

Q1: The Key to Overall Project Success

Answer:

- ▶ Good Project Integration Management
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Q2: **What should the project managers do?**

Answer:

- ▶ coordinate all of the other knowledge areas throughout a project's life cycle
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Q3: What difficulty do project managers face?

Answer:

- ▶ **Many new project managers have trouble looking at the “big picture” and want to focus on too many details**
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Q4: Project integration management

Answer:

- ▶ not the same thing as software integration
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Q5: **Project Integration Management Processes**

Answer:

1. Developing the project charter involves working with stakeholders to create the document that formally authorizes a project—the charter.
  2. Developing the project management plan involves coordinating all planning efforts to create a consistent, coherent document—the project management plan.
  3. Directing and managing project work involves carrying out the project management plan by performing the activities included in it.
  4. Monitoring and controlling project work involves overseeing activities to meet the performance objectives of the project
  5. Performing integrated change control involves identifying, evaluating, and managing changes throughout the project life cycle.
  6. Closing the project or phase involves finalizing all activities to formally close the project or phase.
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Q6: **Project Integration Management Summary**

Answer:

1. Initiating
2. Planning
3. Executing

4. Monitoring and Controlling
5. closing

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Q7: Initiating

Answer:

- ▶ Process: Develop project charter
- ▶ Output: Project charter

.....

Q8: Planning

Answer:

- ▶ Process: Develop project management plan
- ▶ Output: Project management plan

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Q9: Executing

Answer:

- ▶ Process: Direct and manage project work
- ▶ Outputs Deliverables, work performance data, change requests, project management plan updates, project documents updates

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Q10: Monitoring and Controlling

Answer:

- ▶ Process: Monitor and control project work
- ▶ Outputs: Change requests, project management plan updates, project documents updates
- ▶ Process: Perform integrated change control
- ▶ Outputs: Approved change requests, change log, project management plan updates, project documents updates

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Q11: **closing**

Answer:

- ▶ Process: Close project or phase
  - ▶ Outputs: Final product, service, or result transition: organizational process assets updates
- .....

**Q12: What does strategic planning involve?**

Answer:

1. determining long-term objectives
  2. predicting future trends
  3. projecting the need for new products and services
- .....

**Q13: what does Organizations often**

Answer:

- ▶ perform a SWOT analysis
- .....

**Q14: for what does Organizations often perform a SWOT**

Answer:

- ▶ analysis analyzing Strengths, Weaknesses, Opportunities, and Threats
- .....

**Q15: As part of strategic planning, organizations**

Answer:

1. identify potential projects
  2. use realistic methods to select which projects to work on
  3. formalize project initiation by issuing a project charter
- .....

**Q16: Information Technology Planning Stages**

Answer:

1. Information Technology Strategy Planning
  2. Business Area Analysis
  3. Project Planning
  4. Resource Allocation
- .....

**Q17: Results Produced Information Technology Strategy Planning**

Answer:

- ▶ Tie information technology strategy to mission and vision of organization. Identify key business areas

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Q18: Results Produced Business Area Analysis

Answer:

- ▶ Document key business processes that could benefit from information technology.

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Q19: **Project Planning**

Answer:

- ▶ Define potential projects. Define project scope, benefits, and constraints.

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Q20: Results Produced Resource Allocation

Answer:

- ▶ Select information technology projects. Assign resources.

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Q21:” A 2013 survey identified companies most admired for their ability to apply IT-related business capabilities for competitive advantage”

**Best practices of these companies include:**

Answer:

1. Customer-driven IT is essential
2. IT can enable branding and customer recruitment
3. Keep improving

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Q22: **Methods for Selecting Projects**

Answer:

1. focusing on broad organizational needs
2. categorizing information technology projects
3. performing net present value or other financial analyses
4. using a weighted scoring model
5. implementing a balanced scorecard

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Q23: **Three important criteria for projects:**

Answer:

1. There is a need for the project
  2. There are funds available
  3. There’s a strong will to make the project succeed.
- .....

#### Q24: Categorizing IT Projects

Answer:

1. One categorization is whether the project addresses
  - a. a problem
  - b. an opportunity
  - c. a directive
2. categorization is how long it will take to do and when it is needed
3. is the overall priority of the project

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#### Q25: Three primary methods for determining the projected financial

Answer:

1. Net present value (NPV) analysis
2. Return on investment (ROI)
3. Payback analysis

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#### Q26: Net present value (NPV) analysis

Answer:

is a method of calculating the expected net monetary gain or loss from a project by discounting all expected future cash inflows and outflows to the present point in time

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#### Q27: Note Net Present Value Analysis

Answer:

- ▶ Projects with a positive NPV should be considered if financial value is a key criterion
- ▶ The higher the NPV, the better

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#### Q28: npv extraction law

Answer:

$$NPV_{XYZ} = \frac{Z_1}{1+r} + \frac{Z_2}{(1+r)^2} - X_0$$

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Q29: Return on investment (ROI) is

Answer:

- ▶ calculated by subtracting the project costs from the benefits and then dividing by the costs
- .....

