

Project Execution

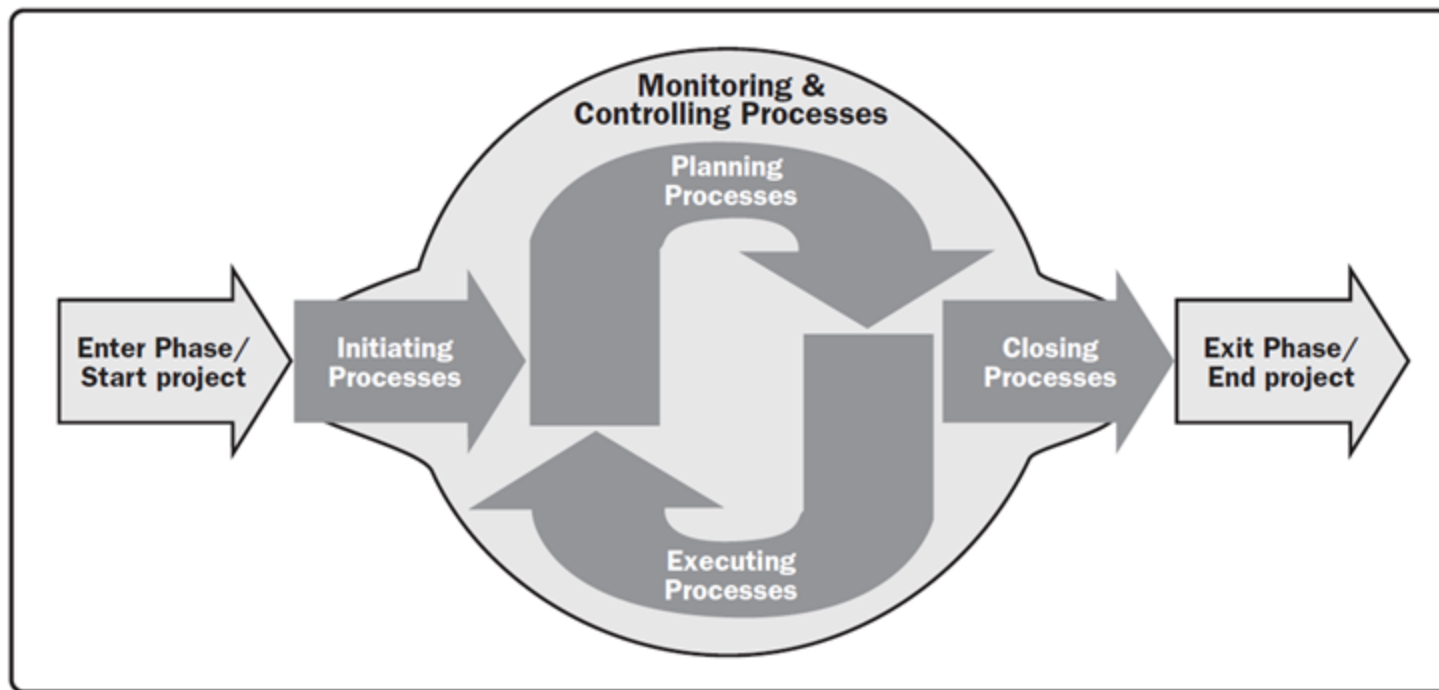
Quality Management

Resource Management

Communication Management

Stakeholder Management

Project Management Process Groups



Purposes

- **Do** what needs to be done to finish the tasks in the project plan/schedule
- **Focus** on deliverables linked to project products, services, or results
- **Ensure** project goals are met the project requirements
- **Follow** objectives by following a plan
- **Require** documenting change requests and updating planning documentation



