experience (years in project mgmt.?)
  - Expectations from this class?
- Instructor Introduction
- About this class - Ground Rules, Description and Course Objectives
Ground Rules

1. Turn pagers and cell phones off or to vibrate (stun)
2. The person’s phone that rings in class will have to sing a song, tell a joke, or say a poem. . . ☺
3. Classes will start promptly at 6:00pm
4. Can not miss more than 1 class for this section (without an excused absence)
5. 15 minute break (usually around 7:15-7:30pm)
6. Please clean up your area prior to leaving
7. Bring your name cards to each class
8. Make this a “Shared Learning” experience
9. Have some fun!
## Syllabus - Section 1 (first four classes)

### Description

<table>
<thead>
<tr>
<th>Week</th>
<th>Introduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>• Introductions</td>
</tr>
<tr>
<td></td>
<td>• Project Framework (Overview of PM Knowledge areas p. 11)</td>
</tr>
<tr>
<td></td>
<td>• What is Project? What is Project Management?</td>
</tr>
<tr>
<td></td>
<td>• Form teams - define “Skills needed to be a successful PM”</td>
</tr>
<tr>
<td></td>
<td>• Project Life Cycle and Organization (PMBOK - Chapter 2)</td>
</tr>
<tr>
<td>Week 2</td>
<td>• Introduce Processes (across groups/phases p.70 &amp; chapter 3)</td>
</tr>
<tr>
<td></td>
<td>• Develop Project Charter (project team exercise)</td>
</tr>
<tr>
<td></td>
<td>• Develop Preliminary Scope Statement (project team exercise)</td>
</tr>
<tr>
<td></td>
<td>• Instructor hands out final assessment (take home/open book) to be returned after the last night of class for this section.</td>
</tr>
<tr>
<td>Week 3</td>
<td>• Project Integration Management (PMBOK - Chapter 4)</td>
</tr>
<tr>
<td></td>
<td>• Develop Project Plan (build plan as team for your project)</td>
</tr>
<tr>
<td></td>
<td>• Direct and Manage Project Execution</td>
</tr>
<tr>
<td></td>
<td>• Team Exercise (team PM Presents)</td>
</tr>
<tr>
<td>Week 4</td>
<td>• Monitoring and Controlling the Project work</td>
</tr>
<tr>
<td></td>
<td>• Integrated Change Control</td>
</tr>
<tr>
<td></td>
<td>• Closing the project</td>
</tr>
<tr>
<td></td>
<td>• Professional Responsibilities</td>
</tr>
<tr>
<td></td>
<td>• Project Integration Summary</td>
</tr>
</tbody>
</table>

### Homework

| Week 1 | • Read PMBOK Chapters 1, 2, and 3 and pages 81-86 (on Project Charter)       |
|        | • Read chapter 1 in PMP Study guide by: (Kim Heldman, C. Baca & P. Jansen)  |
|        | • Read exercise 2.3 -p.601-604, Heldman                                       |
| Week 2 | • Read PMBOK chapter 4                                                        |
|        | • Read “How Projects Come About” and “Kicking Off the Project Charter” and associated topics (pages 52-82 in Kim Heldman book) |
| Week 4 | • Read chapter 11 Heldman, Controlling Work/Closing the Project and read PMBOK Chapter 5 (Scope Mgmt.) |
|        | • e-mail assessment/answers only within 1 week to eaglebusiness@hotmail.com   |
|        | • results provided in 2-3 weeks.                                              |

---

**We are here – Yeah!**
Course Description

- **Combines:**
  - Classroom lecture
  - Open discussion (real world examples)
  - Textbook reading/homework
  - And team exercises

- To provide basic understanding of framework, project integration (Project Mgmt. Institute) processes.

- **Required text -**
  - PMBOK (3rd Edition) *by PMI (Project Management Institute)*
Course Objectives

- Understanding of Project Framework
  - Understand the building blocks of project management
  - Understand the role of the project manager and the importance of Project Integration processes
  - Work in a project team on a project of teams choice
  - Help improve your ability to reach a higher level of success on your projects
Course Objectives (cont;)

- Project Integration Management (hands on)
  - Develop a Project Charter
  - Build a Scope Statement
  - Create a Project Plan
  - Learn how to manage execute, monitor and control the project
  - Understand the importance of change control
  - Review closing a project

- Cover Professional Responsibility and Ethics
PMI Knowledge Areas and the CSU Certificate Program Map

PMI Knowledge Areas
- Integration
- Scope
- Time
- Cost
- Risk
- Human Resources
- Communications
- Quality
- Procurement

CSU Program
- Section 1: Framework and Integration Mgmt.
- Section 2: Scope Mgmt.
- Section 3: Cost & Time
- Section 4: Risk Mgmt.
- Section 5: HR and Communications
- Section 6: Quality Mgmt.
- Section 7: Procurement
Project Framework and Integration Management

Agenda

• Introduction / About the Class
• Project Framework & Processes
• Project Integration Mgmt.
• Professional Responsibility
• Summary
PM Framework (PMBOK - Chapters 1-2)

• Introduction

  - Uses the Project Management Body of Knowledge (PMBOK) Guide which according to PMI is the sum of knowledge within the PM profession and includes proven traditional practices.

  - Provides a basic structure for understanding project management.

  - PMBOK Includes:

    • Project Life cycle definition (Chapter 2)
    • Five Project Management Process Groups (Chapter 3)
    • Nine Knowledge Areas (Chapters 4-12, PMBOK p. 11).

