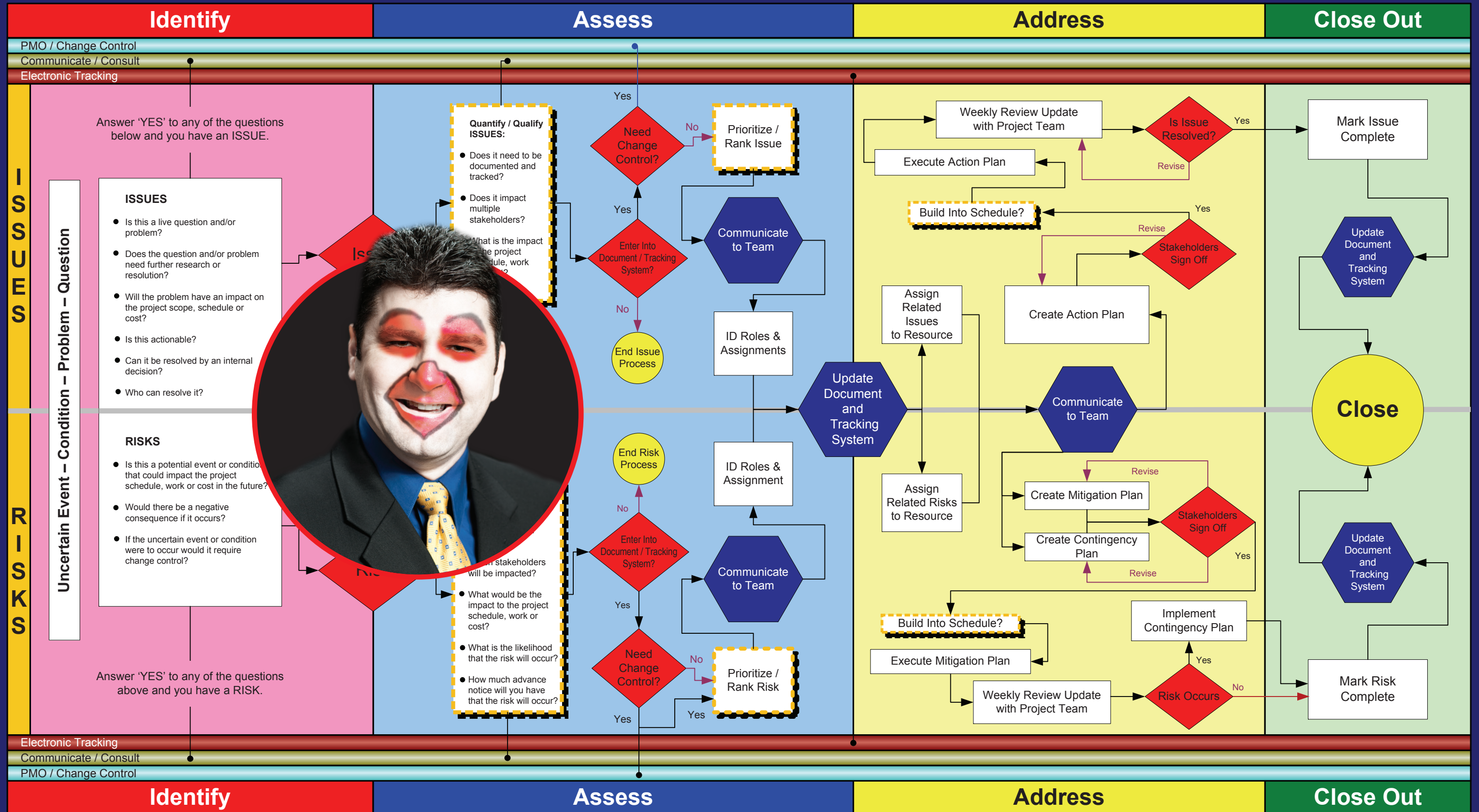


# Managing Issues and Risks

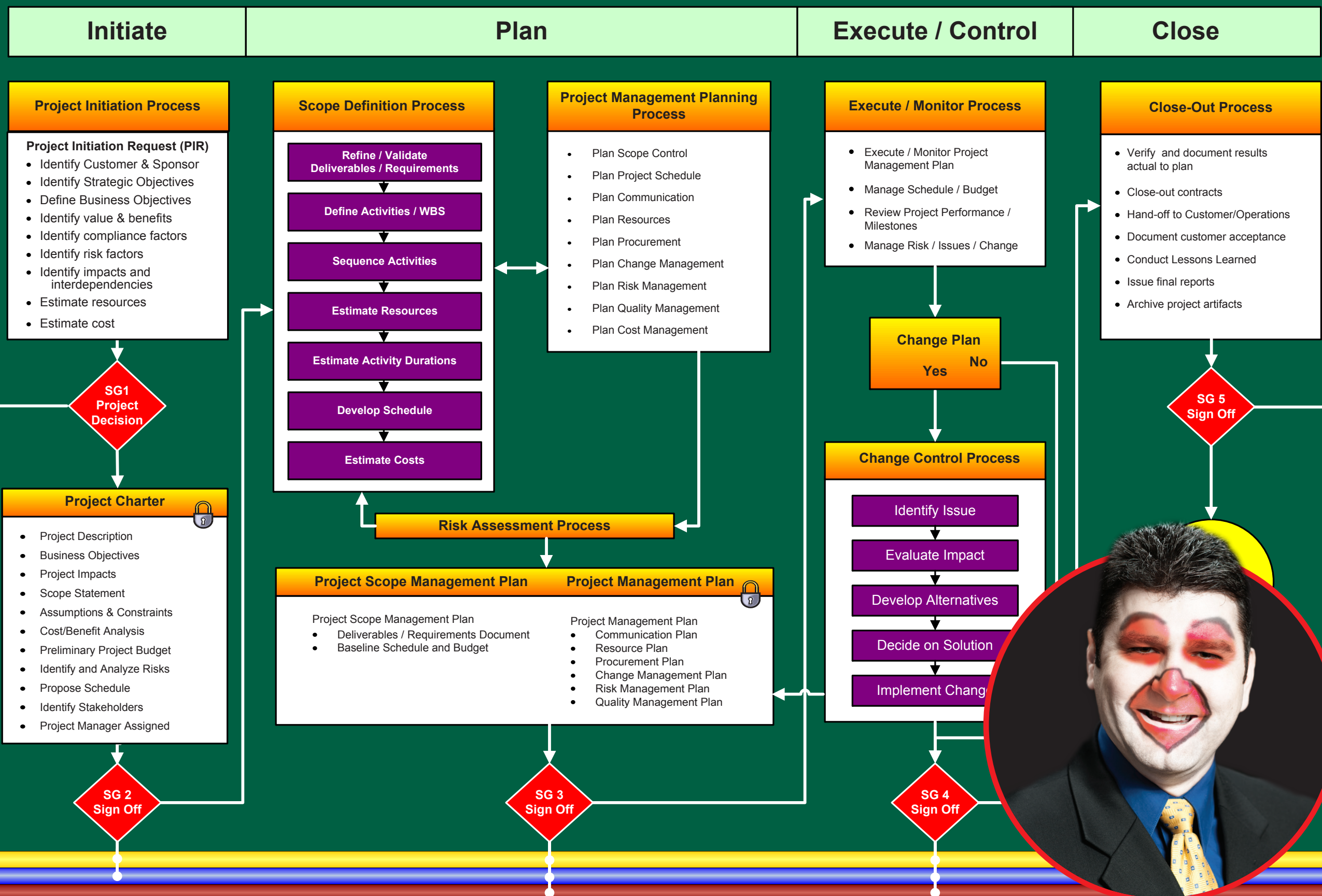




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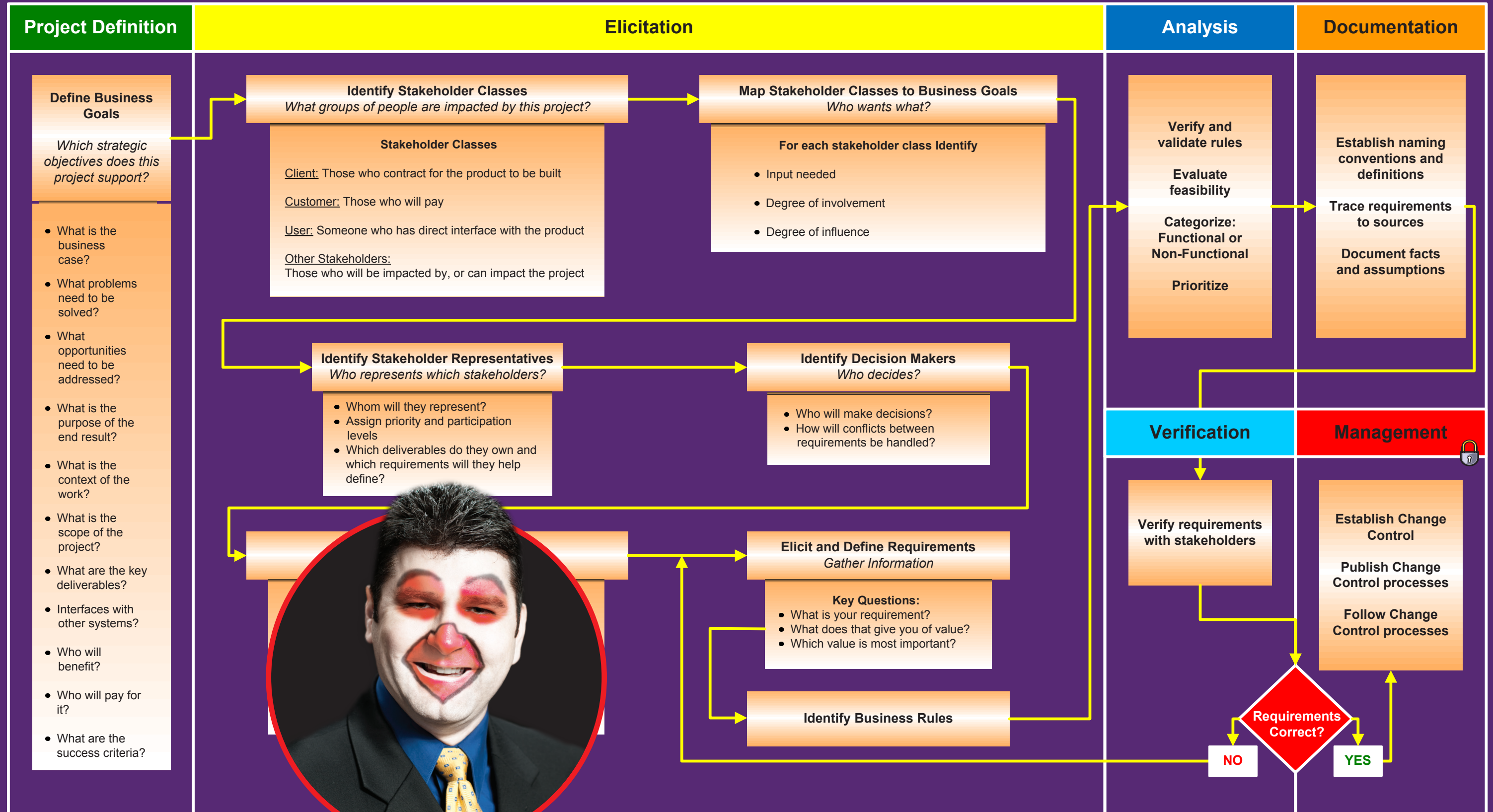
# Project Management Lifecycle





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# Project Requirements Gathering Process



Subject to Change Control

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# Managing Requirements throughout the Project Management Life-Cycle



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## Initiate

### Initiation Process

Document project  
and objectives  
Identify key deliverables  
and schedule & budget  
Identify stakeholders & classes  
Identify impacts/dependencies  
Identify risks/issues  
Obtain project authorization

SG1  
Project  