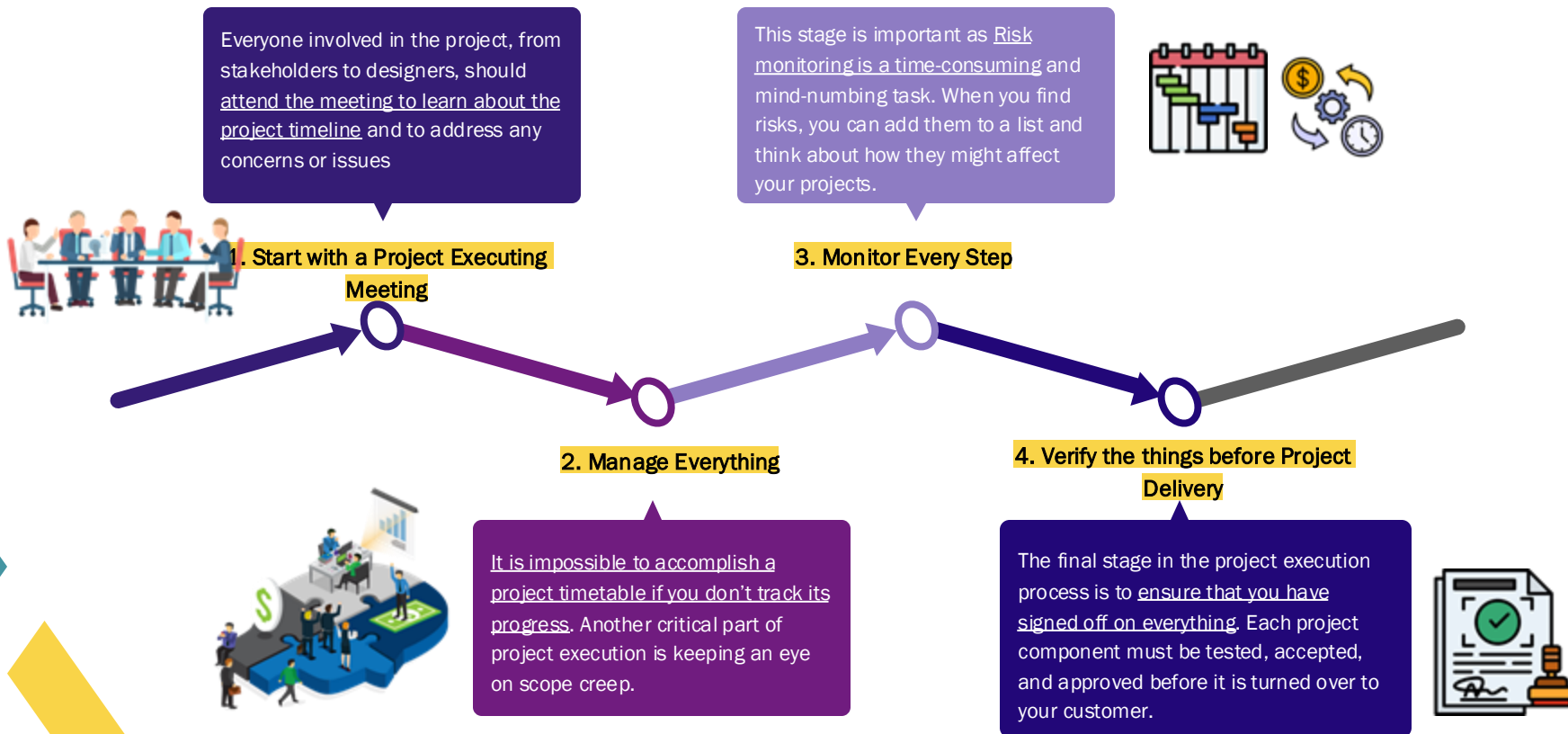
Purposes

- **Manage** to meet the stakeholder's expectation
- **Guide** the implementation of approved changes from corrective action, preventive action, and defect repair
- **Generate** change requests
- **Take** the most time, resources and money