  - Framework answers the questions:

    • What is a Project?
    • What is Project Management?
PMI Framework and Competencies

According to PMI 2007
What is a project? (PMBOK p.5)

- Temporary (usually short term)
- Has a definite start and end
- Produces a unique product, service or result (progressive elaboration/iterative)
- Projects are different than Operations (Operations usually ongoing)
- Has (or should have) clearly defined goals, scope and project deliverables

What is NOT a project?
What is Project Management?

- Application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

And includes:

- Identifying requirements
- Establishing clear and achievable objectives
- Balancing competing demands for quality, scope, time and cost (triple constraints)
- Adapting specifications, plans, and approach to meet stakeholder expectations.

“You read a book from the beginning to the end. You run a business in the opposite way. You start with the end, and then you do everything you must to reach it.” – Harold Geneen
Other views of Triple Constraints

The less talked about triple constraints are the “soft side” of project management - those things that are variables and depends on sponsors “selective amnesia”, i.e., what they think they want today versus what they thought they wanted yesterday and likely to change tomorrow.
Why Projects Fail?

“We know why projects fail, we know how to prevent them from failing – so why do they still fail?”, Martin Cobb, Treasury Board of Canada Secretariat

Answer is; focusing on success criteria below:

<table>
<thead>
<tr>
<th>Top 10</th>
<th>Success Criteria</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>User Involvement - find the right user’s) up &amp; down the organization</td>
<td>19</td>
</tr>
<tr>
<td>2</td>
<td>Executive Management Support (find key executive sponsor)</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>Clear Statement of Requirements (concise definition &amp; measurements)</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Proper Planning (develop clear formal problem or concept statement)</td>
<td>11</td>
</tr>
<tr>
<td>5</td>
<td>Realistic Expectations (write clear firm requirements document)</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>Smaller Project Milestones (concentrate on the 20% of projects features)</td>
<td>9</td>
</tr>
<tr>
<td>7</td>
<td>Competent Staff (identify skills required and recruit appropriately)</td>
<td>8</td>
</tr>
<tr>
<td>8</td>
<td>Ownership (have clearly defined / assigned roles &amp; responsibilities)</td>
<td>6</td>
</tr>
<tr>
<td>9</td>
<td>Clear Vision &amp; Objectives (share the vision with all stakeholders)</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>Hard - Working, Focused Staff (provide incentives for the staff)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Standish Group – CHAOS University at: https://www.standishgroup.com/sample_research/unfinished_voyages_3.php
Team Exercise: What is a project manager?

Creation of project teams

1. Count off (1-6) and remember your #
2. Pick a team project manager
3. PM leads exercise and presents team results (the pitch) to the class
4. List what you think the 5 most important skills a project manager must have to be successful?

Note: PM role will rotate for each new team exercise
Skills of PM - Compare to team results

• Project management skills – the foundation
  ▪ Leading and Communicating (good listener)
  ▪ Organization (document, document, document)
  ▪ Negotiating (can be developed with practice)
  ▪ Problem solving – be proactive instead of reactive
  ▪ Influencing the organization (team oriented)

• Social, economic, and environmental influences:
  ▪ Standards and Regulations (Business Controls)
  ▪ Globalization - Multi-Cultural Influences
  ▪ Social-Economic-Environmental Sustainability
Managing and Leading

Important to use both in managing projects and people

**Managing**
- Manage the department/people
- Maintain and utilize resources
- Short-range perspective
- Ask “How?” and “When”
- Maintain status quo
- Ask “What can you do right now?”
- Manage Cost

**Leading**
- Look for potential & develop skills
- Inspire trust in people
- Have a long-range perspective
- Ask “Why?”
- Challenge and motivate
- Ask “What are you capable of in the future?”
- Coach and mentor people
Role of the Project Manager

• Clarify your leadership role
• Follow through on all aspects of the job
• Emphasize organization and scheduling
  ▪ Write it down, use checklists, make sure everyone understands it through clear communications
• Be aware of team priorities and conflicts
• Be available to team members
• Ask for participation and respond to it
• Always remember the end result
• Know capabilities of team members
Project Cycle / Organization (PMBOK – Chapter 2)

- Project Life Cycle (PMBOK p. 19 -20)
  - Project environment is bigger than the project itself
  - Projects are divided into phases – collectively these phases are known as the project life cycle
  - Generally sequential and requires phase exit criteria
  - Cost and staffing are low at the start and peak during execution phase.

- Organizational Influences and Structure (PMBOK p. 27-31)
  - Projects are usually part of an organization
  - Varies bases on organizational culture and styles
  - Power and authority of the PM depends on the structure.
Project Life Cycle

Resources / costs

INITIATION  PLANNING  EXECUTION  MONITORING & CONTROLLING  CLOSING

Highest Cost
Project Stakeholders – who are they?

