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2019

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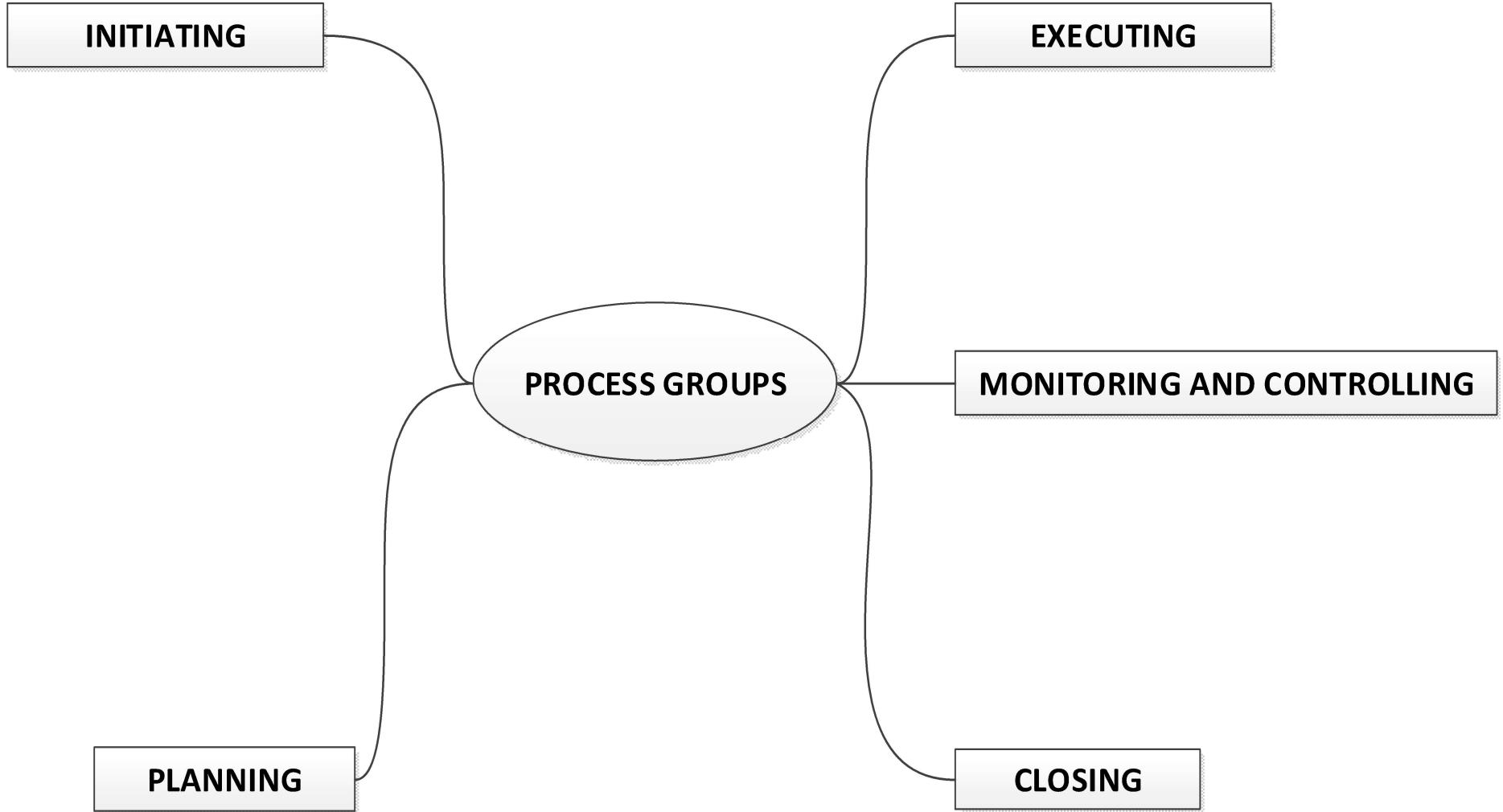
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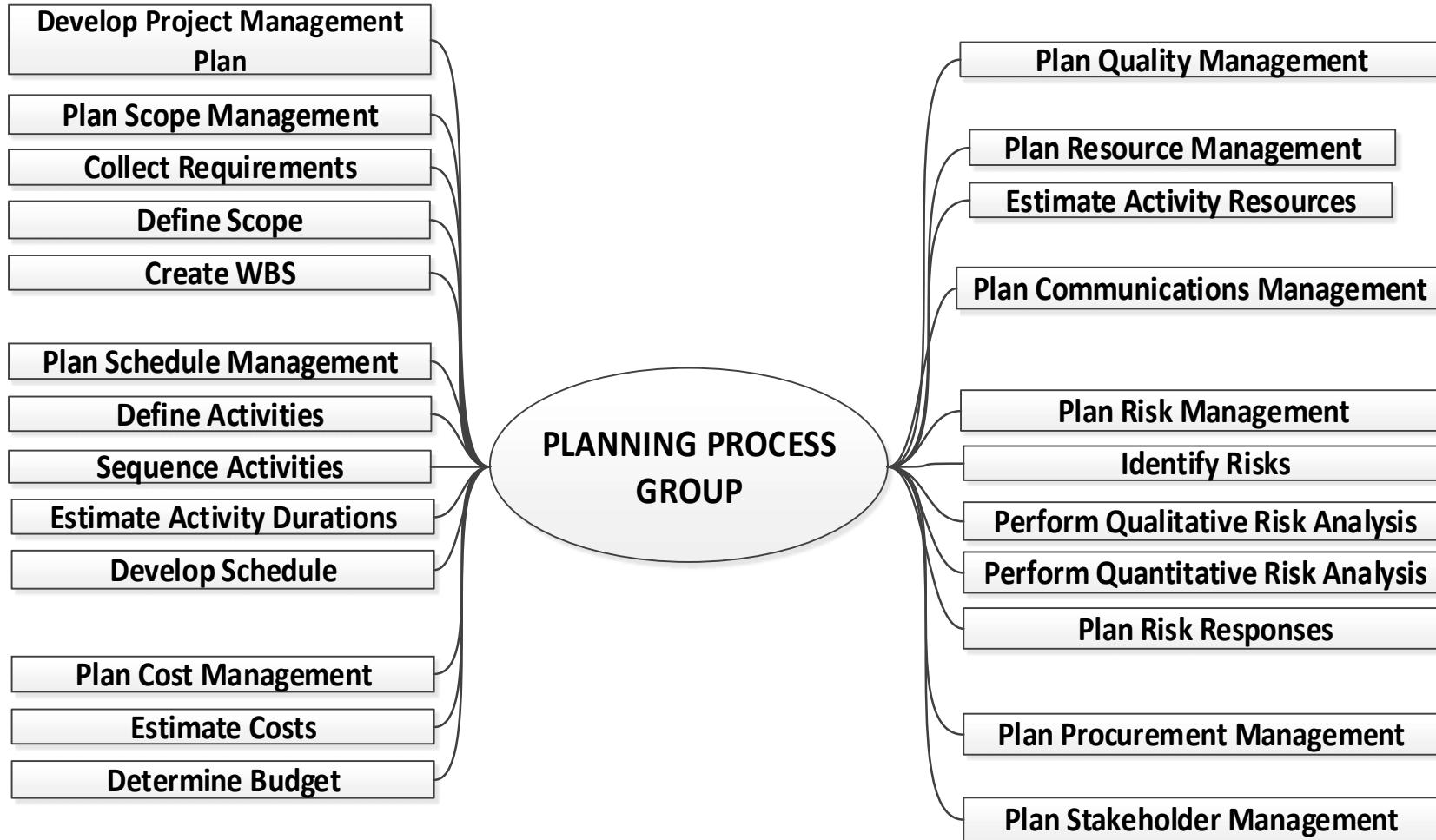
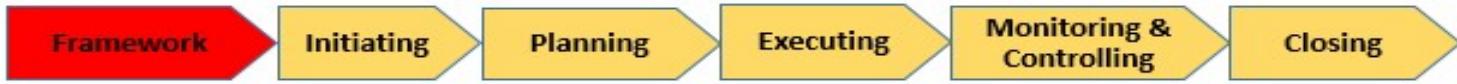
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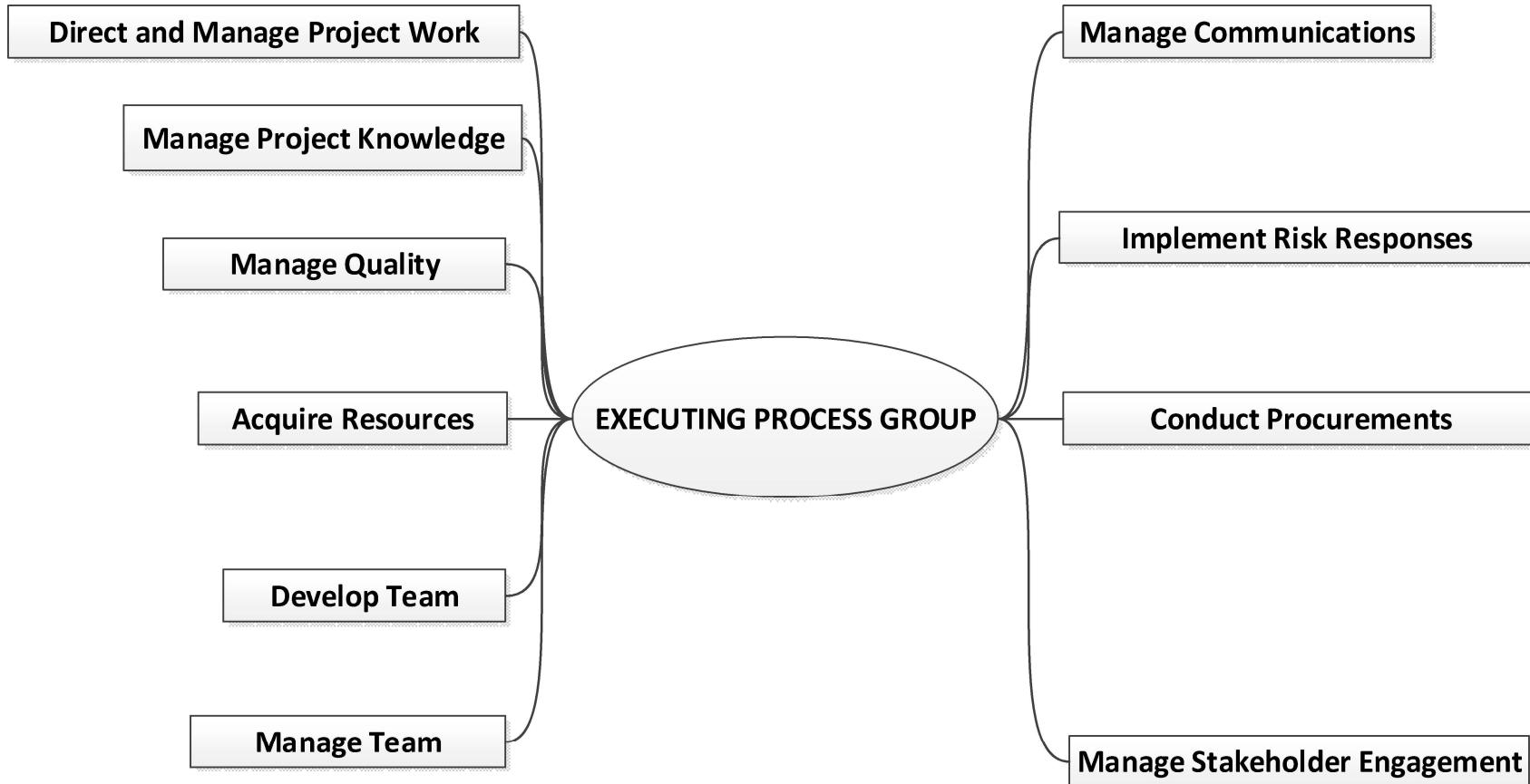
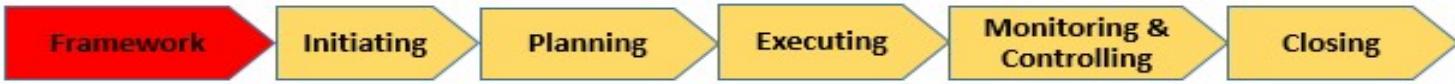
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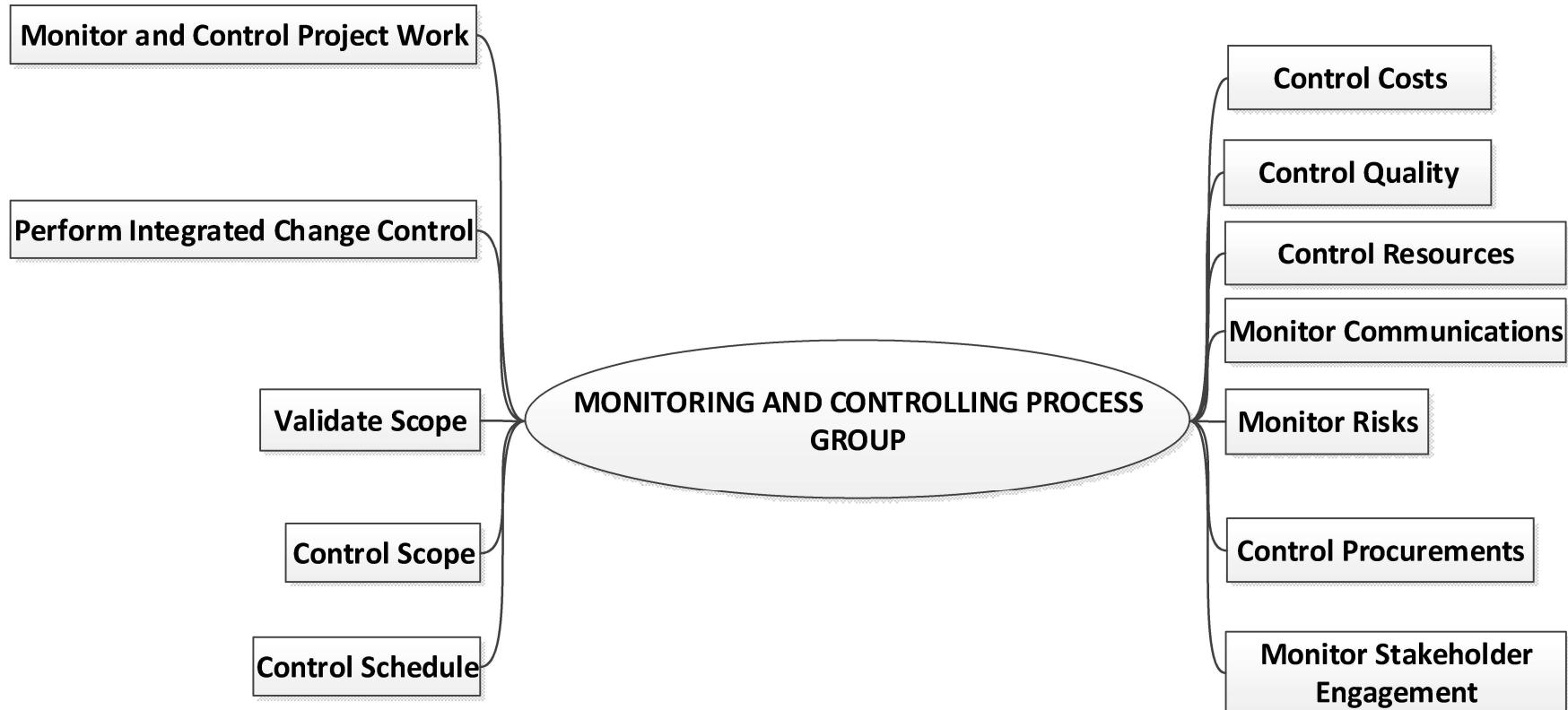
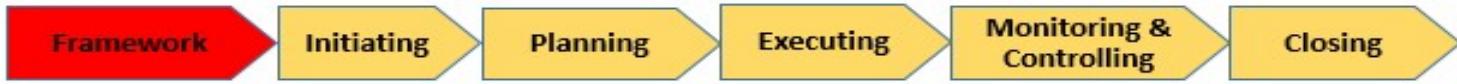
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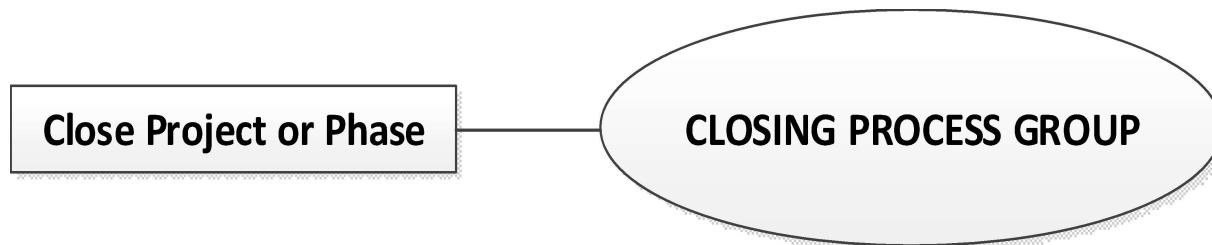
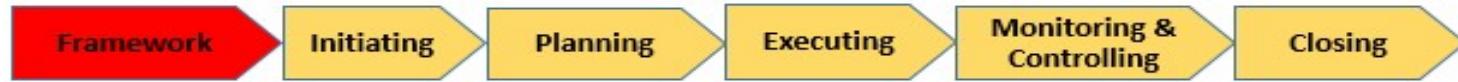