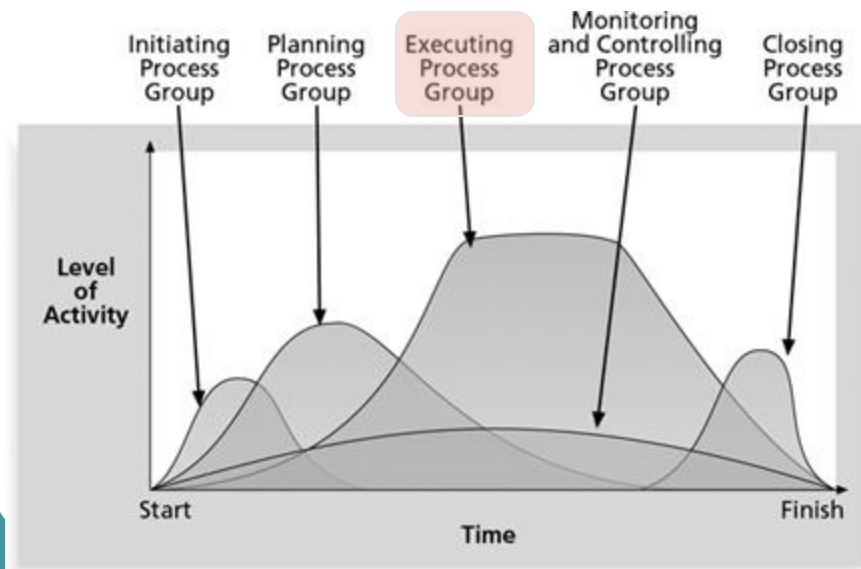


"The project changes all the time. The change requests may trigger one or more planning processes that result in a modified management plan, project documents, and possibly new baselines."

Project Executing Stage



Where is time typically spent?



1. Initiating	10%	20%
2. Planning		
3. Executing	85%	70%
4. Controlling (and monitoring)		
5. Closing	5%	10%

A large portion of the project budget, resources, and time is expended in performing the Executing Process Group processes.

1. Quality Management

- Ensure to meet the projects' quality objectives (e.g., web security)
- Translate the quality management plan into executable quality activities (e.g., fuzz testing, automated scanning: Nessus, Burp suite)
- Incorporate the organization's quality policies into the project

Key benefit: increases the probability of meeting the quality objectives, as well as identifying ineffective processes and causes of poor quality.

Manage Quality



1. Quality Management

Input

- ✓ **Project Management Plan**
Quality Management Plan
- ✓ **Project Documents**
Lesson Learned Register
Quality Control Measurements
Quality Metric
Risk Report
- ✓ **Organizational Process**
Assets

Tool & Techniques

- ✓ **Data Gathering**
Checklists
- ✓ **Data Analysis**
Alternative Analysis
Document Analysis
Process Analysis
Root Cause Analysis
- ✓ **Decision Making**
Multi-Criteria Decision Analysis
- ✓ **Data Representation**
- ✓ **Problem Solving**
- ✓ **Quality Improvement Methods**

Output

- ✓ **Change Requests**
- ✓ **Project Management Plan Updates**
Quality Management Plan
Scope Baseline
Schedule Baseline
Cost Baseline
- ✓ **Project Documents Updates**
Issue Log
Lessons Learn Register
Risk Register

2. Project Resource Management

- Acquire resources (team members, facilities, equipment, materials, supplies, and other resources) necessary to complete project work
- Outlines and guides the selection of resources
- Assigns them to their respective activities

Acquire Resources



2. Project Resource Management

Input

- ✓ Project Management Plan
 - Resource Management Plan
 - Procurement Management Plan
 - Cost Baseline
- ✓ Project Documents
 - Project Schedule
 - Resource Requirements
 - Stakeholder Register
- ✓ Enterprise Environmental Factors
- ✓ Organizational Process Assets

Tool & Techniques

- ✓ Interpersonal & Team Skills
 - Negotiation
- ✓ Decision Making
 - Multi-Criteria Decision Analysis