- All individuals and organizations actively involved in the project (anyone that may be positively or negatively affected by the project - PMBOK page 26)
  - Project Manager and PMO (PM Office, if used or assigned)
  - Customer or users that benefit from the product or service
  - Performing organization whose employees are most directly involved with performing the work of the project
  - Project team members – group performing the work of project
  - Sponsor- person or group providing financial resources ($s)

Note: In managing stakeholder expectations – according to PMI, “differences should be resolved in favor of the customer”.
Organizational Structures

- See Figure 2-6 – (PMBOK p. 28 - 31)

- **Functional** organization (favors line management)
  - Hierarchy – one clear superior
  - Grouped by specialty
  - **PM has little authority**

- **Matrix** organization (weak/balanced/strong)
  - Blend of functional and “Projectized”
  - Multiple information loops
  - **PM authority varies from little (weak) to a lot (strong)**

- **Projectized** organization (PM has higher authority)
  - Team members usually collocated (same location)
  - **PMs have great deal of independence and authority**
Project type - Projectized

Projectized Organization

Project Coordination

Joe S.
Chief Executive

Fran K.
Project Mgr.
- Staff
- Staff
- Staff
- Staff

Bob T.
Project Mgr.
- Staff
- Staff
- Staff
- Staff

Sally C.
Project Mgr.
- Staff
- Staff
- Staff
- Staff

Ron P.
Project Mgr.
- Staff
- Staff
- Staff
- Staff
Team Exercise –
Pick a project of your choice

1. Break into teams (take 20 minutes)
2. Pick a new PM and pick a project
   i.e., construction, IT, planning major event, remodeling a house?
3. PM to describe your project to the class – keep it to less than 5 minutes please
   - Team name and purpose of your project? (get creative)
   - Introduce team members and their assignments?
   - Key stakeholders and target audience?
   - Use of subcontractors? Or doing it yourself?
   - Tell where your project falls in the project life cycle?
PMBOK Chapter 3 (all about processes)

Project Management Process Groups (p. 37-70)
Note: a process is a series of actions that bring about a result.

- **Initiating**: recognizing project or phase should begin and committing resources.
- **Planning**: workable plan to accomplish the business need
- **Executing**: coordinating people/other resources to carry out the project plan
- **Controlling**: ensuring project objectives are met and taking corrective action as needed
- **Closing**: formal acceptance of project & bringing to orderly close

(I.P.E.C.C.)
PMBOK Knowledge Areas (nine)

- SCOPE
- QUALITY
- COST
- TIME
- Project Integration Mgmt
- COMMUNICATIONS
- Procurement
- HR
- RISK

STAKEHOLDER SATISFACTION

PROJECT SUCCESS

Colorado State University
## Map of Process Groups, Processes to PMBOK Knowledge Areas – (page 70)

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Initiating</th>
<th>* Planning (21)</th>
<th>Execution</th>
<th>Controlling</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration</td>
<td>4.1, 4.2</td>
<td>4.3</td>
<td>4.4</td>
<td>4.5, 4.6</td>
<td>4.7</td>
</tr>
<tr>
<td>Scope</td>
<td>5.1, 5.2, 5.3</td>
<td></td>
<td></td>
<td>5.4, 5.5</td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>6.1, 6.2, 6.3, 6.4, 6.5</td>
<td>6.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>7.1, 7.2</td>
<td></td>
<td></td>
<td>7.3</td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td>8.1</td>
<td>8.2</td>
<td></td>
<td>8.3</td>
<td></td>
</tr>
<tr>
<td>HR</td>
<td>9.1</td>
<td>9.2, 9.3</td>
<td></td>
<td>9.4</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>10.1</td>
<td>10.2</td>
<td></td>
<td>10.3, 10.4</td>
<td></td>
</tr>
<tr>
<td>Risk</td>
<td>11.1, 11.2, 11.3, 11.4, 11.5</td>
<td>11.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td>12.1, 12.2</td>
<td>12.3, 12.4</td>
<td></td>
<td>12.5</td>
<td>12.6</td>
</tr>
</tbody>
</table>

* Notice where the focus is – Planning

Also note - All 44 process have: inputs, tools/techniques & outputs
About Templates
Dr. Gary J. Evans, PMP  -  www.cio.sc.gov/PMDT/

- Project Management templates are an important Critical Success Factor on any and all projects (large or small).

- Project team does a LOT of planning over the course of the project.
- Without templates, this information tends to accumulate on yellow stickies, miscellaneous note pads, scraps of paper, notes, etc.
  - Inefficient and difficult to find information you need and,
  - Dangerous! Easy to miss important aspects of project planning without systemized documentation (organize your project for success).

- **Project templates provide an easy way for you to document all of the information that you work so hard to collect**
Index of Project Templates

Templates designated CPD are useful in any project. Use other templates to manage risks your particular project may face.

- **About Templates** is a brief presentation that explains the ways in which project templates are useful.
- **PM Methodology** is a reference document that explains the use of these templates.

### General Information

<table>
<thead>
<tr>
<th>Template Name</th>
<th>Use</th>
<th>Created by</th>
<th>When (Project Phase)</th>
<th>Approved by</th>
<th>Reviewed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>About Templates</td>
<td>Gives some advice on best use of PM templates in your project. File size: 12 kb</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>All SHs</td>
</tr>
<tr>
<td>PM Methodology</td>
<td>Describes the overall Project Management Process. PM Methodology references the templates listed below and provides an explanation for their use. File size: 216 kb</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>All SHs</td>
</tr>
</tbody>
</table>

### Project Initiation

<table>
<thead>
<tr>
<th>Template Name</th>
<th>Use</th>
<th>Created by</th>
<th>When (Project Phase)</th>
<th>Approved by</th>
<th>Reviewed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Case</td>
<td>A framework for agencies to use in assessing the costs, benefits and risks of proposed Information Technology projects</td>
<td>IT and/or Agency Program Area</td>
<td>Initiation</td>
<td>PS/Executive Management</td>
<td>PS</td>
</tr>
</tbody>
</table>
Project Framework and Integration Management

Agenda

• Introduction / About the Class
• Project Framework & Processes
  • Project Integration Mgmt.
• Professional Responsibility
• Summary
What is Project Integration Management?