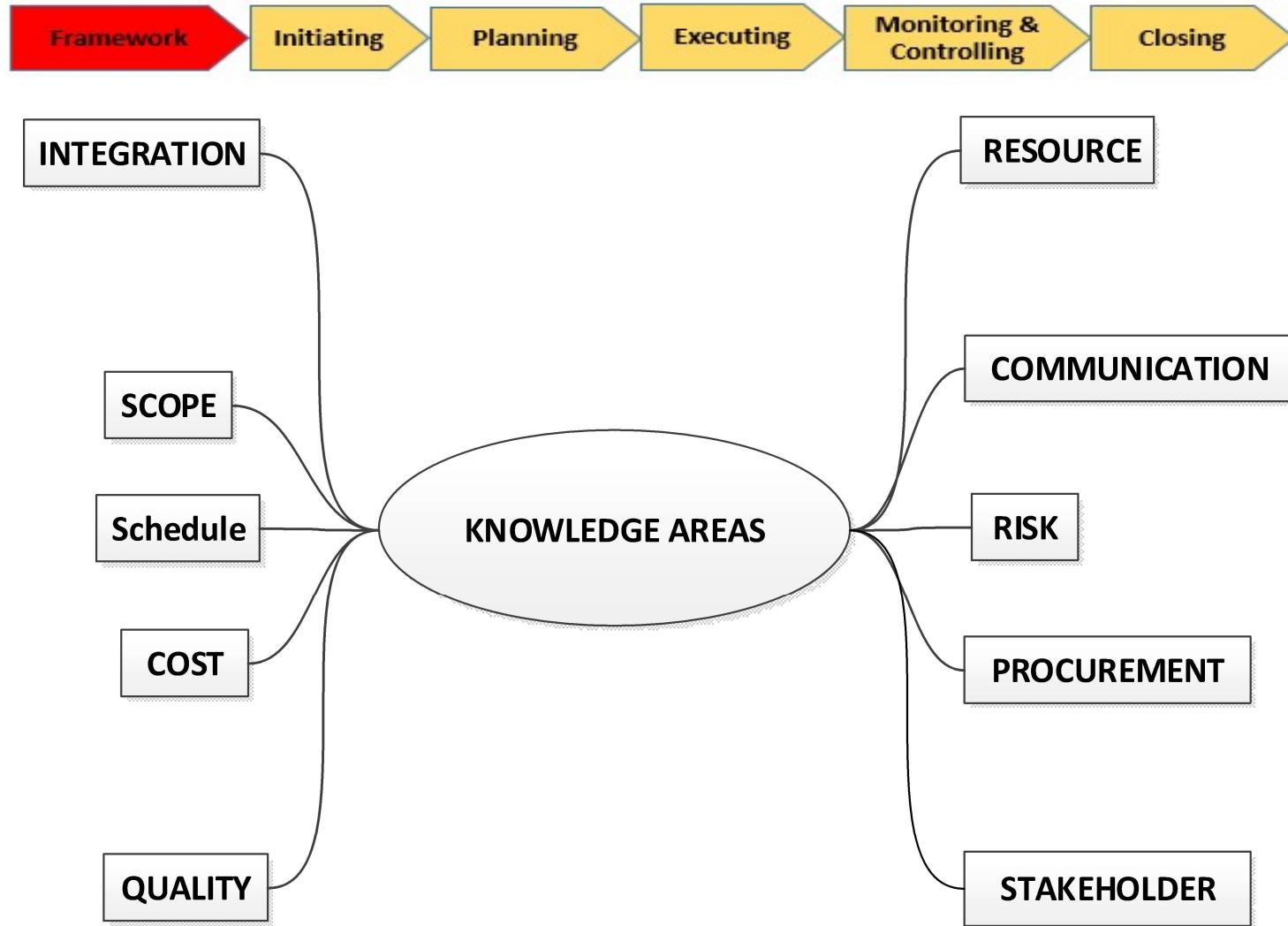


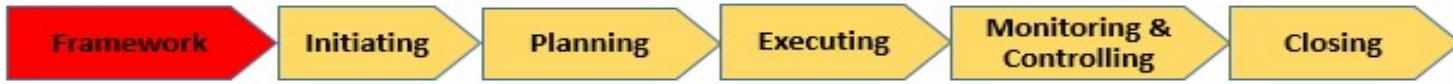












Teams structured around departments e.g Accounting, Procurement, Sales

Projects are done within departments

Usually VP or Department head is incharge of project

Promotes specialization

Career development in specialist areas

Project manager has very little or no authority

Project decisions are taken by the FM

Projects don't get priority

Loyalty towards operational work

Project manager and project staff is part time

Lack of good project management practice

Project manager does a lot of administrative work

Communication is complex and follows a hierarchy

PM must have a good communication, interpersonal and influencing skills

Organization is structured around projects

Eg. Consulting companies, Architects, Constructors, IT Consulting

Project manager is powerful

Functional manager has very little or no power

Full time project manager and project staff

Usually team members are co-located

Project manager controls resources and budgets

No or minimal contention for resources

Better communication than Functional

Loyalty to the project

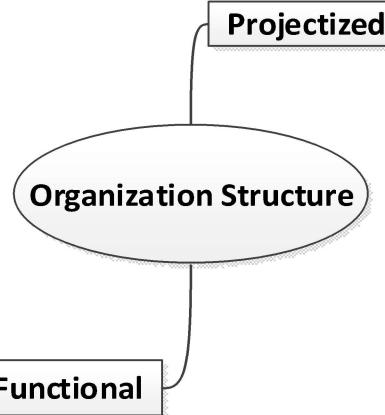
No where to go when the project is complete

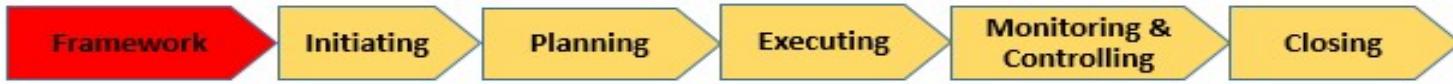
Team members are released when the project is over