Decision

### Project Charter

- Validate and verify project business case, key deliverables, and initial requirements
- Identify stakeholders, classes, representatives, and decision-makers
- Prioritize and map project impacts, deliverables, issues and risks to stakeholders
- Select elicitation techniques
- Elicit schedule requirements
- Elicit budget requirements
- Identify and document business rules
- Identify assumptions & constraints
- Establish project authority structure

SG 2  
Sign Off

## Plan

### Deliverable/Requirements Definition Process

Refine / Validate  
Deliverables / Requirements  
Define Activities / WBS  
Sequence Activities  
Estimate Resources  
Estimate Activity Durations  
Develop Schedule  
Estimate Costs

### Project Management Requirements Planning Process

- Validate, Document and Verify**
- Project management documentation & reporting requirements
  - Schedule requirements
  - Budget requirements
  - Resource requirements
  - Procurement requirements
  - Quality requirements and testing standards and process
  - Issue and risk management process
  - Communication requirements (stakeholder requirements)
  - Project management process requirements
  - Change management decision-making thresholds and process

### Risk Analysis Process

### Project Scope Management Plan

- Project Scope Management Plan
  - Deliverables / Requirements Document
  - Baseline Schedule and Budget

### Project Management Plan

- Project Management Plan
  - Communication Plan
  - Resource Plan
  - Procurement Plan
  - Change Management Plan
  - Risk Management Plan
  - Quality Management Plan