- Involves making trade-offs among competing objectives to meet stakeholder needs and expectations (easier said then done).

- Real World Meaning:
  - Understanding the problem to be solved
  - Clearly defining scope, objectives, and deliverables
  - Managing triple constraints “on time and under budget”
  - Managing effective communications
  - And working as a team
Project Integration Management Processes (PMBOK 3rd edition – section 4)

- Integration Management
  4.1 – Develop Project Charter
  4.2 – Develop Preliminary Scope Statement
  4.3 – Develop Project Management Plan
  4.4 – Direct and Manage Project Execution
  4.5 – Monitor and Control Project Work
  4.6 – Integrated Change Control
  4.7 – Close Project

Note: Refer to PMBOK figure 4-1 & 4-2 pages 79-80 for process flow.
Integration Mgmt. Flow Diagram

Ref. PMBOK P.80

Develop Project Charter (4.1)

Develop Preliminary Scope Statement (4.2)

Develop Project Management Plan (4.3)

Direct & Manage Project Execution (4.4)

Monitor and Control the Project (4.5)

Integrated Change Control (4.6)

Close Project (4.7)
### PMI Process Groups to Knowledge Areas Map – (PMBOK p.70)

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Initiating</th>
<th>Planning (21)</th>
<th>Execution</th>
<th>Controlling</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Integration</td>
<td>4.1, 4.2</td>
<td>4.3</td>
<td>4.4</td>
<td>4.5, 4.6</td>
<td>4.7</td>
</tr>
<tr>
<td>Scope</td>
<td>5.1, 5.2, 5.3</td>
<td>5.4, 5.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>6.1, 6.2, 6.3, 6.4, 6.5</td>
<td>6.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>7.1, 7.2</td>
<td></td>
<td>7.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td>8.1</td>
<td>8.2</td>
<td>8.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR</td>
<td>9.1</td>
<td>9.2, 9.3</td>
<td>9.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>10.1</td>
<td>10.2</td>
<td>10.3, 10.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk</td>
<td>11.1, 11.2, 11.3, 11.4, 11.5</td>
<td>11.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td>12.1, 12.2</td>
<td>12.3, 12.4</td>
<td>12.5</td>
<td>12.6</td>
<td></td>
</tr>
</tbody>
</table>

* Notice Integration crosses all process groups – “Capstone” Knowledge area
Develop Project Charter (PMBOK 4.1)

- Formally authorizes the project or phase to begin
- Provides PM authority to apply resources (people)
- PM should be assigned before project begins (if possible) or at least during charter development.

- Project Charter should address one or several of the following (as appropriate):
  - Market demand, business need, problem to be solved, customer request, technology advancement, legal requirement or social need. Links the work to the organization ([see detailed examples p.81 of PMBOK](#))
Purpose of the Project Charter

- The Project Charter document serves several purposes:
  - **Planning tool** to help Project Selection Team decide which projects will be most beneficial in meeting defined goals.
  - **Communication tool** that facilitates consensus building with all stakeholders in the project.
  - **Sales tool** to convey the importance of your project to the project selection team.
  - **Mostly - the signed Project Charter authorizes the project team to begin work on the project or phase and assign resources (people).**

- **Tip: hint, hint - if you see something more than once or we talk about it a lot, it is likely to be a test someday.**
Inputs to Project Charter (4.1.1)

Contract or Work Order (when applicable)

Enterprise Environmental Factors

Organizational Process Assets (i.e., guidelines)

Project SOW (Statement of Work)

Project Charter
Sample Project Charter

- **Project Name:** “Build a fence” project
- **Sponsor:** Boulder county fairgrounds
- **Project purpose:** Add 40’x40’ corral to building in south forty to accommodate increased population of horses (est. 20+ head)
- **Assumptions:**
  - Target completion prior to next rodeo (April 1\textsuperscript{st})
  - Functional requirements are as follows: safely holds 20 horses with easy access, has a holding area for vaccination and sloped ground for sanitary run off without leaching into water supply.
- **Project deliverables:** fully functional fence/corral per specifications
- **Key Milestones:**
  - Design completed by Feb. 1\textsuperscript{st}, 2008 (needed to go for bids – RFB, RFP, RFI, RFQ, etc.)
  - Building permit obtained and all accepted bids received by Feb 15th
  - Vendor selection process and contract awarded by March 1\textsuperscript{st} (work begins)
  - Staff project team (complete BOM (Bill of Materials)
  - Obtain building material and equipment
  - Build fence (posts and railing set by March 5\textsuperscript{th} and final fencing up by Mar. 30\textsuperscript{th}
- **Cost estimate:** “Order of Magnitude”, based on “bottoms-up” input
Project Charter Template

PROJECT CHARTER LITE

[To see Online Help make certain that Tools/Options/View/ScreenTips is checked]

1. Does my project require a Charter?
2. Save the Charter file using the filename format: Charter_Lite_Project Name.doc.

1. General Project Information

<table>
<thead>
<tr>
<th>Project Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Sponsor:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

Document History

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Author</th>
<th>Reason for Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Project Definition

<table>
<thead>
<tr>
<th>What product or service will this project produce?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who will use it?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who benefits? How?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How will we know that the project was a success?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What are the key deliverables of this project?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>


Initiating section
Develop Preliminary Scope Statement (PMBoK 4.2)

- *Initial Project Definition, i.e., what needs to be accomplished (in scope vs. out of scope)*

- Documents characteristics, boundaries (constraints) of the project and associated products and services to be provided

- Describes the method of acceptance and scope control and includes the following:

- *Sample list only (p. 86):*
  - Project/product objectives, *requirements*, acceptance criteria, deliverables, constraints, assumptions, organizational structure, defined risks, milestones, initial WBS, cost estimates, and configuration requirements.