Redundant functions are facilities

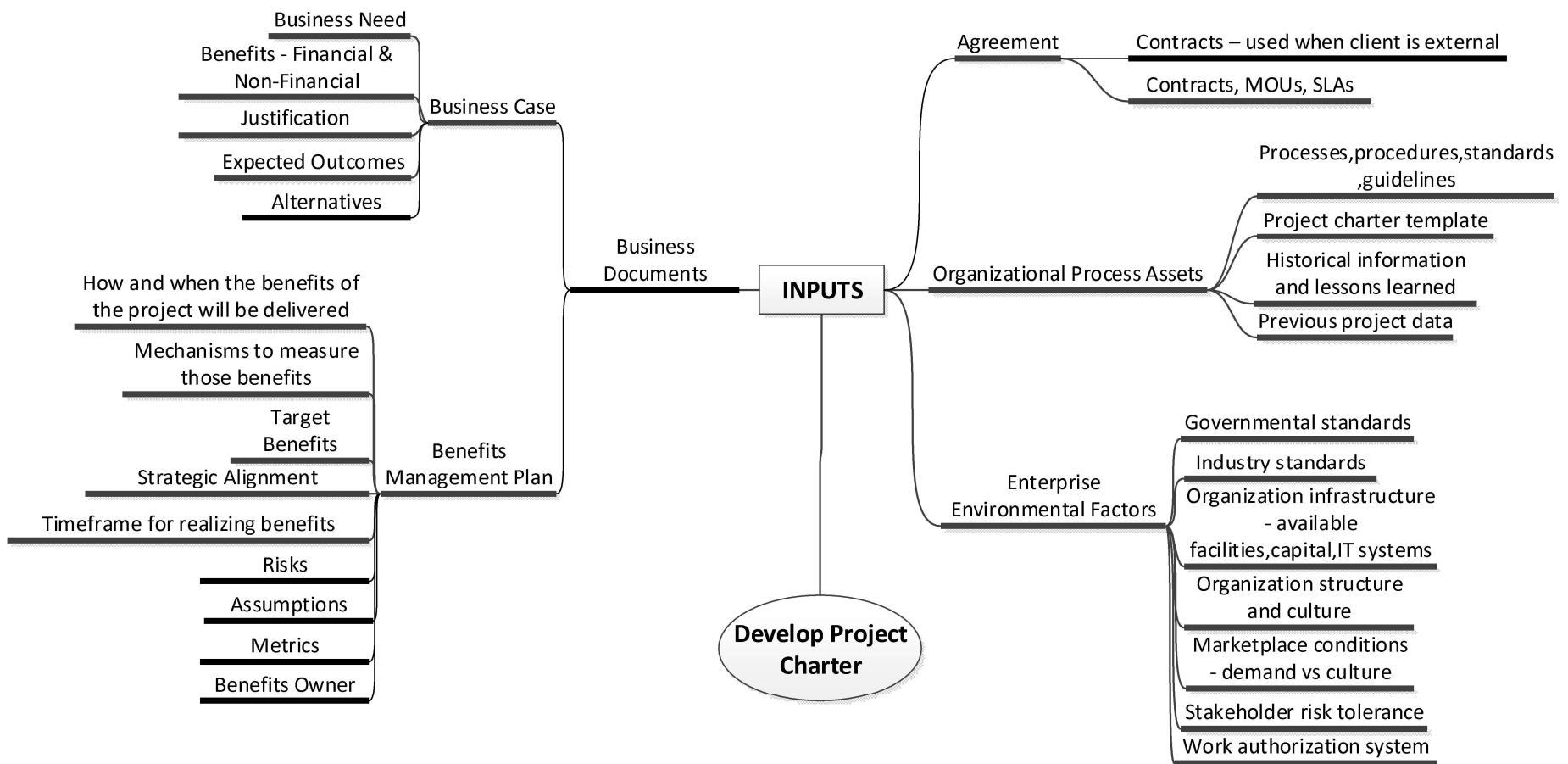
Inefficient resource utilization

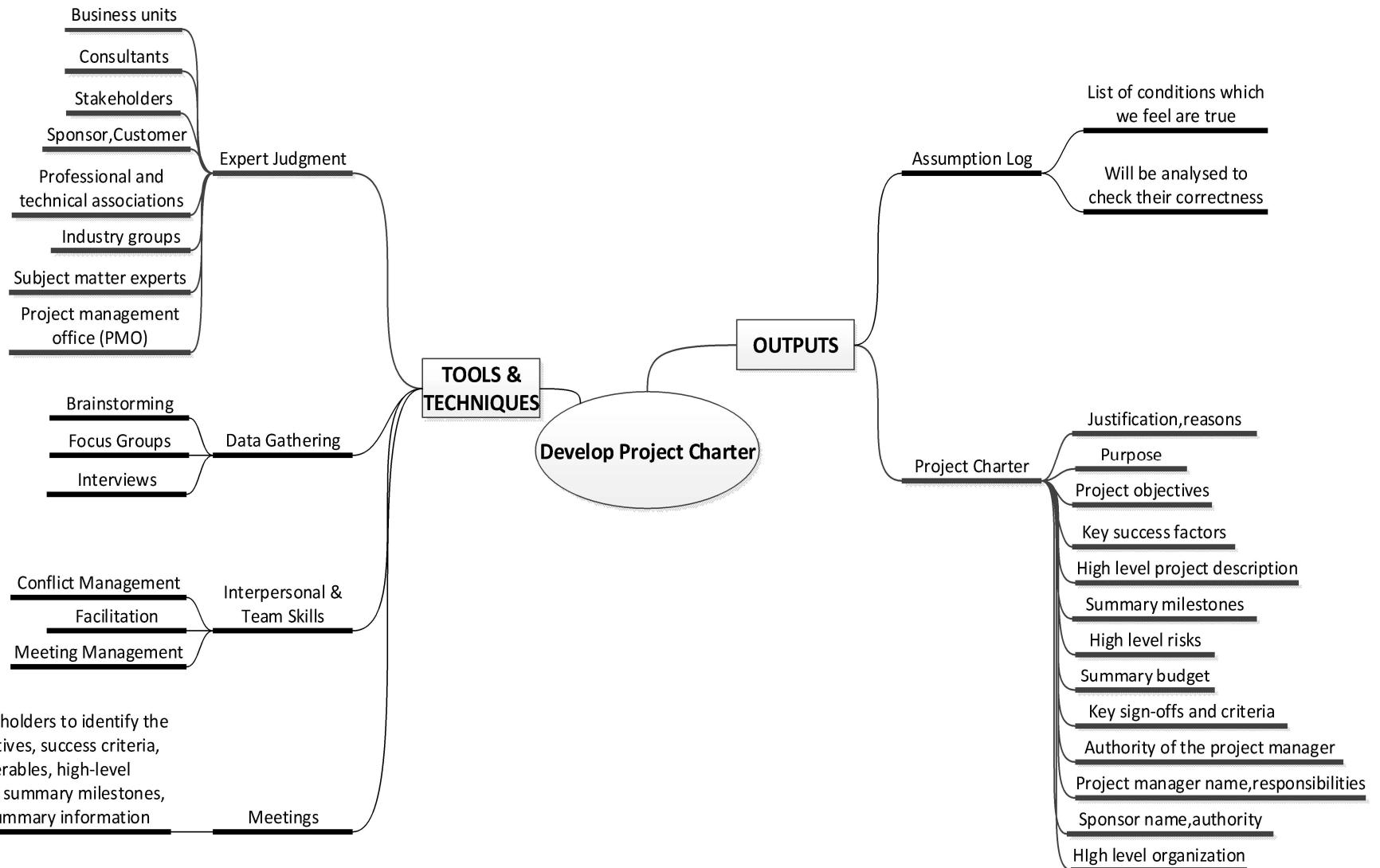
Staff lack specialization and have no definite career path



