



# Project Planning and Monitoring

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# Project Change Management

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Project Change Management - a general term describing the procedures used to ensure that changes are introduced in a controlled and coordinated manner.

Change Request – Requests to expand or reduce the project scope, modify policies, processes, plans or procedures, modify costs or budgets, or revise schedules.

Change Order – Used in some companies to identify approved change requests (change request when the request is made and change order once it has been approved)



# What is Project Change Management?

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Project change management encompasses all of the processes necessary to determine where you are at compared to where you planned to be and the activities required to get back on track if those are not aligned





# Why is Project Change Management Important?

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- Projects seldom run exactly according to plan. Project deliverables must be maintained by carefully and continuously managing changes, either by rejecting changes or by approving changes so those approved changes are incorporated into a revised baseline
- Enables the project team to identify potential problems in a timely manner and take corrective action, when necessary, to control the execution of the project
- Ensures the project team and stakeholders have an accurate understanding of what has been completed in the project to-date and what will be delivered in total



# Actual vs Planned

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Determining where you are vs. where you planned to be:

- Requires project details be documented and approved
  - Documented scope, cost, time, quality, people, other (eg. Charter)
  - Documented details of product / service functionality (eg. Requirements Document)

Requires processes and tools to assess performance to determine whether any corrective or preventative actions are indicated, and then recommending those actions as necessary

- Scope and requirements verification throughout the project
- Budget tracking and forecasting
- Task duration tracking
- Overall project timeline tracking & verification



# Getting Back on Track

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## How can we get on track again?

- Identify that a change needs to occur or has occurred
- Document the complete impact of requested changes
- Follow approved processes for documenting and approving requested changes
- Maintain the integrity of baselines by releasing only approved changes for incorporation into project products or services, and maintaining their related configuration and planning documentation
- Control and update the scope, cost, budget, schedule and quality requirements based upon approved changes, by coordinating changes across the entire project
- Influence the factors that circumvent integrated change control so that only approved changes are implemented



# Perform Integration Change Control

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- Perform integration change control is the process of reviewing all change requests, approving changes and managing changes to the deliverables, organizational process assets, project documents and the project management plan.



# Change management activities

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- Perform Integration Change Control includes following change management activities:
  - Influence factors that avoid change control
  - Review, analyse and approve promptly
  - Manage approved changes
  - Maintain integrity of baselines
  - Review, approve or deny recommended actions
  - Coordinate changes across entire project
  - Document impact of changes





# Verify Scope

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- Verify scope is the process of formalizing acceptance of completed project deliverables. It includes:
  - Reviewing deliverables with customer
  - Obtaining formal acceptance
- Differs from quality control since quality control is concerned with correctness of deliverables whereas verify scope with acceptance.
- Done by inspection.



# Control Scope

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- Process of monitoring status of project scope and managing changes to scope baselines.
- Ensures all recommended actions are processed through perform integration change control process.
- Variance analysis.



# Control Schedule

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- Control schedule is the process of monitoring status of project to update project progress and manage changes to schedule baseline.
- Tools and techniques involved are:
  - Performance review
  - Variance analysis
  - Project management software
  - Resource levelling
  - What-if scenario analysis
  - Adjusting leads and lags
  - Schedule compression
  - Scheduling tool



# Resource Levelling

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- Critical path method calculates theoretical early, late start and finish dates for activities regardless of resource limitation.
- Resource levelling is used when shared or critical required resources are available at certain times in limited quantity or to keep resource usage at constant level.