**Project Management Plan 12分**

3 baseline 11子计划，要解释一下，包含什么

**Baseline**

**- Scope baselines**

定义：is the approved version of a scope statement, WBS, and its associated WBS dictionary, that can be changed only through formal change control procedures and is used as a basis for comparison.

具体工作：1. Project scope statement

2. WBS

3. WBS dictionary

**- Schedule baselines**

定义：A schedule baseline is the approved version of a schedule model that can be changed only through formal change control procedures and is used as a basis for comparison to actual results

具体工作：Bar charts, Milestone charts, Project schedule network diagrams

**- Cost baselines**

定义：The cost baseline is the approved version of the time-phased project budget, excluding any management reserves, which can only be changed through formal change control procedures and is used as a basis for comparison to actual results.

具体工作：time- phased view of the cost baseline （S-curve）

**Subsidiary plans**

**- Scope management plan**

定义： describes how the scope will be defined, developed, monitored, controlled, and validated.

具体工作：Process for preparing a project scope statement.

Process that enables the creation of the WBS（**Work Breakdown Structure**）

**- Requirements management plan**

定义：describes how requirements will be analyzed, documented, and managed.

具体工作：Requirements prioritization process;

Product metrics that will be used and the rationale for using them;

**- Schedule management plan**

定义：establishes the criteria and the activities for developing, monitoring, and controlling the schedule.

具体工作：

**- Cost management plan**

定义：describes how the project costs will be planned, structured, and controlled.

具体工作：Units of measure

Level of precision and accuracy

**- Quality management plan**

定义：identifying quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with relevant quality requirements

具体工作：

**- Process improvement plan(PPT上没有)**

定义：A structured solution for systematically optimizing work processes to enhance work efficiency or quality

具体工作：Diagnose existing problems → Implement optimization plans → Monitor effects and standardize

**- Human resource management plan**

定义：Human resource planning is used to determine and identify human resources with the necessary skills required for project success.

具体工作：describes Roles and responsibilities

Project organization charts

**- Communication management plan**

定义：ensure timely and appropriate planning, collection, creation, distribution,

storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.

具体工作：

**- Risk management plan**

定义：describes how risk management activities will be structured and performed.

具体工作：Defines the approaches

Defines the risk management team members

**- Procurement management plan**

定义：documenting project procurement decisions, specifying the approach and identifying potential sellers.

具体工作：evaluating potential sellers, risks

**- Stakeholder management plan**

定义：developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success.

具体工作：