Output

- ✓ Physical Resource Assignments
- ✓ Project Team Assignments
- ✓ Resource Calendars
- ✓ Change Requests
- ✓ Project Management Plan Updates
- ✓ Project Documents Updates
 - Lessons Learned Register
 - Project Schedule
 - Resource Requirements
 - Risk Register
 - Stakeholder Register
- ✓ Enterprise Environmental Factors Updates

3. Project Communications Management

- Process of ensuring timely and appropriate collection, creation, distribution, retrieval, and management
- Monitor the ultimate disposition of project information
- Enables an efficient and effective information flow between the project team and the stakeholders

Manage Communications



3. Project Communications Management

Input

- ✓ Project Management Plan
 - Resource Management Plan
 - Communication Management Plan
 - Stakeholder Engagement Plan
- ✓ Project Documents
 - Change Log
 - Issue Log
 - Lessons Learned Register
 - Quality Report
 - Risk Report
 - Stakeholder Register
- ✓ Work Performance Reports
- ✓ Enterprise Environmental Factors
- ✓ Organizational Process Assets

Tool & Techniques

- ✓ Communication Technology
- ✓ Communication Methods
- ✓ Communication Skill
- ✓ Project Management Information System
- ✓ Meeting
- ✓ Interpersonal & Team Skills
 - Active Listening
 - Conflict Management
 - Cultural Management
 - Meeting Awareness
 - Networking
 - Political Awareness

Output

- ✓ Project Communication
- ✓ Project Management Plan Updates
 - Communication Management Plan
 - Stakeholder Engagement Plan
- ✓ Project Documents Updates
 - Issue Log
 - Lessons Learned Register
 - Project Schedule
 - Risk Register
 - Stakeholder Register
- ✓ Enterprise Environmental Factors Updates

4. Project Stakeholder Management

- Communicate and work with stakeholders to meet their needs and expectations, address issues, and encourage stakeholders to be involved in the right way
- To get more support from stakeholders and less opposition

Manage Stakeholder Engagement



4. Project Stakeholder Management

Input

- ✓ Project Management Plan
 - Communication Management Plan
 - Risk Management Plan
 - Stakeholder Engagement Plan
 - Change Management Plan
- ✓ Project Documents
 - Change Log
 - Issue Log
 - Lessons Learned Register
 - Stakeholder Register
- ✓ Enterprise Environmental Factors
- ✓ Organizational Process Assets

Tool & Techniques

- ✓ Expert Judgment
- ✓ Advertising
- ✓ Bidder Conferences
- ✓ Communication Skill
 - Feedback
- ✓ Interpersonal & Team Skills
 - Conflict Management
 - Cultural Management
 - Observation/Conversation
 - Political Awareness
 - Negotiation
- ✓ Group Rules
- ✓ Meeting

Output

- ✓ Change Requests
- ✓ Project Management Plan Updates
 - Communication Management Plan
 - Stakeholder Engagement Plan
- ✓ Project Documents Updates
 - Change Log
 - Issue Log
 - Lesson Learned Register
 - Stakeholder Register

Project Executing Process

Examples of project documents that may be inputs for the process includes:

- Change log
- Lessons learned register
- Milestone list
- Project communications
- Project schedule
- Requirements traceability matrix
- Risk register, and Risk report
- Project team assignments
- Resource breakdown structure
- Source selection criteria
- Stakeholder register

Project Executing Process

PROJECT MANAGEMENT PLAN UPDATES

Any component of the project management plan may be updated as a result of this process.