SG 3  
Sign Off

## Execute / Control

### Execute / Monitor Process

- Execute / Monitor Project Management Plan
  - > Test deliverables to meet requirements
- Manage Schedule / Budget
- Review & Report on Project Performance / Milestones
- Manage Risk / Issues / Change

Change Plan?  
Yes No

### Change Control Process

Identify Issue  
Evaluate Impact  
Develop Alternatives  
Decide on Solution  
Implement Change

SG 4  
Sign Off

## Close

### Close-Out Process

- Analyze project outputs against documented requirements
- Present proof of satisfaction of project requirements to sponsor and customer
- Document satisfaction of contract requirements and acceptance of deliverables
- Document hand-off deliverables to customer
- Communicate/report satisfaction of requirements and project close-out to stakeholders
- Archive project artifacts

SG 5  
Sign Off

Project  
Closed

Sponsor\*  
Project Steering Committee\*  
Project Management Office\*

\* Stage gate decision makers

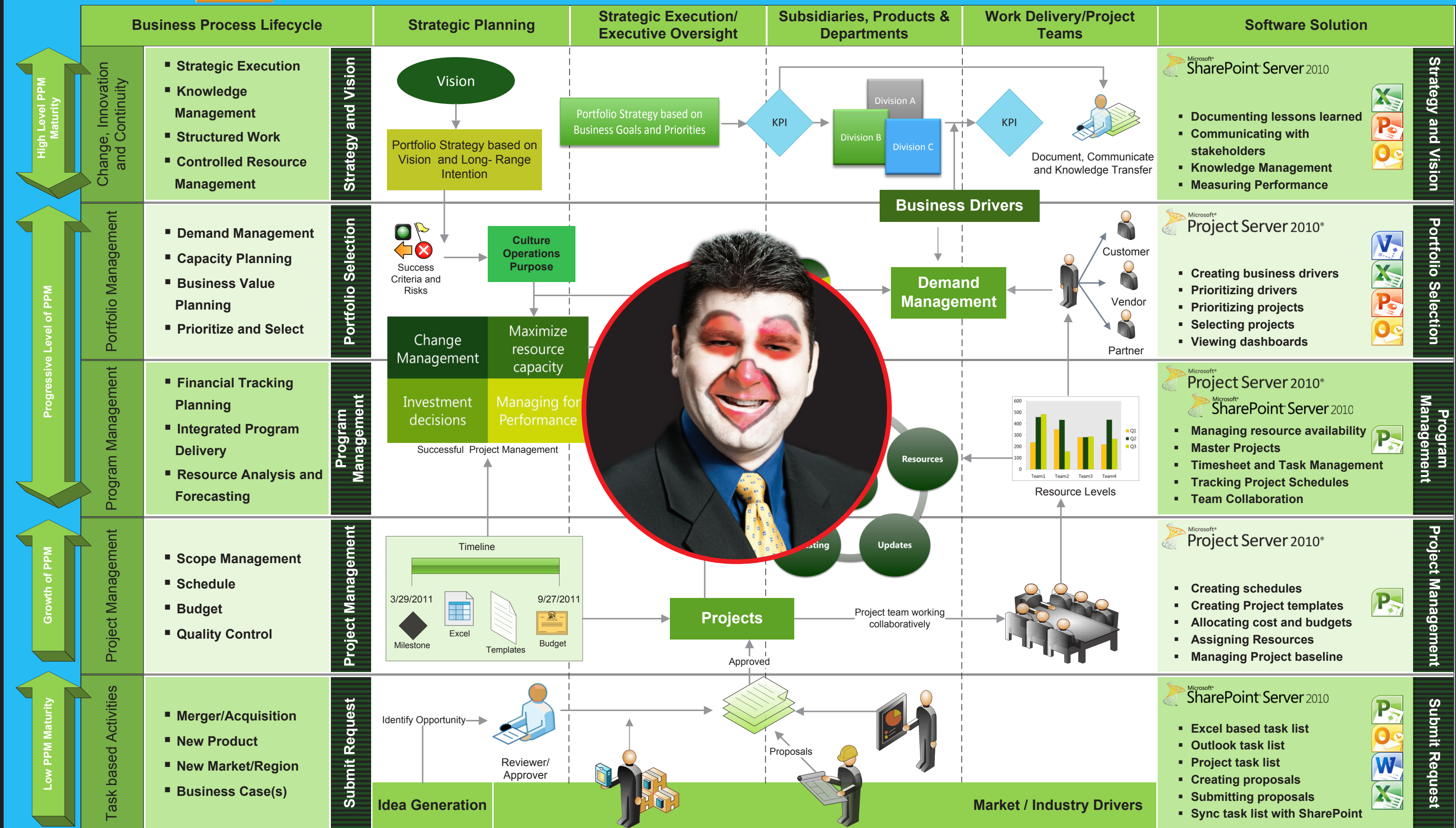
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# Project Server 2010 Scalability PPM Lifecycle