Note: contents vary based on project size, type, and complexity
Develop Preliminary Scope Statement (PMBOK 4.2)

**TIP** - *It is ALL about clearly understood, documented, and communicated requirements!*

- Most failed projects can be tied to poorly defined or poorly communicated requirements.

- It is your job as a PM to help ensure clearly defined goals, objectives and requirements are fully documented and communicated to all appropriate stakeholders.

- **ANY ONE HAVE AN EXAMPLE YOU WANT TO SHARE?**

Pop quiz –

1. How often is the word requirements shown on p. 86-87 of PMBOK?
2. How do you gather requirements?

* A=5, & A= interviews, surveys, studies and historical information
Inputs to Preliminary Scope Statement (4.2.1)

**Project Charter**

- Enterprise Environmental Factors
- Organizational Process Assets (i.e., templates)

**Project SOW**

**Preliminary Scope Statement**

**Pop Quiz –**
What is different on this chart from inputs to the Project Charter?
Develop Preliminary Scope Statement: Tools and Techniques

- Project Management Methodology
- Project Management Information System (PMIS)
- Expert Judgment (consultants, professionals, SMEs)

Output from “Preliminary” Scope Statement Development is the _______________?

Pop quiz – do you always create a preliminary scope statement?
Purpose and Key Sections of Scope Statement

• To provide vehicle for documenting initial planning and scope of the project
• To reach agreement between the PM and sponsors on deliverables, schedule, etc.

Key Sections:

1.0 Executive Summary – provide a brief overview of the project, e.g., business purpose, justification, and expected results.

2.0 Business Objectives – describes what the project will produce and what specific impact it will likely have on the business, end users, customers, etc.

3.0 Project Description – Scope, dependencies, assumptions and constraints and structure.

4.0 Project Milestones – document major events on the project

5.0 Project Approach – methods for managing the project, how issues and changes will be managed, what measurements will be tracked and which reports will be provided (to whom and what frequency).

6.0 Authorizations – Project sponsor and Project Manager signatures.

* Source = PM Templates “Project Scope Lite” – www.cio.sc.gov/PMDT/
Team Exercise – Develop “Preliminary” Scope Statement

1. Break into your teams (take 30 mins.)
2. Select the next Project Manager
3. Team to build a “Preliminary” Scope Statement
4. PM to briefly describe your Preliminary Scope Statement to the class (<5 minutes)
   - Reference PMBOK p. 86-88 and use Scope “Lite” template
   - Further define your project, i.e., executive summary, key objectives, acceptance criteria, constraints, dependencies.
   - Document your assumptions, milestones, and target dates
Develop Project Management Plan (PMBOK 4.3, p.88-91) – “Plan the work”

- Actions necessary to define, integrate and coordinate all subsidiary plans into a Project Management Plan
  - *Defines how the project is executed, monitored and controlled, and closed (based on size and complexity)*
- Documents outputs from planning processes and includes:
  - *Sample list only:*
    - PM processes selected by the PM team
    - Level of implementation for each selected process
    - Describes the tools/techniques used to accomplish processes
    - How changes will be managed, frequency of project reviews, communications plan, risk planning, etc.
Inputs to Project Management Plan (PMBOK 4.3.1, p.89)

**Preliminary Scope Statement**

**PM Processes**

**PM Plan**

- Enterprise Environmental Factors
- Organizational Process Assets
Project Management Plan
Tools and Techniques

- Project Management Methodology
- Project Management Information System (PMIS)
- Expert Judgment, i.e., consultants, professionals, Subject Matter Experts (SME’s)

**Output** from Develop Project Management Plan is?
Project Mgmt. Plan – sample list:

- Project Charter (Initiation process)
- Key contacts (all primary stakeholders)
- Scope Statement or Statement of Work (SOW) – what “is” and “is not” included and assumptions
- Schedule Management Plan – milestones
- Cost Management Plan (covered in Cost Mgmt. section) type of estimate, duration, and Earned Value statement
- Quality Plan Assumptions – clearly documented
- Staffing Plan – owners, objectives, commitment
- WBS, Communications Plan, Risk Plan, Change Mgmt.
Project Plan Template

PROJECT PLAN

Project Name: 
Prepared by: 

Version History (insert rows as needed):

<table>
<thead>
<tr>
<th>Version</th>
<th>Date (MM/DD/YYYY)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Create links to referenced documents (e.g., Link_To_… ) by using Insert ➔ Hyperlink on your toolbar.

1. Executive Summary
A summary description of the project is included in the Project Scope Statement. Please refer to that document for the following:

- Project Purpose and Justification: The business need/problem that needs to be solved.
- Project Overview: A brief description of what the project is intended to do.
- Project Objectives: A brief, concise list of measurable outcomes expected from this project.
- Project Approach: The strategy to deliver the project.
- Project Assumptions and Constraints: Link_To_Project_Scope_Statement

See Project Charter for Budget Overview: Link_To_Project_Charter

2. Technical Project Documents
Provide a detailed listing of the following documents and provide (where possible) a link to document(s) referenced:

- Requirements Definition: Link_To_Referenced_Document
- Specification Document(s): Link_To_Referenced_Document
- Design: Link_To_Referenced_Document
- Implementation Plan: Link_To_Referenced_Document
- Training Plan: Link_To_Referenced_Document

Source: www.cio.sc.gov/PMDT/
### 3. Project Plan Documents Summary

Place an "X" within the brackets ([   ]) for each document included in the Project Plan.