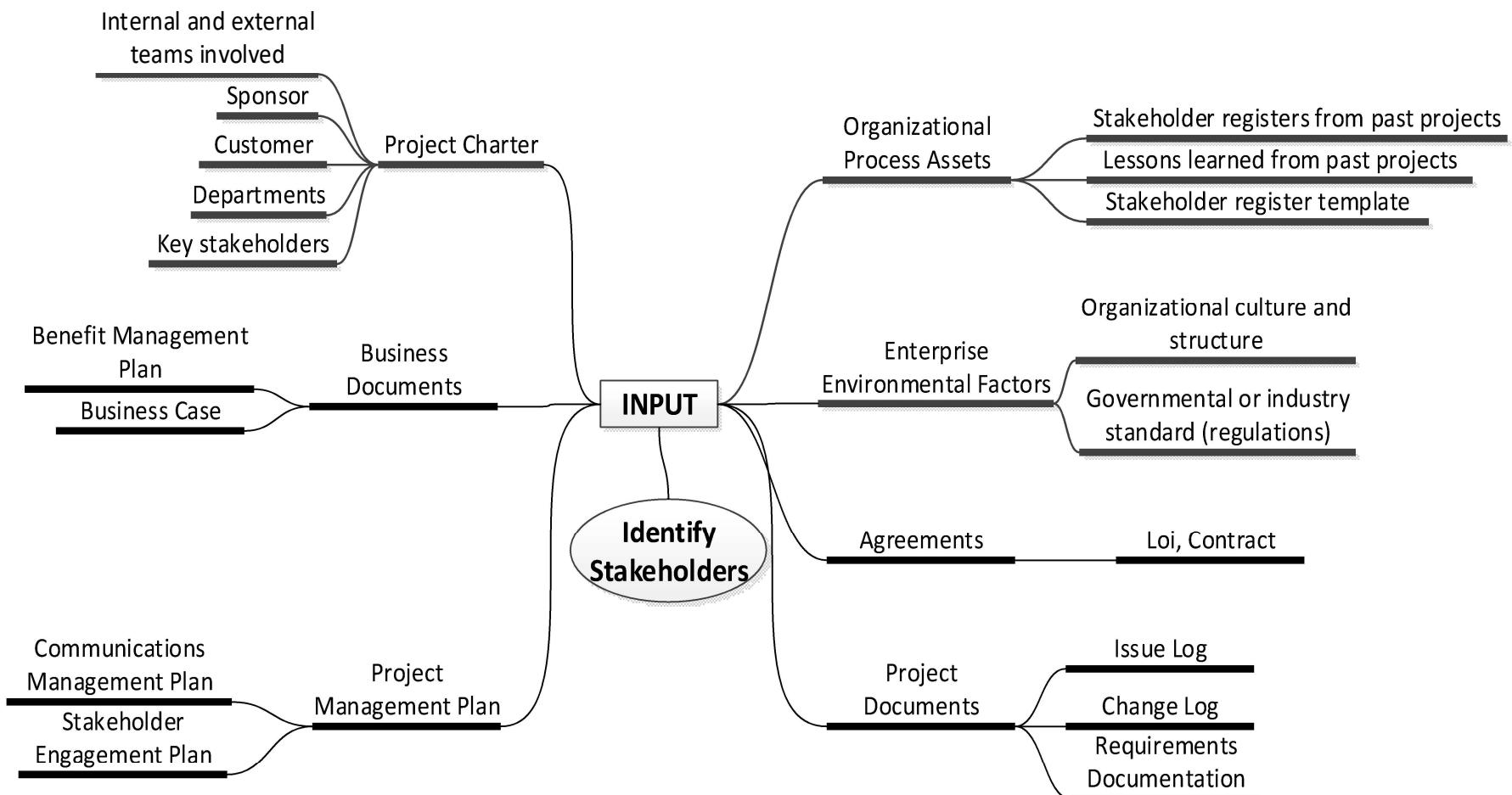


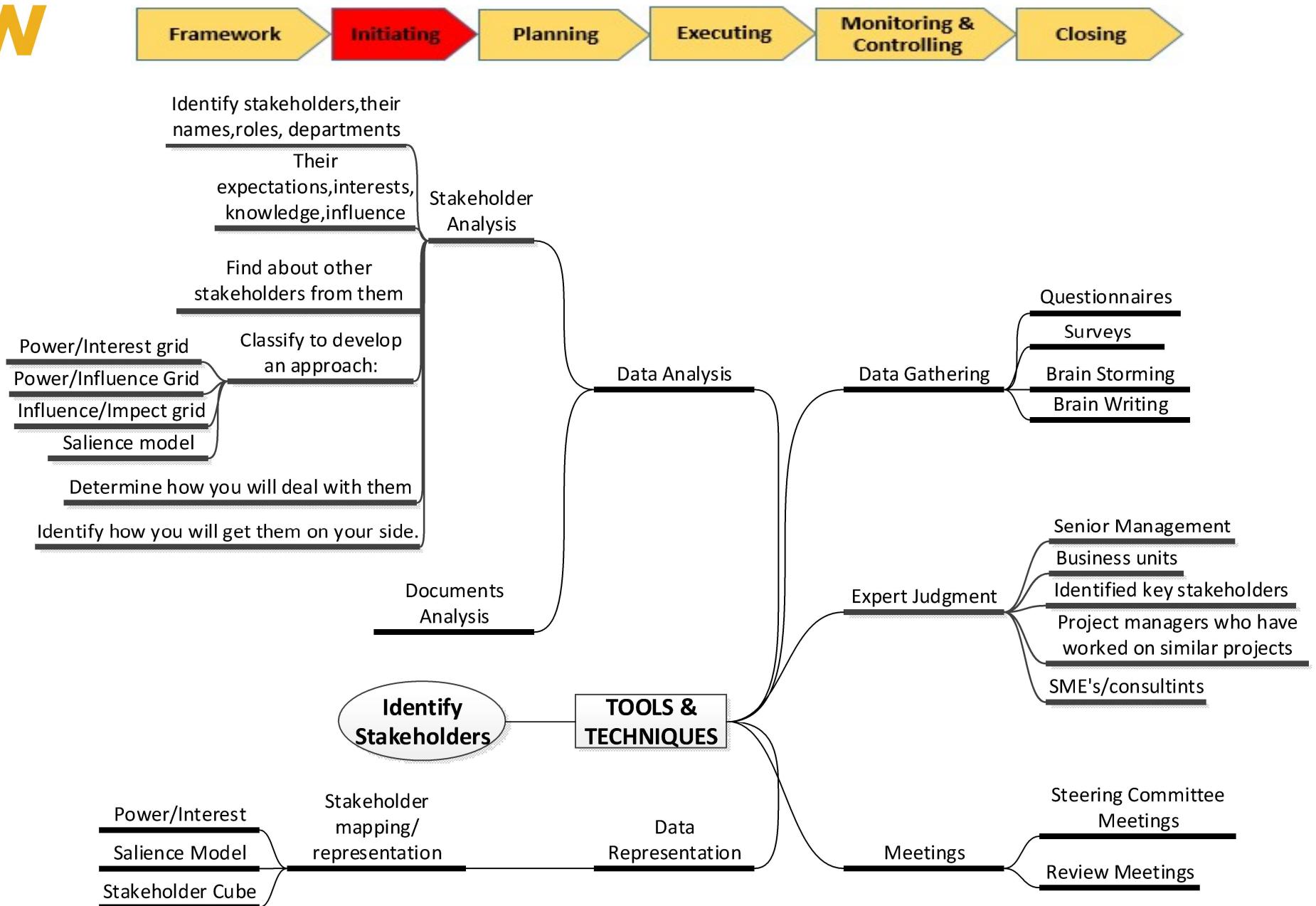


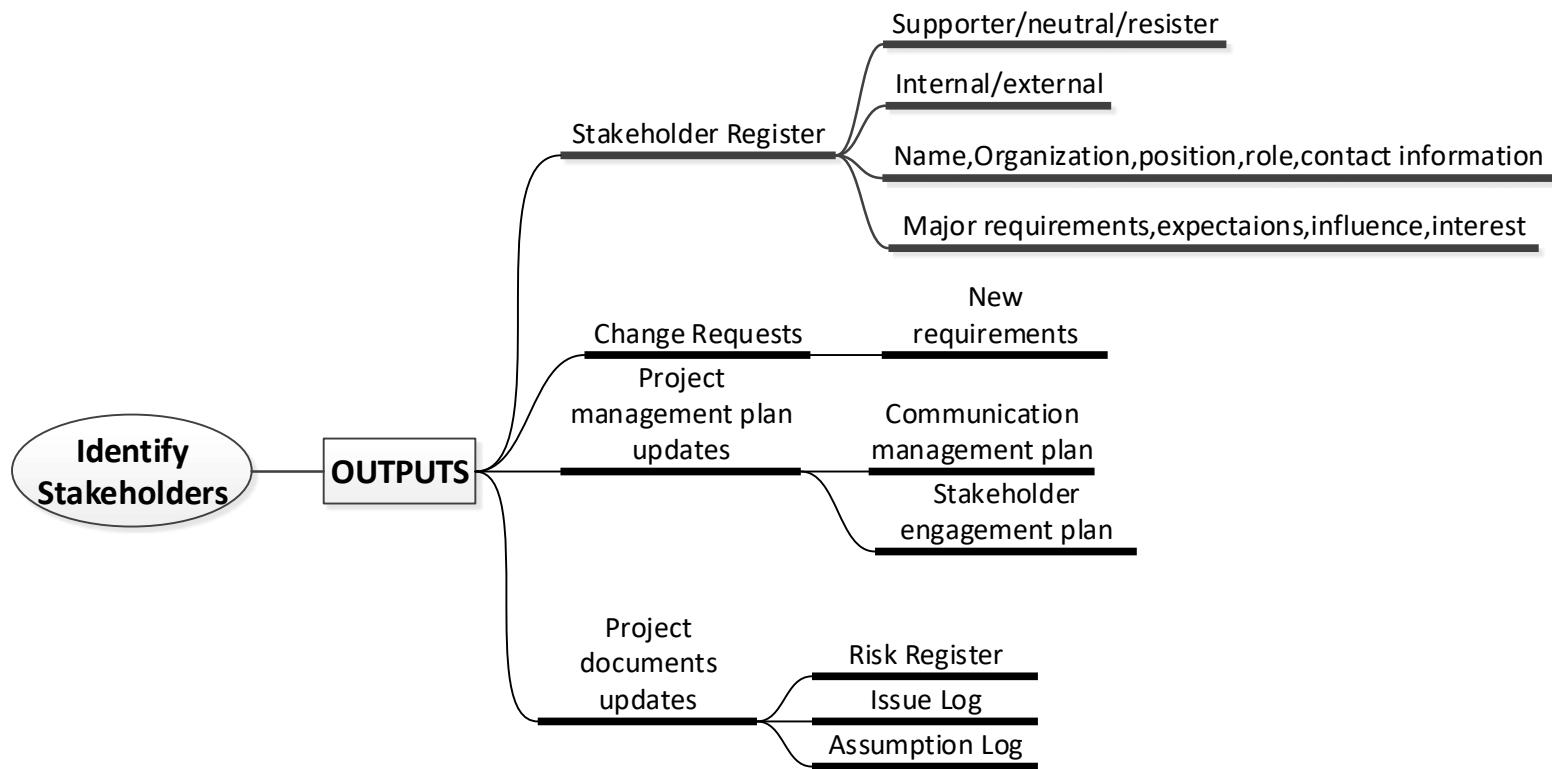


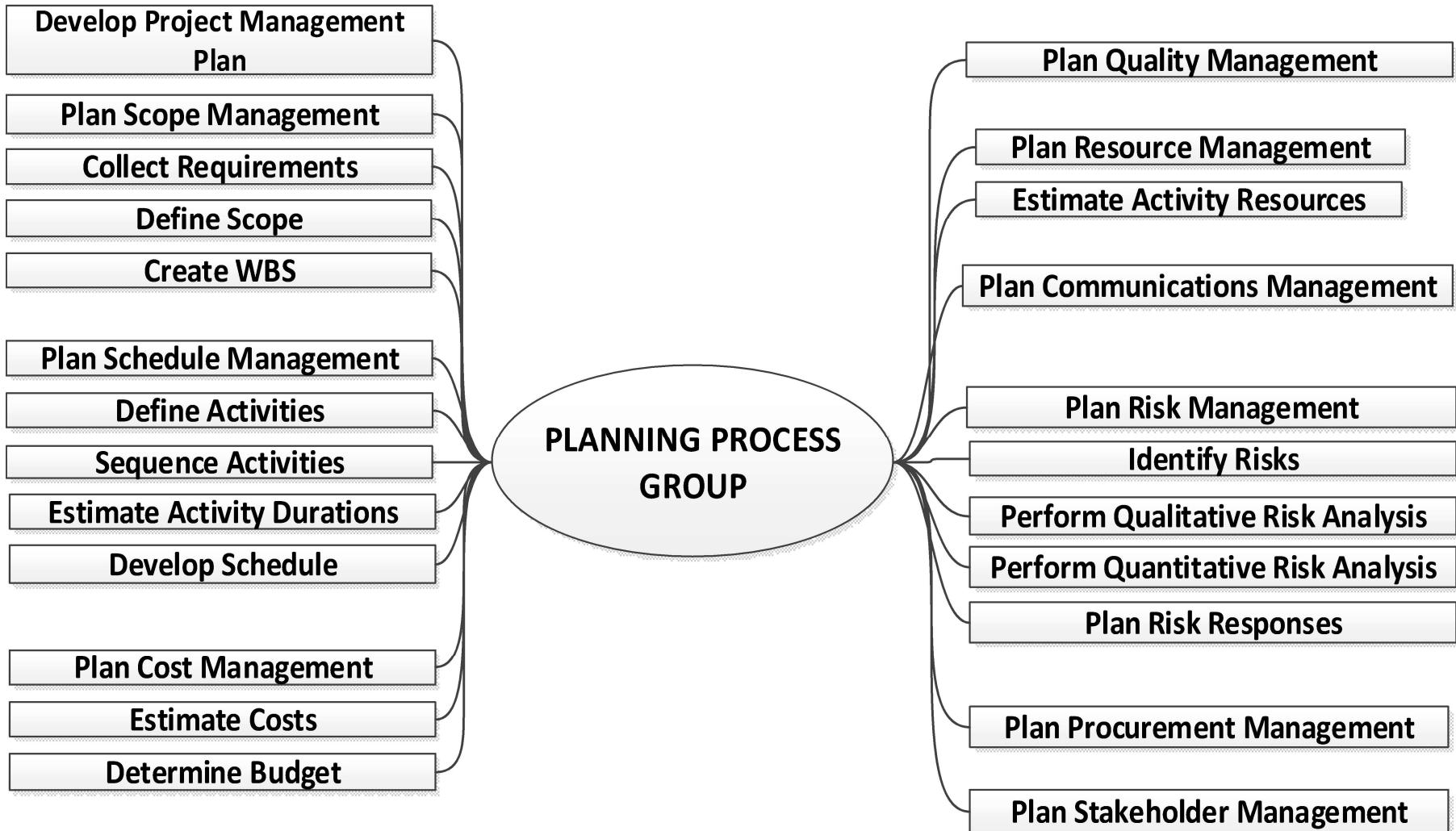


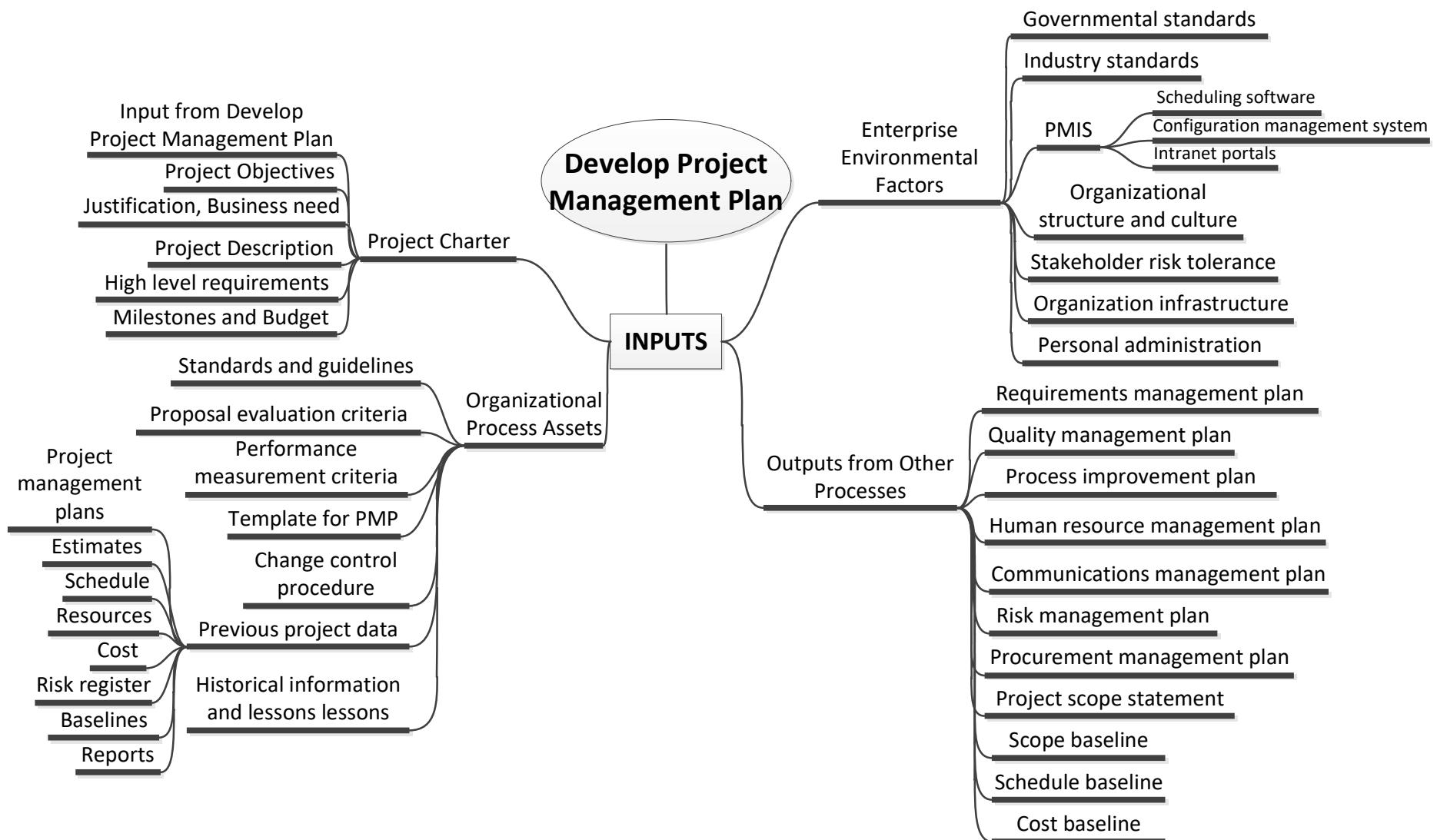
With key stakeholders to identify the project objectives, success criteria, key deliverables, high-level requirements, summary milestones, and other summary information