Q30: Return on investment (ROI) is

Answer:

- ▶  $ROI = (\text{total discounted benefits} - \text{total discounted costs}) / \text{discounted costs}$
- .....

Q31: Note Return on investment

Answer:

- ▶ The higher the ROI, the better
  - ▶ Many organizations have a required rate of return or minimum acceptable rate of return on investment for projects
- .....

Q32: **Internal rate of return** (IRR) can be calculated

Answer:

- ▶ by finding the discount rate that makes the NPV equal to zero
- .....

Q33: Another important financial consideration is

Answer:

- ▶ payback analysis
- .....

Q34: **The payback period**

Answer:

- ▶ is the amount of time it will take to recoup, in the form of net cash inflows, the total dollars invested in a project
- .....

Q35: when Payback occurs?

Answer:

- ▶ when the net cumulative discounted benefits equals the costs

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Q36: How long is the payment period organizations want for IT projects?

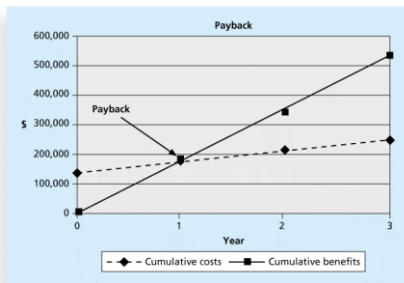
Answer:

- ▶ Many organizations want IT projects to have a fairly short payback period

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Q37: **Charting the Payback Period**

Answer:



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Q38: A weighted scoring model

Answer:

- ▶ is a tool that provides a systematic process for selecting projects based on many criteria

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Q39: Project selection criteria

Answer:

1. Identify criteria important to the project selection process
  2. Assign weights (percentages) to each criterion so they add up to 100%
  3. Assign scores to each criterion for each project
  4. Multiply the scores by the weights and get the total weighted scores
- The higher the weighted score, the better

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Q40: A balanced scorecard

Answer:

- ▶ is a methodology that converts an organization's value drivers, such as customer service, innovation, operational efficiency, and financial performance, to a series of defined metrics
- .....

Q41: A project charter

Answer:

- ▶ is a document that formally recognizes the existence of a project and provides direction on the project's objectives and management
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Q42: Note Developing a Project Charter

Answer:

- ▶ Key project stakeholders should sign a project charter to acknowledge agreement on the need and intent of the project; a signed charter is a key output of project integration management
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Q43: Inputs for Developing a Project Charter

Answer:

1. A project statement of work
  2. A business case
  3. Agreements
  4. Enterprise environmental factors
  5. Organizational process assets
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Q44: what include Organizational process assets

Answer:

- ▶ include formal and informal plans, policies, procedures, guidelines, information systems, financial systems, management systems, lessons learned, and historical information
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Q45: A project management plan

Answer:

- ▶ is a document used to coordinate all project planning documents and help guide a project's execution and control
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Q46: Note Developing a Project Management Plan

Answer:

- ▶ Plans created in the other knowledge areas are subsidiary parts of the overall project management plan



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Q47: Common Elements of a Project Management Plan

Answer:

1. Introduction or overview of the project
  2. Description of how the project is organized
  3. Management and technical processes used on the project
  4. Work to be done, schedule, and budget information
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Q48: Directing and Managing Project Work

Answer:

- ▶ Involves managing and performing the work described in the project management plan
  - ▶ The majority of time and money is usually spent on execution
  - ▶ The application area of the project directly affects project execution because the products of the project are produced during execution
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Q49: Coordinating Planning and Execution

Answer:

- ▶ Project planning and execution are intertwined and inseparable activities
  - ▶ Those who will do the work should help to plan the work
  - ▶ Project managers must solicit input from the team to develop realistic plans
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Q50: Providing Leadership and a Supportive Culture

Answer:

1. Project managers must lead by example to demonstrate the importance of creating and then following good project plans
  2. Organizational culture can help project
  3. Project managers may still need to break the rules
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Q51: how Organizational culture can help project

Answer:

execution by:

1. providing guidelines and templates
2. tracking performance based on plans

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Q52: why Project managers may still need to break the rules

Answer:

- ▶ to meet project goals, and senior managers must support those actions

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Q53: **What is required of the project manager to do on small projects**

Answer:

- ▶ the project manager may be required to perform some of the technical work or mentor team members to complete the projects

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Q54: **What is required of the project manager to do on large projects**

Answer:

- ▶ the project manager must understand the business and application area of the project

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Q55: **Note Capitalizing on Product, Business, and Application Area Knowledge**

Answer:

- ▶ it is often helpful for IT project managers to have prior technical experience

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Q56: Project Execution Tools and Techniques

Answer:

1. Expert judgment
2. Meetings
3. Project management information systems

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Q57: Expert judgment

Answer:

- ▶ Experts can help project managers and their teams make many decisions related to project execution

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Q58: **Meetings**

Answer:

- ▶ Meetings allow people to develop relationships, pick up on important body language or tone of voice, and have a dialogue to help resolve problems.
- .....