**Project Baseline Documents** *(May be changed only after appropriate review and approval.)*

<table>
<thead>
<tr>
<th>[ ] Project Scope Statement</th>
<th>(Provides a documented description of the project as to its output, approach, and content.)</th>
<th>Link_To_Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ] Work Breakdown Structure (WBS)</td>
<td>(Describes a deliverable-oriented grouping of project elements that organize and define the total scope of the project.)</td>
<td>Link_To_WBS</td>
</tr>
<tr>
<td>[ ] Full Project Schedule</td>
<td>(Provides the project schedule using a Gantt chart. The schedule must include milestones, task dependencies, task duration, work product delivery dates, quality milestones, configuration management milestones, and action items.)</td>
<td>Link_To_Schedule</td>
</tr>
<tr>
<td>[ ] Milestone Schedule</td>
<td>(Provides a high-level project schedule using a Gantt chart. Includes only project milestones – e.g., phase completion milestones, executive reviews.)</td>
<td>Link_To_Milestones</td>
</tr>
<tr>
<td>[ ] Project Budget</td>
<td>(Describes cost and budget considerations including an overview, a time-phased project budget, additional resource requirements, and estimated cost at completion.)</td>
<td>Link_To_Budget</td>
</tr>
<tr>
<td>[ ] Quality Plan</td>
<td>(Provides a plan that defines the person(s) responsible for project quality assurance, procedures used and resources required to conduct quality assurance.)</td>
<td>Link_To_Qualtiy_Plan</td>
</tr>
<tr>
<td>[ ] Risk Management Plan</td>
<td>(Provides a plan to integrate risk management throughout the project.)</td>
<td>Link_To_Risk_Mgt_Plan</td>
</tr>
<tr>
<td>[ ] Change Management Plan(s)</td>
<td>(Provides the Project Team with a change management methodology for the project baselines, scope, schedule, budget and quality.)</td>
<td>Link_To_Change_Mgt_Plan</td>
</tr>
</tbody>
</table>

**Subsidiary Planning Documents** *(May be updated by the Project Manager as required.)*

| [ ] Risk Response Plan | (Provides a prioritized list of all identified project risks along with plans for management, risk owners, status, etc.) | Link_To_Risk_Response_Plan |
| [ ] Change Request Log | (Provides a list of all proposed changes to the project along with status, priority, date resolved, etc.) | Link_To_Change_Log |
| [ ] Resource Plan | (Provides a list of who is involved in the project, responsibilities / assignments, authority, schedule and degree of participation.) | Link_To_Resource_Plan |
| [ ] Cost Benefit Analysis & ROI | (Provides the Project Team with information to make a balanced decision about the costs and benefits, or value, of various economic choices.) | Link_To_Cost_Info |
| [ ] Procurement Plan | (Identifies those needs for the project which can be met by purchasing products or services from outside of the organization – e.g., plan for RFP.) | Link_To_Procurement_Plan |
The Project Plan is **USED** to:

- *Guide* Project Management team in project execution
- Document project planning assumptions
- Document planning decisions and alternatives
- Facilitate communications
- Define key management reviews
- Provide baseline for progress measurement and change control
Scope
- Overall scope is to provide ROM design and cost estimate for 3 contact centre’s in India to include:
  - Voice design and cost
  - Data design and cost (including desktops, servers, LAN/WAN network and Life Cycle Maintenance)
  - Transport (RFIs to be submitted to vendors)
  - Bill of materials list (not including facilities, furniture, or office equipment) with accurate cost estimates.
- Key assumptions - must be cost effective, adhere to PMI standards & governed as AP Facilities

Key Sponsors
- BTO VP - Ron A.
- BTO - Shai , Dave, Bill
- EMEA - John M., Bjanne N., Sean F.
- Americas – Call Center Manager - Randy B.
- abc.com: Suppiah K.

Schedule
- Initial target was 30 days starting 3/22 (end 4/16), however, to provide an accurate schedule, we need SME team input to validate delivery dates.
- Influencing factors:
  - Requirements verification by sponsors (target 4/1)
  - Team member availability (see contact list)
  - Technical solution approval (i.e., MPLS, VoIP)
  - Procurement and vendor response times for RFIs for Transport and other quotes

Project Plan Milestones
- Verify scope, project team and develop execution plan
- Document assumptions (# of seats, # of desks, # of servers, type of servers, network, # desktops, etc.)
- Validate contact centre requirements (4 stakeholders)
- Update assumptions to match stakeholder requirements
- Perform sizing / traffic engineering
- Submit RFIs to circuit vendors, Avaya, Cisco, Sun & ABC
- Complete design diagrams and bill of materials
- Assemble / document all cost elements
- Develop client document / presentation
- Present results / proposal to client
- Customer acceptance to proceed to build phase when approved..... Celebrate success & move to next phase

Core Team / Stakeholders
- Project Office - Ron A. ( VP), Terry (Global PE), George Angel (PM), Mark P.(Proj. Coord.)
- Network Architect – Sue and Bill
- Voice Team - Julie, Shane (AP lead design), Sean (EMEA), Terry (AP network solutions lead and AP Architect)
- Data Team - Judith A.
- Procurement leads in each geo (TBD)
Team Exercise – Develop Project Management Plan (PMBOK 4.3, p.88-91)