PROJECT DOCUMENTS UPDATES

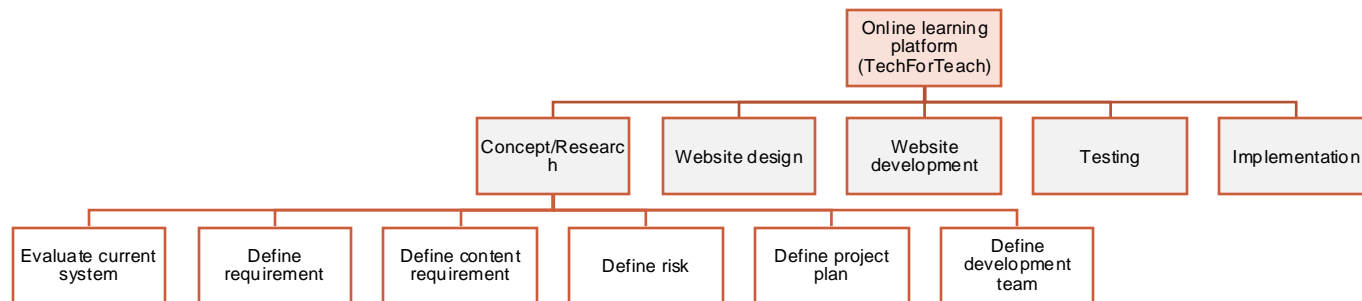
Project documents that may be updated as a result of this process include but are not limited to:

- ✓ Activity list,
- ✓ Assumption log,
- ✓ Lessons learned register,
- ✓ Requirements documentation,
- ✓ Risk register, and
- ✓ Stakeholder register.

TABLE 3-12 Milestone report as of June 17

Milestone	Date	Status	Responsible	Issues/ Comments
<i>Initiating</i>				
Stakeholders identified	May 2	Completed	Erica and Joe	
Project charter signed	May 10	Completed	Erica	
Project kick-off meeting held	May 13	Completed	Erica	Went very well
<i>Planning</i>				
Team contract signed	May 13	Completed	Erica	
Scope statement completed	May 27	Completed	Erica	
WBS completed	May 31	Completed	Erica	
List of prioritized risks completed	June 3	Completed	Erica	Reviewed with sponsor and team
Schedule and cost baseline completed	June 13	Completed	Erica	
<i>Executing</i>				
Survey completed	June 28		Erica	Poor response so far!
Intranet site design completed	July 26		Kevin	
Project benefits measurement completed	August 9		Erica	
User inputs collected	August 9		Jessie	
Articles completed	August 23		Jessie	
Templates and tools completed	September 6		Erica	
Ask the Expert completed	September 6		Michael	
User Requests feature completed	September 6		Cindy	
Links completed	September 13		Kevin	
Intranet site construction completed	October 4		Kevin	
Intranet site testing completed	October 18		Cindy	
Intranet site promotion completed	October 25		Erica	

Project Execution Plan Sample

[illegible]

Example of Project Communication plan

Communication/channel	Frequency	Goal	Owner	Audience
Email				
Project status report	Weekly	Review & discuss potential issues/risks or delays	Project manager	Project team & stakeholder (owner/sponsor)
Meetings				
Team standup	Daily	-	Project manager	Project team
Project review	Milestones	<ul style="list-style-type: none"> - Present tasks, milestones, & deliverables - Get feedback - Discuss next steps 	Project manager	Project team & stakeholder
Post project review meeting	At the end of project	-	Project manager	Project team
Progress				
Task progress updates	daily	Update daily progress of tasks	Team lead	Project team

Example of Project Communication plan

Target audience	Information	Frequency	Owner	Channel	Effort calculation	Goal or desired result	Duration
Project team members	Project status & updates	Fornightly	Project manager	Face to face	2 hours per month	Ensure each member of the project team is aware of their role	Every 2 weeks on Wednesday
Freelancer meeting	Preformance review	Monthly	Project manager & freelancer	Virtual or face to face	1 – 3 hours	Review their progresses & make any adjustments	Monthly
Internal stakeholders meeting	Project high-level report	Bi-weekly	Project manager & senior executives	Email	1 hour	Inform the progress of the project & any needs for escalation	Every Friday

Example of Project Communication plan