Q59: Project management information systems

Answer:

- ▶ There are hundreds of project management software products available on the market today, and many organizations are moving toward powerful enterprise project management systems that are accessible via the Internet
- .....

Q60: **Monitoring and Controlling Project Work**

Answer:

1. Changes are inevitable on most projects, so it's important to develop and follow a process to monitor and control changes
  2. Monitoring project work includes collecting, measuring, and disseminating performance information
  3. A baseline
- .....

Q61: A baseline

Answer:

- ▶ is the approved project management plan plus approved changes
- .....

Q62: Three main objectives to Performing Integrated Change Control

Answer:

1. Influencing the factors that create changes to ensure that changes are beneficial
  2. Determining that a change has occurred
  3. Managing actual changes as they occur
- .....

Q63: **Change Control on Information Technology Projects**

Answer:

1. Former view
  2. Problem
  3. Modern view
  4. Solution
- .....

Q64: Former view

Answer:

- ▶ The project team should strive to do exactly what was planned on time and within budget

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**Q65: Problem**

Answer:

- ▶ Stakeholders rarely agreed up-front on the project scope, and time and cost estimates were inaccurate
- .....

**Q66: Modern view**

Answer:

- ▶ Project management is a process of constant communication and negotiation
- .....

**Q67: Solution**

Answer:

- ▶ Changes are often beneficial, and the project team should plan for them
- .....

**Q68: A change control system**

Answer:

- ▶ is a formal, documented process that describes when and how official project documents and work may be changed
- .....

**Q69: what is describes Change Control System**

Answer:

- ▶ Describes who is authorized to make changes and how to make them
- .....

**Q70: change control board**

Answer:

- ▶ is a formal group of people responsible for approving or rejecting changes on a project
- .....

**Q71: What does ccbs provide?**

Answer:

- ▶ CCBs provide guidelines for preparing change requests, evaluate change requests, and manage the implementation of approved changes
- .....

**Q72: what is includes Change Control Board (CCB)**

Answer:

- ▶ Includes stakeholders from the entire organization
- .....

**Q73: Why it may take so long to make changes**

Answer:

- ▶ Because Some CCBs only meet occasionally.

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**Q74: Some organizations have policies in place for time-sensitive changes**

Answer:

- ▶ “48-hour policy” allows project team members to make decisions, then they have 48 hours to reverse the decision pending senior management approval
- ▶ Delegate changes to the lowest level possible, but keep everyone informed of changes

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**Q75: Global Issues**

Answer:

- ▶ Rapid changes in technology, such as the increased use of mobile roaming for communications, often cause governments around the world to take action.
- ▶ Incompatible hardware, software, and networks can make communications difficult in some regions, and a lack of competition can cause prices to soar.
- ▶ Fortunately, a group called the Organisation for Economic Co-operation and Development (OECD) promotes policies that will improve the economic and social well-being of people around the world.
- ▶ In February 2012, the OECD called upon its members’ governments to boost competition in international mobile roaming markets.
- ▶ By the end of 2013, wireless broadband penetration grew to 72.4% in the OECD area

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**Q76: what does Configuration management ensures**

Answer:

- ▶ that the descriptions of the project’s products are correct and complete
- ▶ Involves identifying and controlling the functional and physical design characteristics of products and their support documentation

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**Q77: What do configuration management specialists do?**

Answer:

1. specialists identify and document configuration requirements
2. control changes
3. record and report changes
4. audit the products to verify conformance to requirements

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**Q78: To close a project or phase, you must**

Answer:

- ▶ finalize all activities and transfer the completed or cancelled work to the appropriate people

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**Q79: Main outputs include**

Answer:

1. Final product, service, or result transition
2. Organizational process asset updates

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**Q80: Several types of software can be used to assist in project integration management**

Answer:

- ▶ Documents can be created with word processing software
  - ▶ Presentations are created with presentation software
  - ▶ Tracking can be done with spreadsheets or databases
  - ▶ Communication software can facilitate communications
  - ▶ Project management software can pull everything together and show detailed and summarized information
- .....