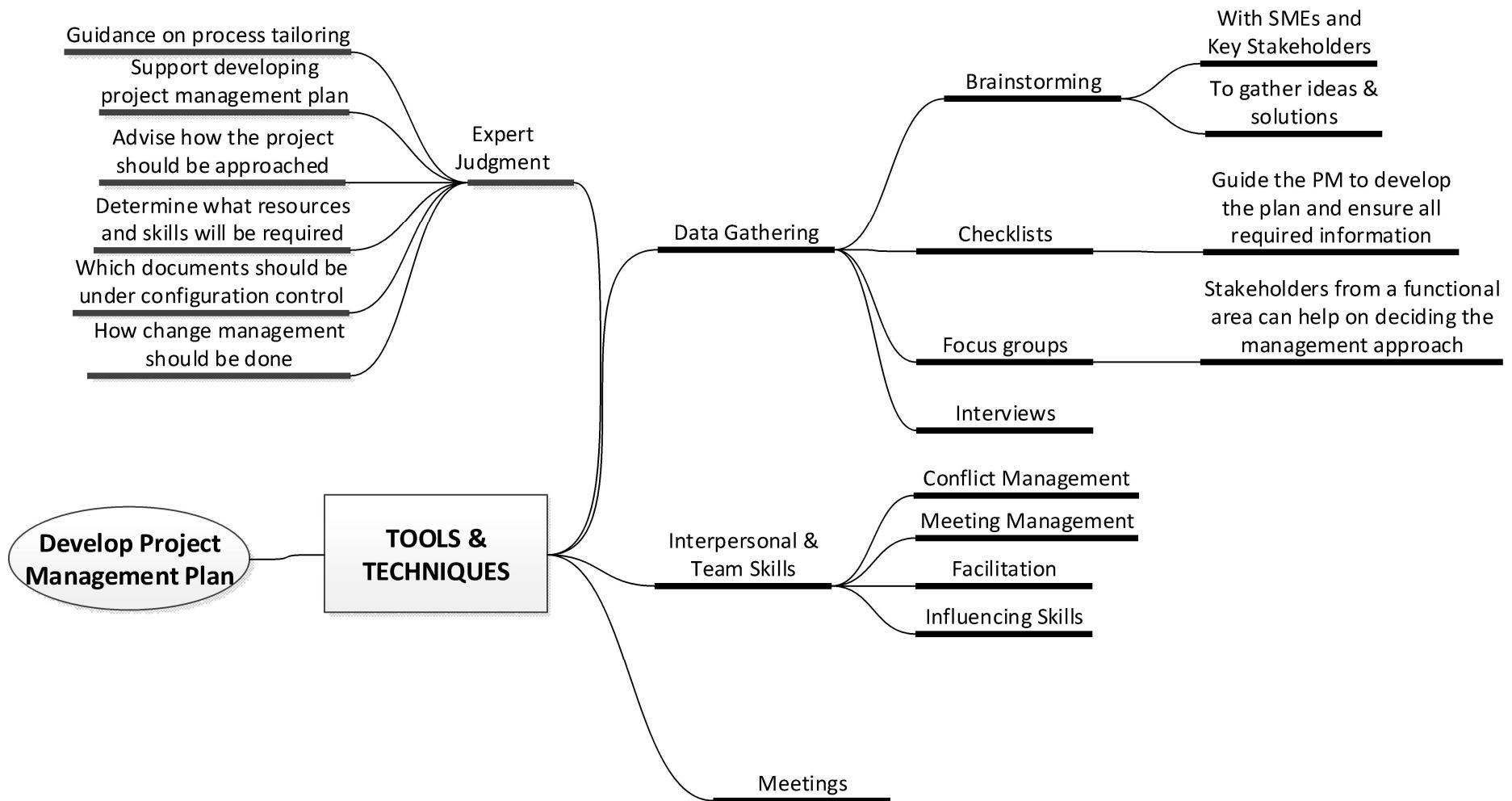


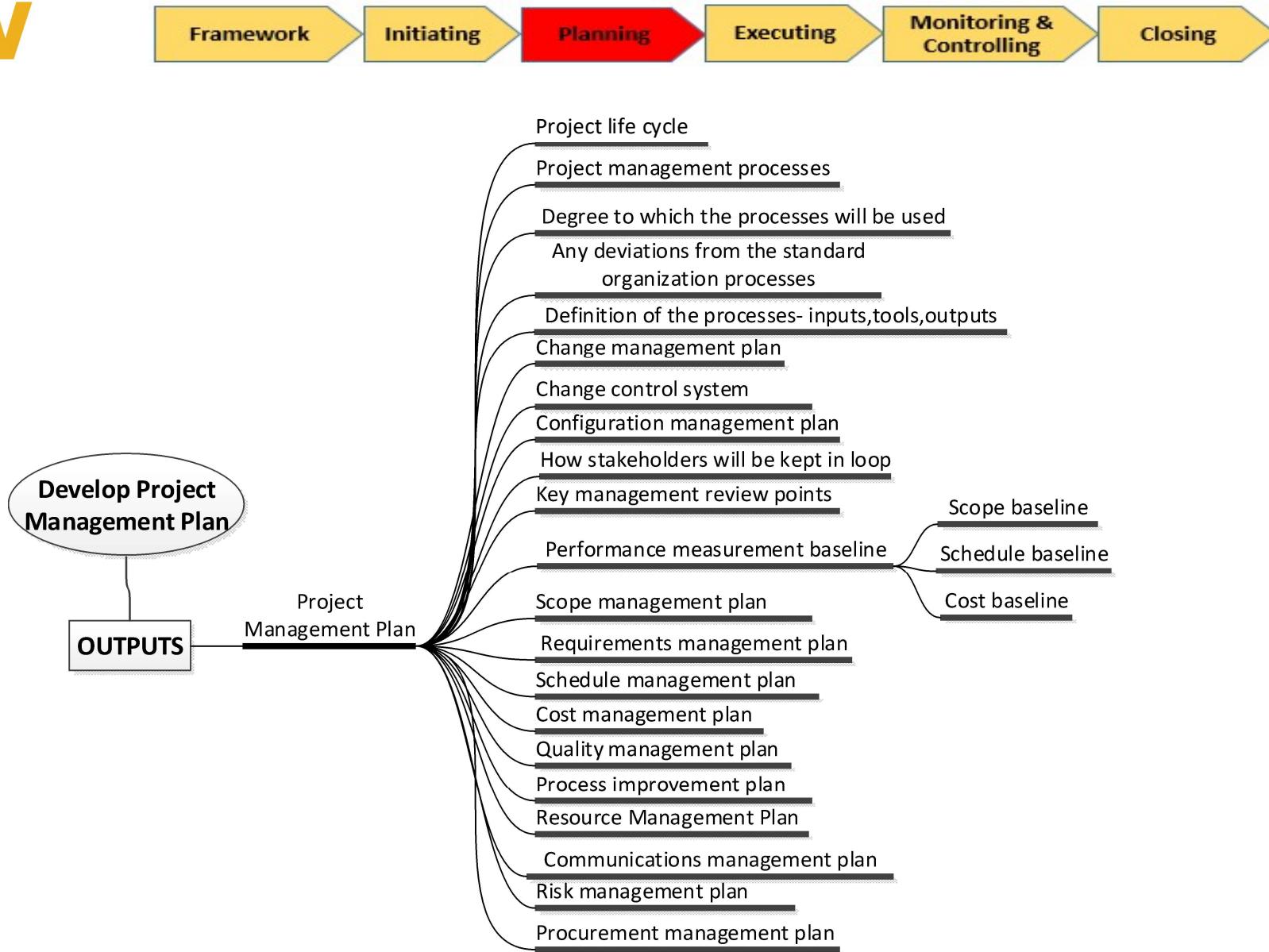


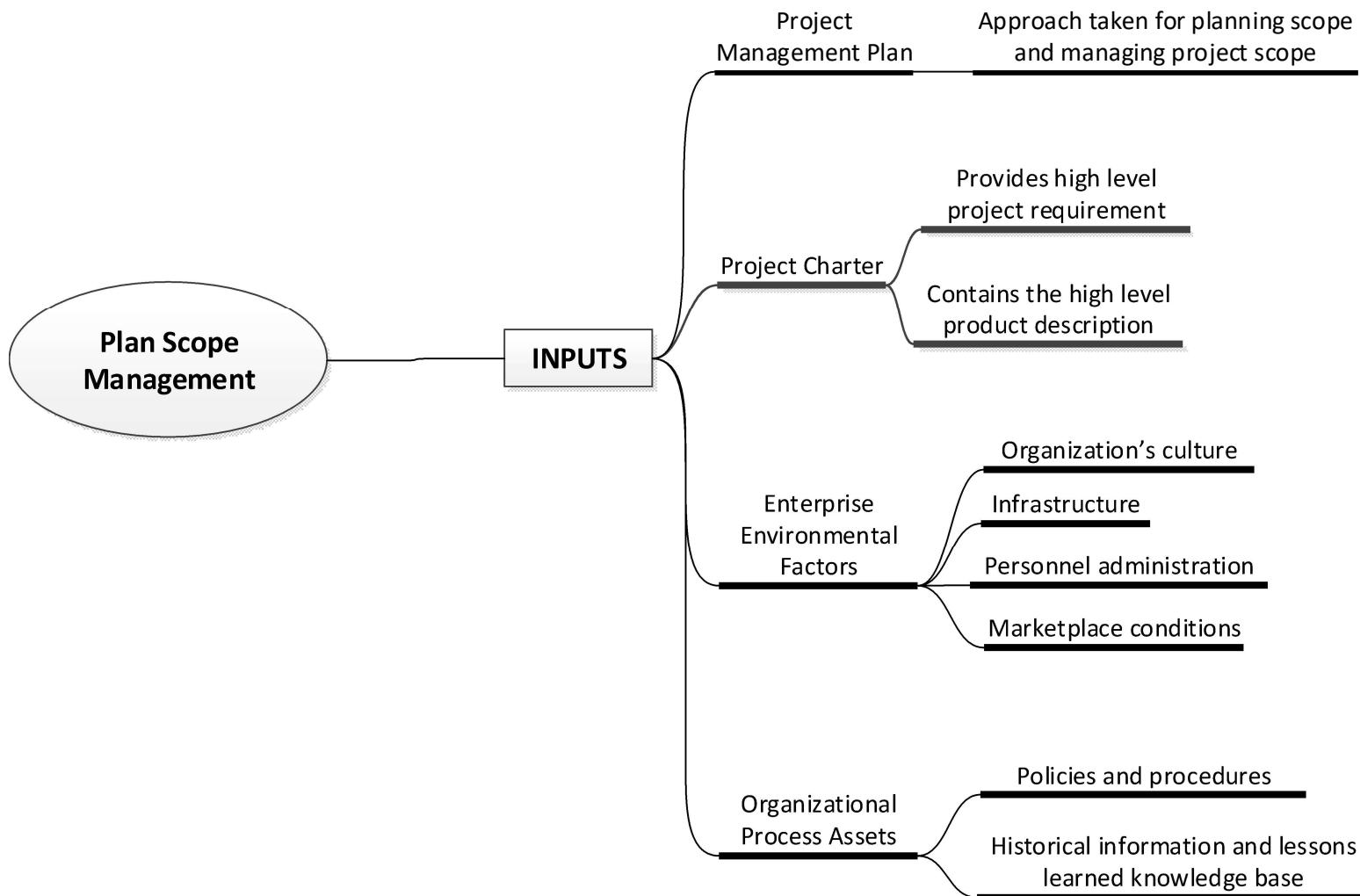