1. Break into your groups (take 30 mins.)
2. Select the next Project Manager (PM)
3. Team to build a PM Plan for your project
4. PM to *briefly describe your “approach” to how you will manage your PM Plan* (keep “pitch” to <5 minutes please)
   - Tell how your project will be executed? i.e., ground rules, key processes and documents like use of WBS, charter, type of tracking that will be used to execute the plan (*keep in mind much of the project work has not yet begun and will be covered in future classes*).
   - How changes will be monitored and controlled?
   - Type of meetings, reviews, types, frequency and to whom?
Direct and Manage Project Execution (PMBOK 4.4, p.91-94) - “Work the plan”

- Primary process to carry out the project plan
- Majority of budget is spent during this process
- Project manager will staff, train and direct effort
- Implement the planned methods and standards
- Create, control, verify, and validate project deliverables
- Collect data and report cost, schedule, project progress and status information to facilitate forecasting.
Plan Execution: Factors for Success

- Success is in the eyes of the beholder
  - Customer influence is essential
  - Success equates to participant satisfaction
  - Make sure you defined success objectively in planning stage (scope statement)

- Cost and time control don’t work alone
  - Consider the objectives of all stakeholders
  - Establish process to define concerns and measure satisfaction

- Communicate early and often
## Sample MS Project Schedule

<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>Duration</th>
<th>Start</th>
<th>Finish</th>
<th>Predecessors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Comfort Room Hotel Project</td>
<td>254 days</td>
<td>Wed 6/12/02</td>
<td>Mon 6/2/03</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Initiation Phase</td>
<td>7 days</td>
<td>Wed 6/12/02</td>
<td>Thu 6/20/02</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Obtain initial requirements (hotel locations, names Ph#'s and priorities)</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Document preliminary assumptions</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Develop WBS</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Contact Technical Support staffing manager</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Review assumptions and requirements</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Review locations</td>
<td>5 days</td>
<td>Fri 6/14/02</td>
<td>Thu 6/20/02</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Follow up meeting to verify location decision/requirements</td>
<td>1 day</td>
<td>Wed 6/19/02</td>
<td>Wed 6/19/02</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Identify the project team members</td>
<td>4 days</td>
<td>Wed 6/12/02</td>
<td>Mon 6/17/02</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Systems Support (AIX, DBA, Lvl 2 support etc.)</td>
<td>1 day</td>
<td>Wed 6/12/02</td>
<td>Wed 6/12/02</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Physical system setup, installation, test team</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Financial Advocate</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Instructor Manager and Instructors</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>HR / Resource Staffing Mgr.</td>
<td>1 day</td>
<td>Mon 6/17/02</td>
<td>Mon 6/17/02</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Planning Phase</td>
<td>8 days</td>
<td>Fri 6/14/02</td>
<td>Tue 6/25/02</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Prepare/provide WBS &amp; preliminary project description to team</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Verify # of people/mgrs., offices, cubes, etc.</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Provide location recommendation to PE for approval</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Obtain operator trainee list</td>
<td>1 day</td>
<td>Fri 6/14/02</td>
<td>Fri 6/14/02</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Match employees to location to plan logistics of training</td>
<td>3 days</td>
<td>Fri 6/14/02</td>
<td>Tue 6/18/02</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Determine which employees will be trained and in which phase</td>
<td>3 days</td>
<td>Wed 6/19/02</td>
<td>Fri 6/21/02</td>
<td>21</td>
</tr>
<tr>
<td>23</td>
<td>Review space requirements and begin planning to meet needs</td>
<td>3 days</td>
<td>Fri 6/14/02</td>
<td>Tue 6/18/02</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Submit facilities plan and submit change request</td>
<td>5 days</td>
<td>Wed 6/19/02</td>
<td>Tue 6/25/02</td>
<td>23</td>
</tr>
<tr>
<td>25</td>
<td>Obtain facilities change approval</td>
<td>0 days</td>
<td>Tue 6/25/02</td>
<td>Tue 6/25/02</td>
<td>24</td>
</tr>
<tr>
<td>26</td>
<td>Execution Phase</td>
<td>252 days</td>
<td>Fri 6/14/02</td>
<td>Mon 6/2/03</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Facilities</td>
<td>47 days</td>
<td>Fri 6/14/02</td>
<td>Mon 8/19/02</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Collect employee port ids and phone #'s</td>
<td>5 days</td>
<td>Mon 6/17/02</td>
<td>Fri 6/21/02</td>
<td>20</td>
</tr>
</tbody>
</table>

Details covered in Time Management section.
Monitor and Control Project Work
(PMBOK 4.5, p. 94-96)

- Performed to monitor project processes
- Includes collecting, measuring, and disseminating performance information to report status of the project

- Concerned with:
  - Comparing plan vs. actual and earned value
  - Determining if corrective actions is required
  - Providing project status to stakeholders
  - Forecasting cost and schedule
Integrated Change Control (PMBOK 4.6, p. 96-99)

- Performed from project inception through completion
- Identifying change is needed or has occurred
- Reviewing and approving requested changes
- Managing approved changes when and as they occur
- Maintaining integrity of project baseline
- Controlling triple constraints and updating scope, cost, schedule based on approved changes.