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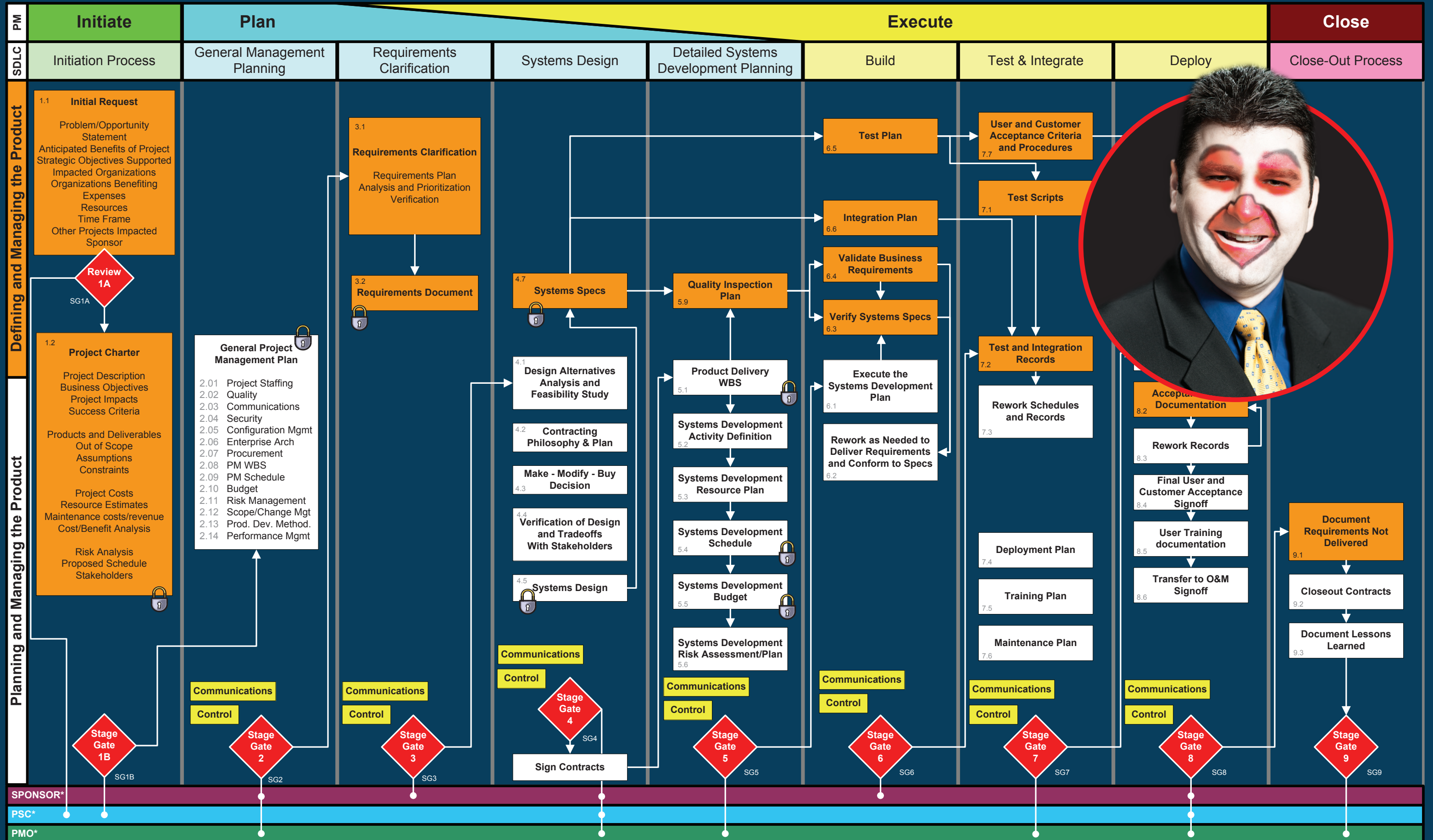






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# Technical Project Life-Cycle



\* Stage gate decision makers for reported projects

Subject to Change Control

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