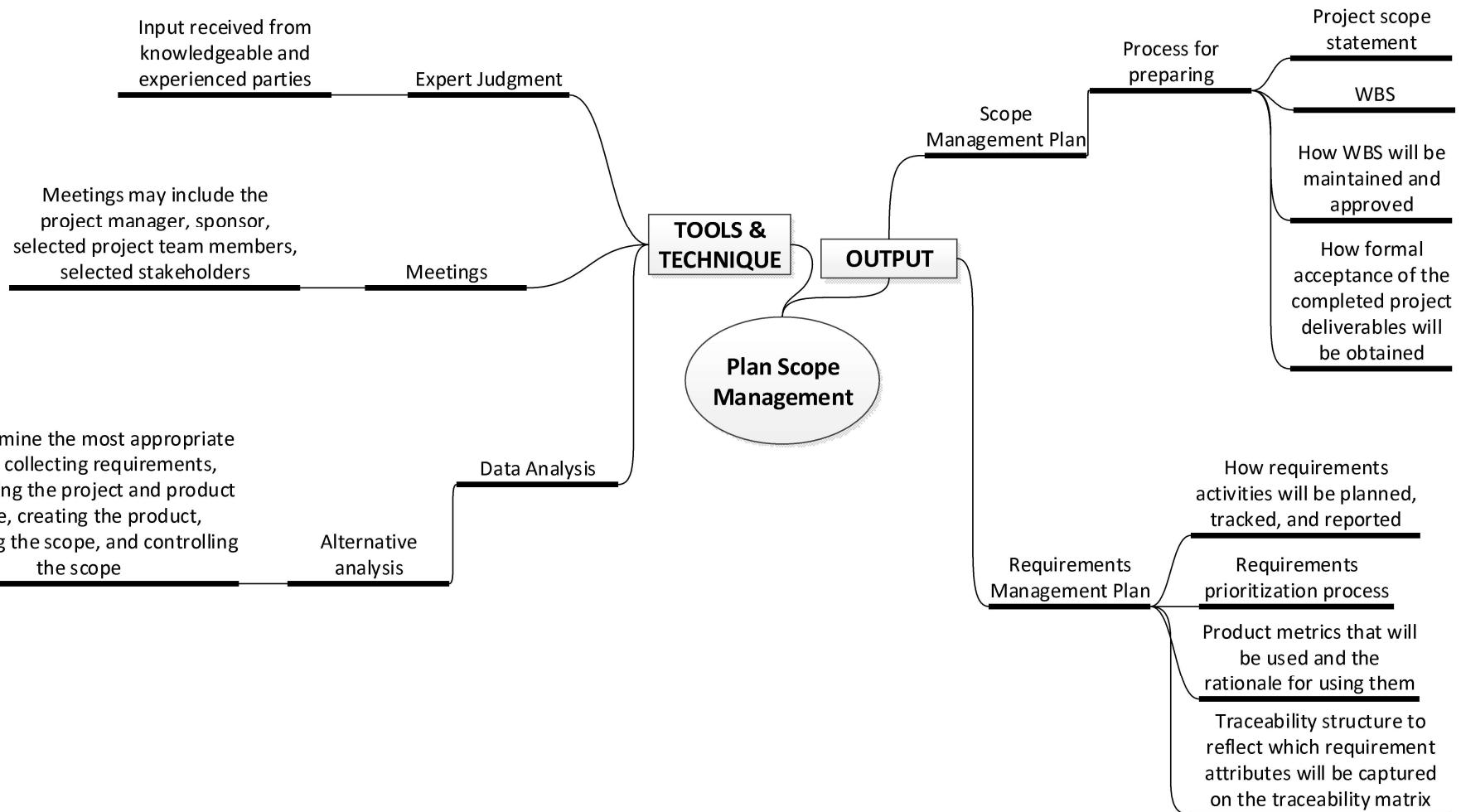


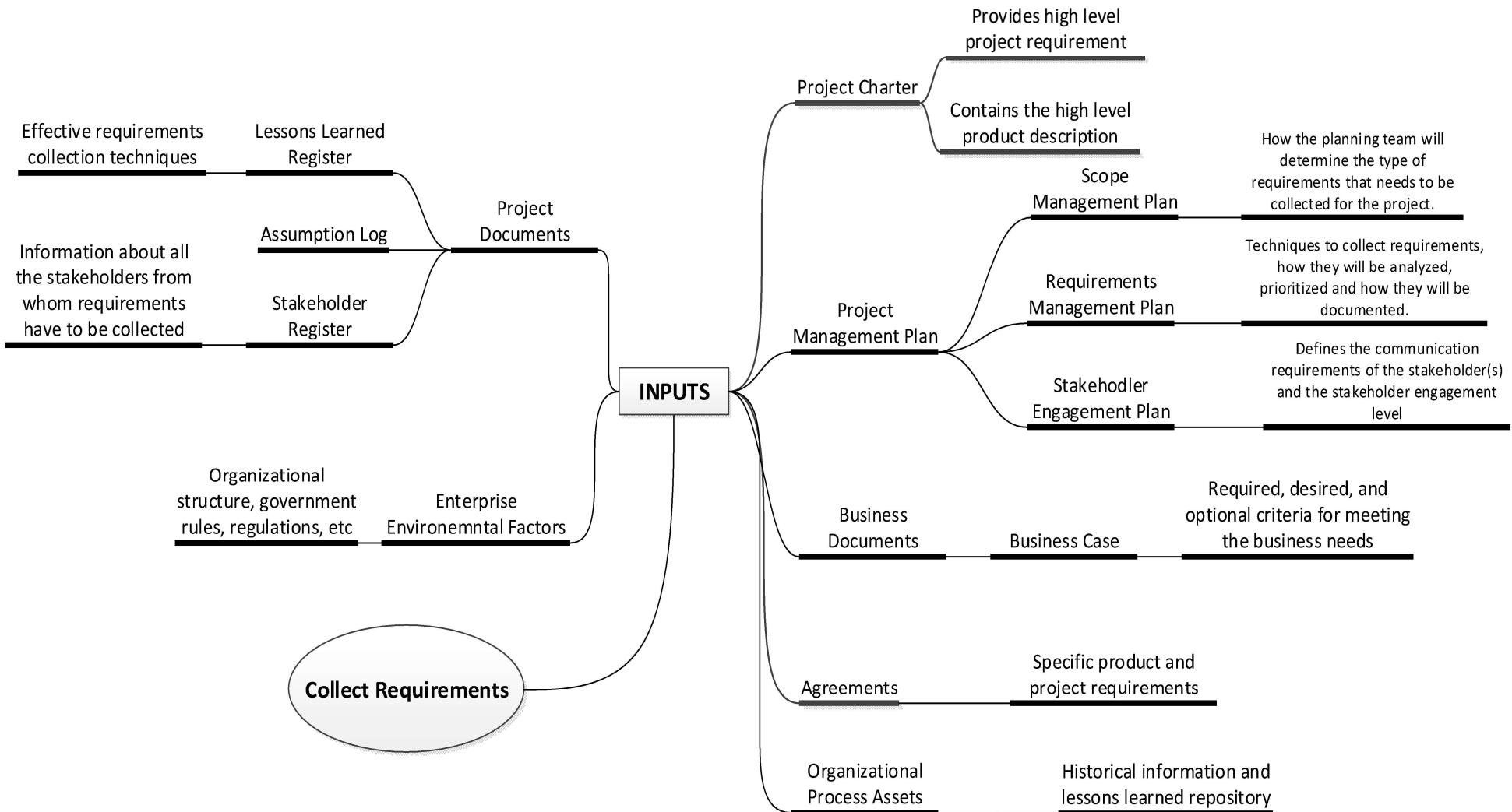


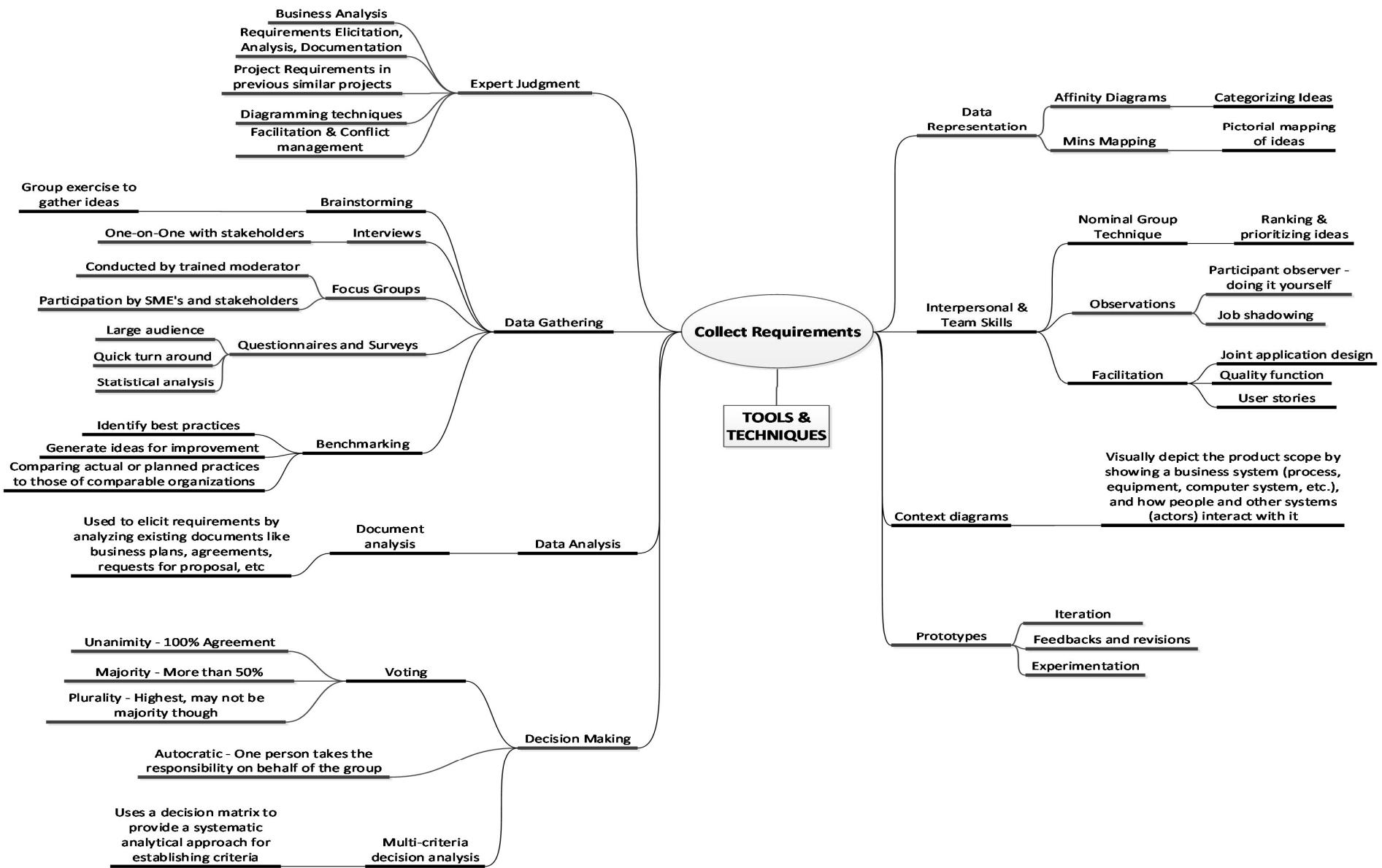


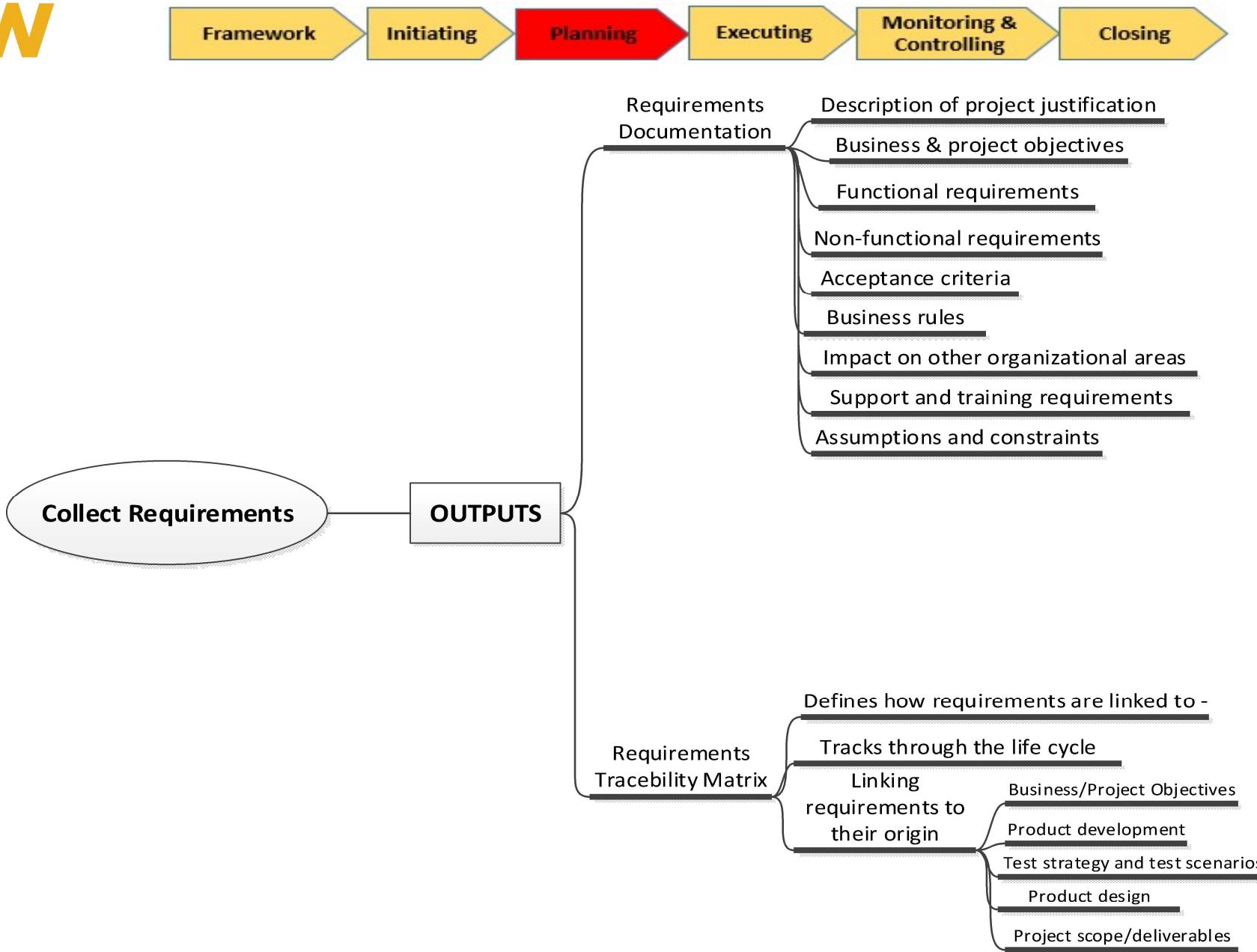