Note: “Change is inevitable except from the vending machine” - be stubborn on change
Sample Change Mgmt. Plan

PROJECT CHANGE MANAGEMENT PLAN

Project Name:
Prepared by:
Date (MM/DD/YYYY):

Create links to referenced documents (e.g., Link_To_...) by using Insert ➔ Hyperlink on your toolbar.

1. Purpose

The purpose of this Change Management Plan is to:

• Ensure that all changes to the project are reviewed and approved in advance
• All changes are coordinated across the entire project.
• All stakeholders are notified of approved changes to the project.

All project Change Requests (CR) must be submitted in written form using the Change Request Form provided.  

The project team should keep a log of all Change Requests.

2. Goals

The goals of this Change Management Plan are to:

• Give due consideration to all requests for change
• Identify define, evaluate, approve, and track changes through to completion
• Modify Project Plans to reflect the impact of the changes requested
• Bring the appropriate parties (depending on the nature of the requested change) into the discussion
• Negotiate changes and communicate them to all affected parties.

3. Responsibilities

Those responsible for Change Management

<table>
<thead>
<tr>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager (with the Project Team)</td>
</tr>
</tbody>
</table>

Source: www.cio.sc.gov/PMDT/
4. Process

*Modify this section of the document to suit your project.*

The Change Management process occurs in six steps:

1. Submit written Change Request (CR)
2. Review CRs and approve or reject for further analysis
3. If approved, perform analysis and develop a recommendation
4. Accept or reject the recommendation
5. If accepted, update project documents and re-plan
6. Notify all stakeholders of the change.

In practice the Change Request process is a bit more complex. The following describes the change control process in detail:

1. Any stakeholder can request or identify a change. He/she uses a *Change Request Form* to document the nature of the change request.

2. The completed form is sent to a designated member of the Project Team who enters the CR into the *Project Change Request Log*.

3. CRs are reviewed daily by the Project Manager or designee and assigned one four possible outcomes:
   - **Reject:** Notice is sent to the submitter
   - Submitter may appeal (which sends the matter to the Project Team)
   - Project Team reviews the CR at its next meeting.

Source: www.cio.sc.gov/PMDT/
Sample Change Tracking Log

**PROJECT CHANGE REQUEST LOG**

<table>
<thead>
<tr>
<th>Change Request No.</th>
<th>Link to Change Request Form</th>
<th>Change Description</th>
<th>Priority</th>
<th>Requested By</th>
<th>Status</th>
<th>Date Resolved</th>
<th>Resolution / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Log in each Change Request as it is received. See **Definitions** tab for further instruction/information.
Team Exercise – Project Execution

1. Break into your teams (take 30 mins.)

2. Select the next Project Manager (PM)

3. Plan and execute a Project “Prototype”
   - **Functional requirements:** Design and build a prototype device that will carry minimum 20 lb bond payload a distance of minimum of 15 feet.
   - **Non-functional requirements:** meet functional requirements without causing injury, damaging property, or breaking the law.

4. Performance Measurements: perform 3 tests flights, 3 documented tests (document distances, changes in design, and results, i.e., longest distance, shortest and average of the 3 along with # of changes).

5. **PM to demonstrate the proposed prototype to “Colonel Potter” (instructor) and the class – the class decides the best. . .**

Note: “best” prototype wins a “lucrative contract” (bragging rights)
Outputs from Integration Change Control (PMBOK 4.6.3, p.99)

- Approved or Rejected Change Requests
- Project Management Plan updates
- Updates to the Scope Statement
- Approved Corrective Actions
- Approved Preventive Actions
- Approved Defect Repair
- Deliverables (described in section 4.4.3.1)
Close Project: Inputs
(PMBOK 4.7.1, p. 101)

- Project Management Plan
- Contract Documentation
- Enterprise Environmental Factors
- Organizational Process Assets
- Work Performance Information
- Deliverables
Close Project: Outputs (PMBOK 4.7.3, p. 101)

- Administrative Closure
- Contract Closure
- Final Product, Service, or Result
- Organizational Process Assets (updates)
  - Formal Acceptance Documentation
  - Project Files (WBS, schedule, bids, etc.)
  - Project Closure Documents (financials)
  - Historical Information (Lessons Learned)
Project Framework and Integration Management

Agenda

• Introduction / About the Class
• Project Framework & Processes
• Project Integration Mgmt.
• **Professional Responsibility**
• Summary
Professional Responsibility

- Responsibilities to the Profession. For instance:
  - Disclose conflict of interest or impropriety.
  - Comply with laws, regulations, and ethical standards in state/province and/or country
  - Recognize and respect intellectual property

- Responsibilities to Customers / Public. For instance:
  - Provide accurate and truthful representations in preparation of estimates on costs, services, expected results
  - Maintain and satisfy scope of professional services
  - Maintain and respect confidentiality
Project Framework and Integration Management

Agenda

• Introduction / About the Class
• Project Framework & Processes
• Project Integration Mgmt.
• Professional Responsibility
• Summary
Integration Mgmt. Summary

- Project integration brings all knowledge areas together in a cohesive document to be used as a guide for effective management of the project
- Know the key elements of a project plan
- Know the processes (all 7)
- Know inputs, tools/techniques, and outputs
- Be aware of importance of change control
- PMI is high on “Lessons Learned”
- Follow code of ethics (do good and avoid evil)
Class Assessment (exam)

- Complete and e-mail (just the answers only) within one week after last night of this section to: eaglebusiness@hotmail.com

- Results will be provided back to you within 2-3 weeks after received.

- On to the next section. . .