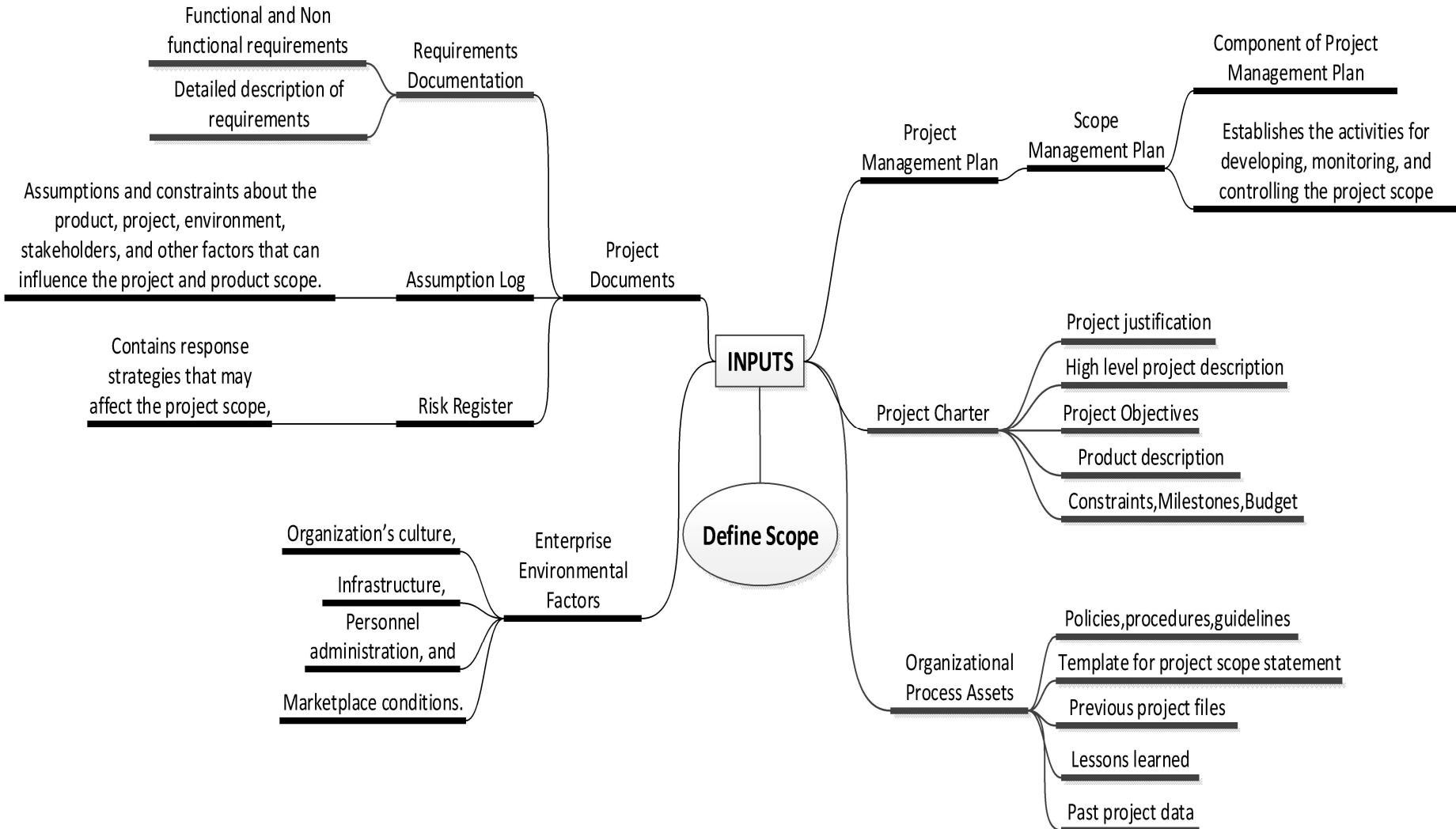


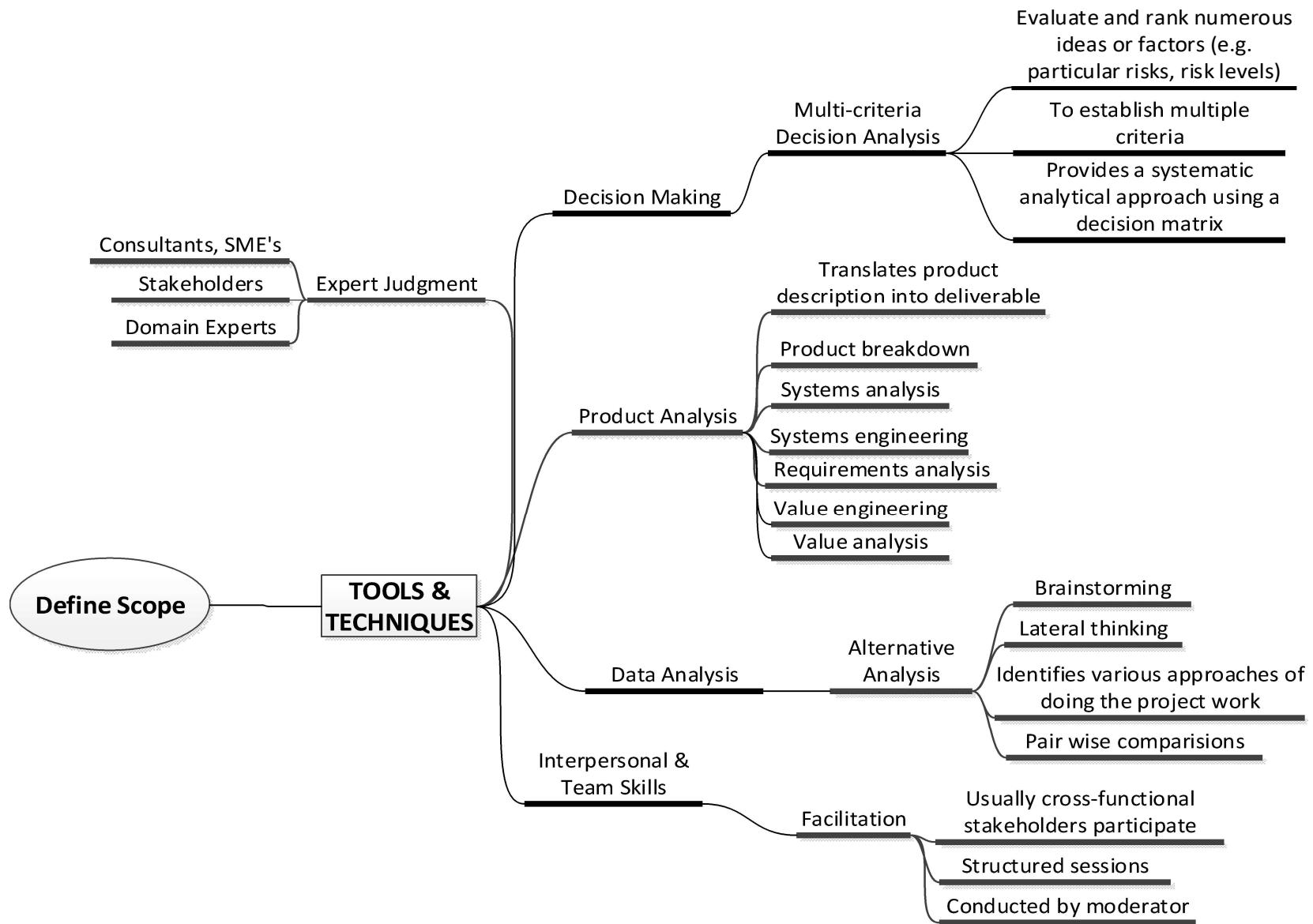


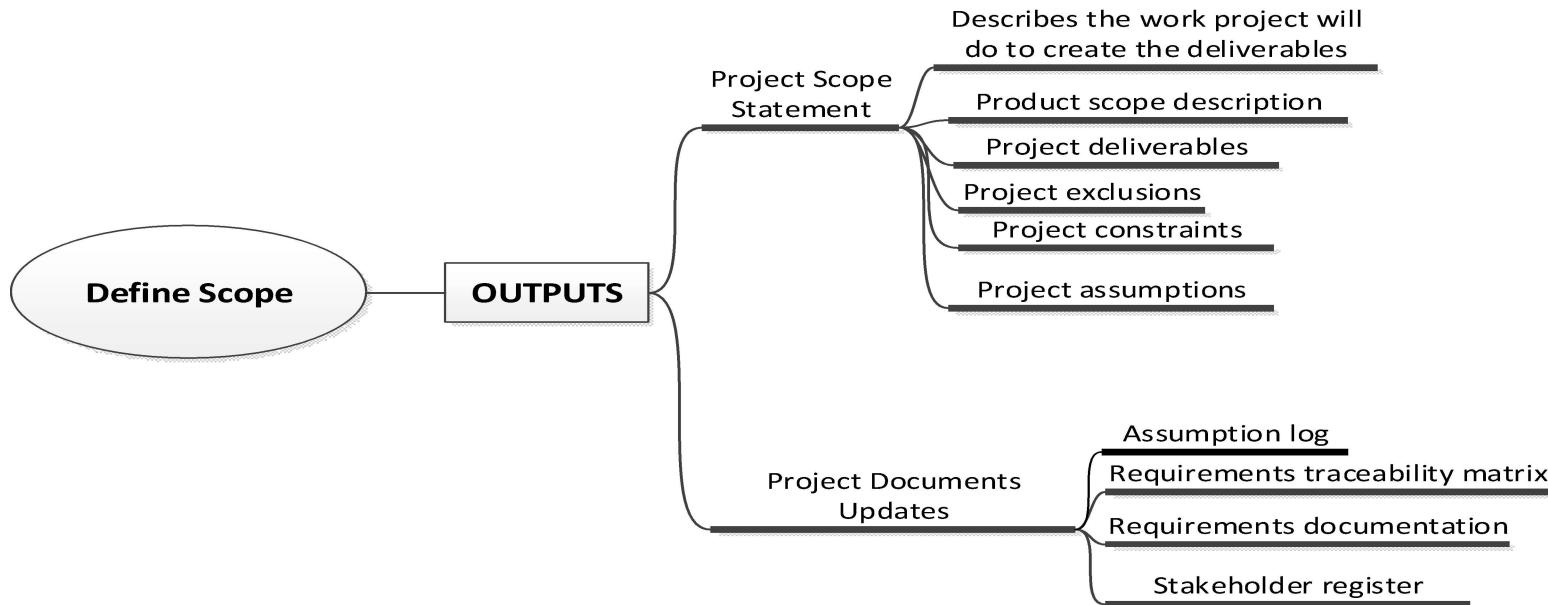


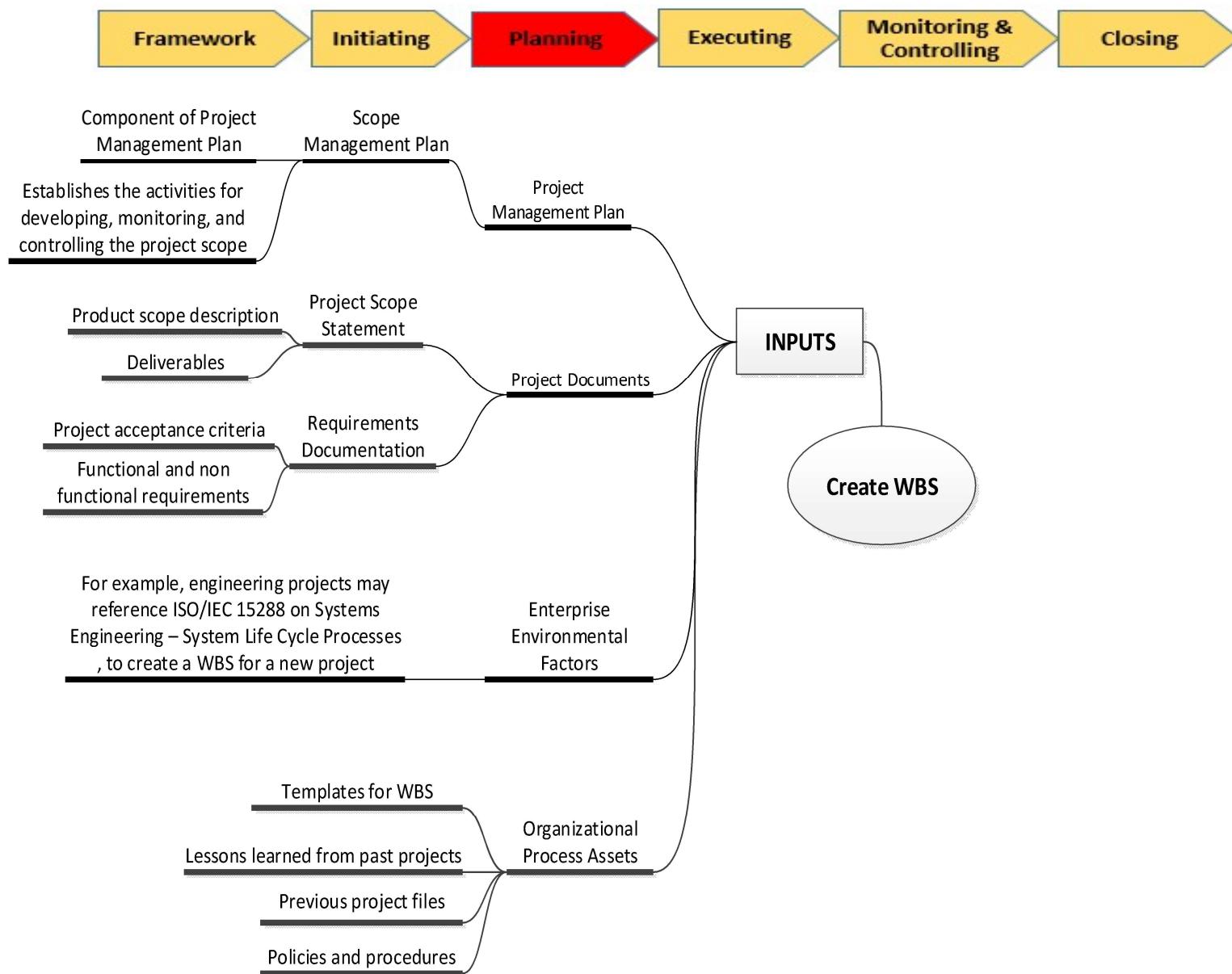


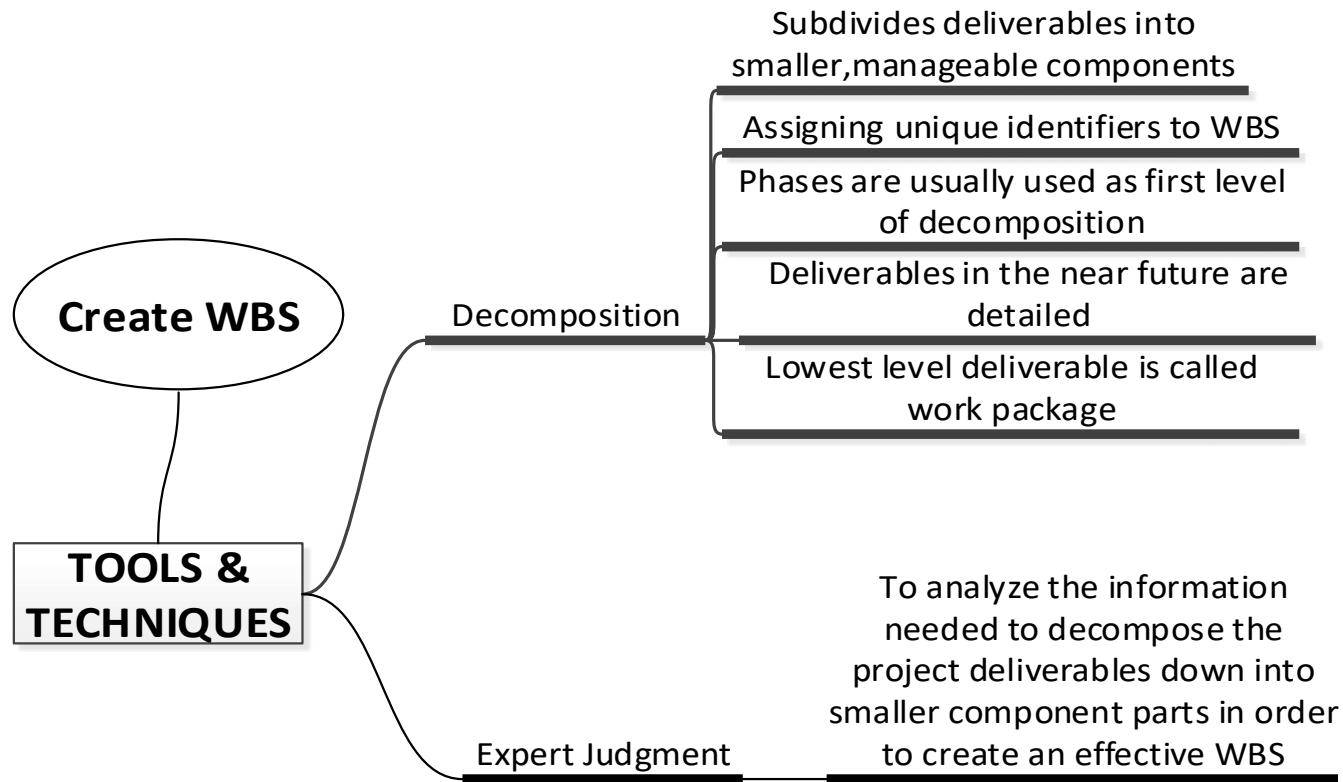


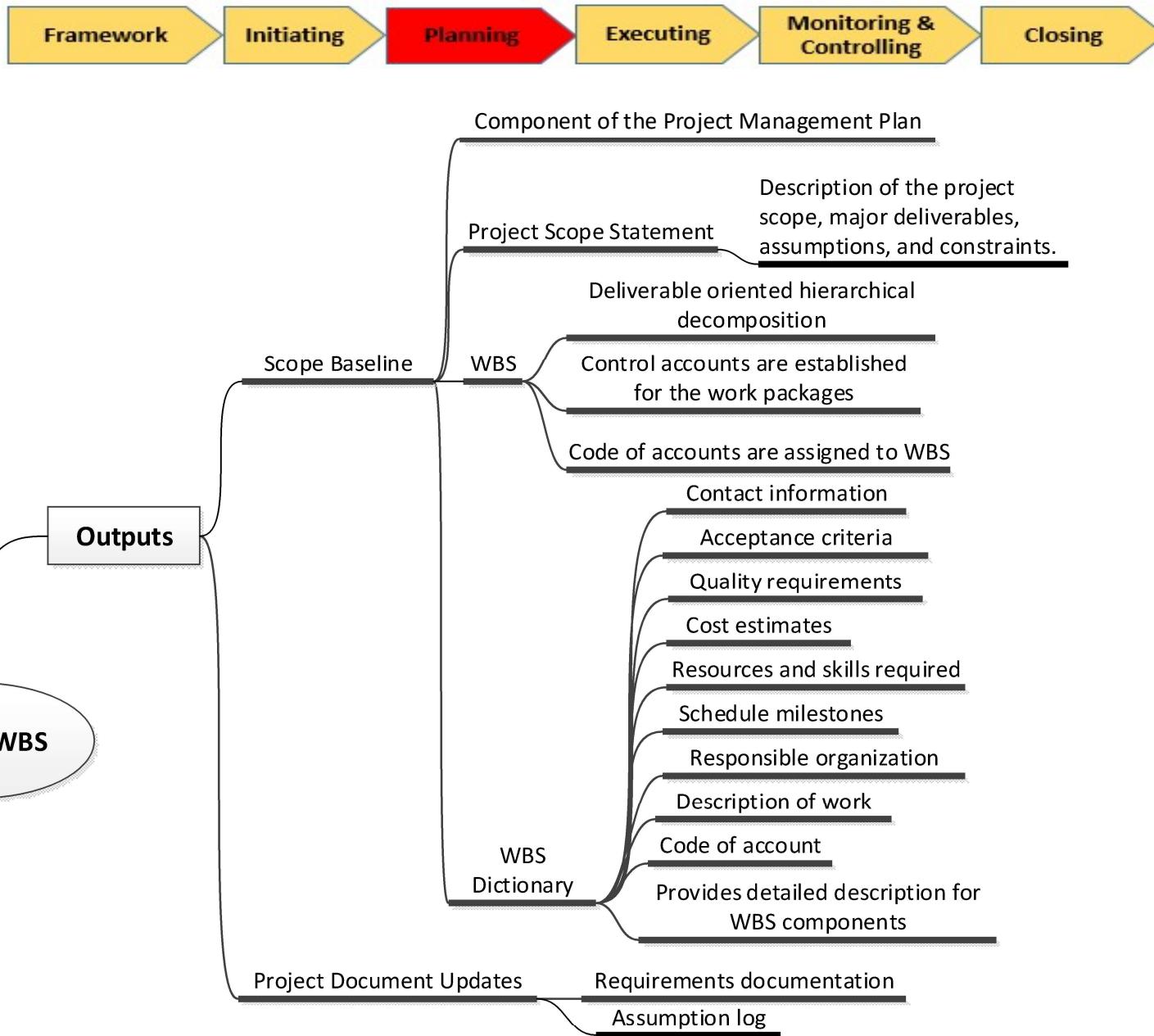


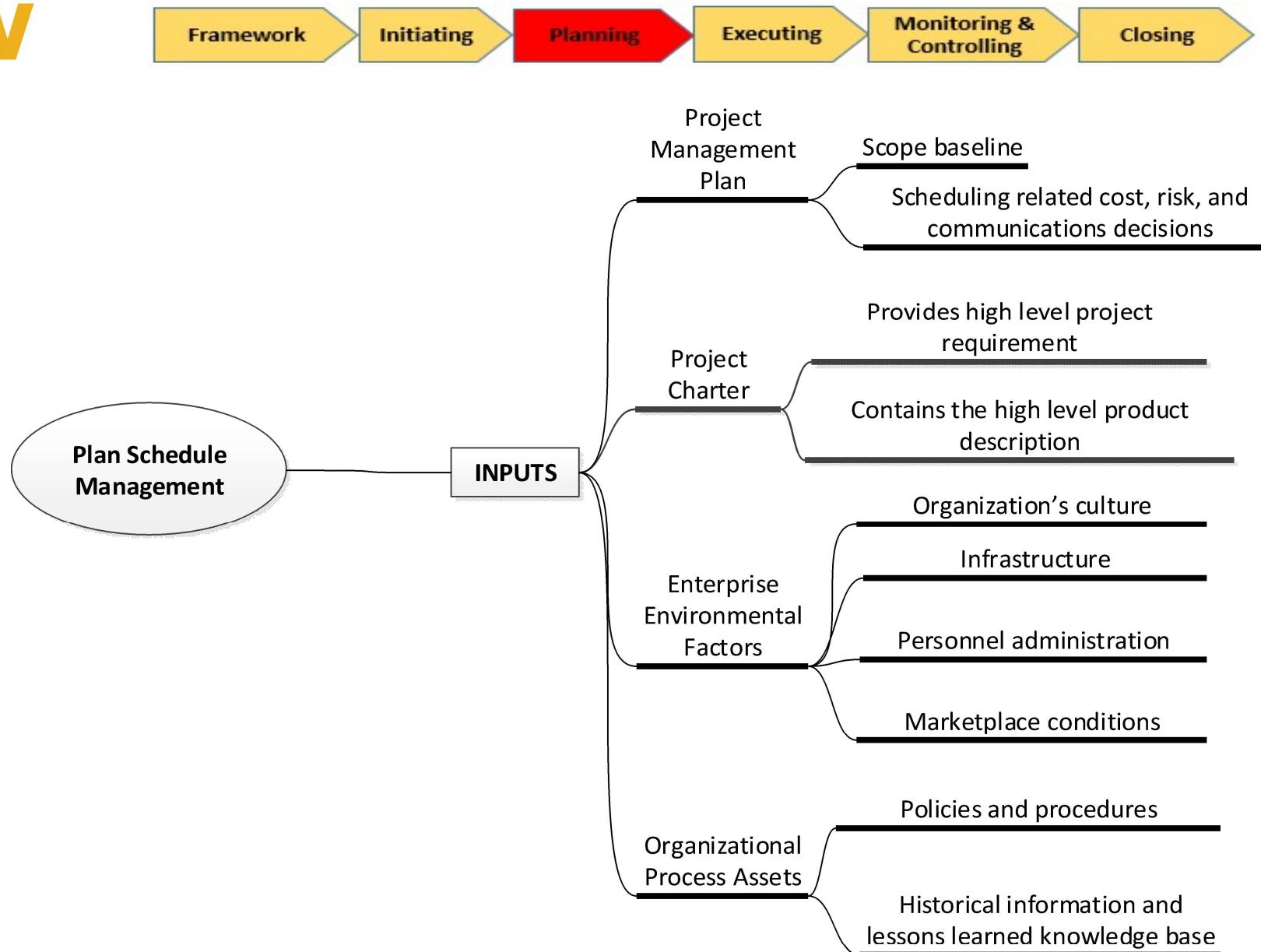


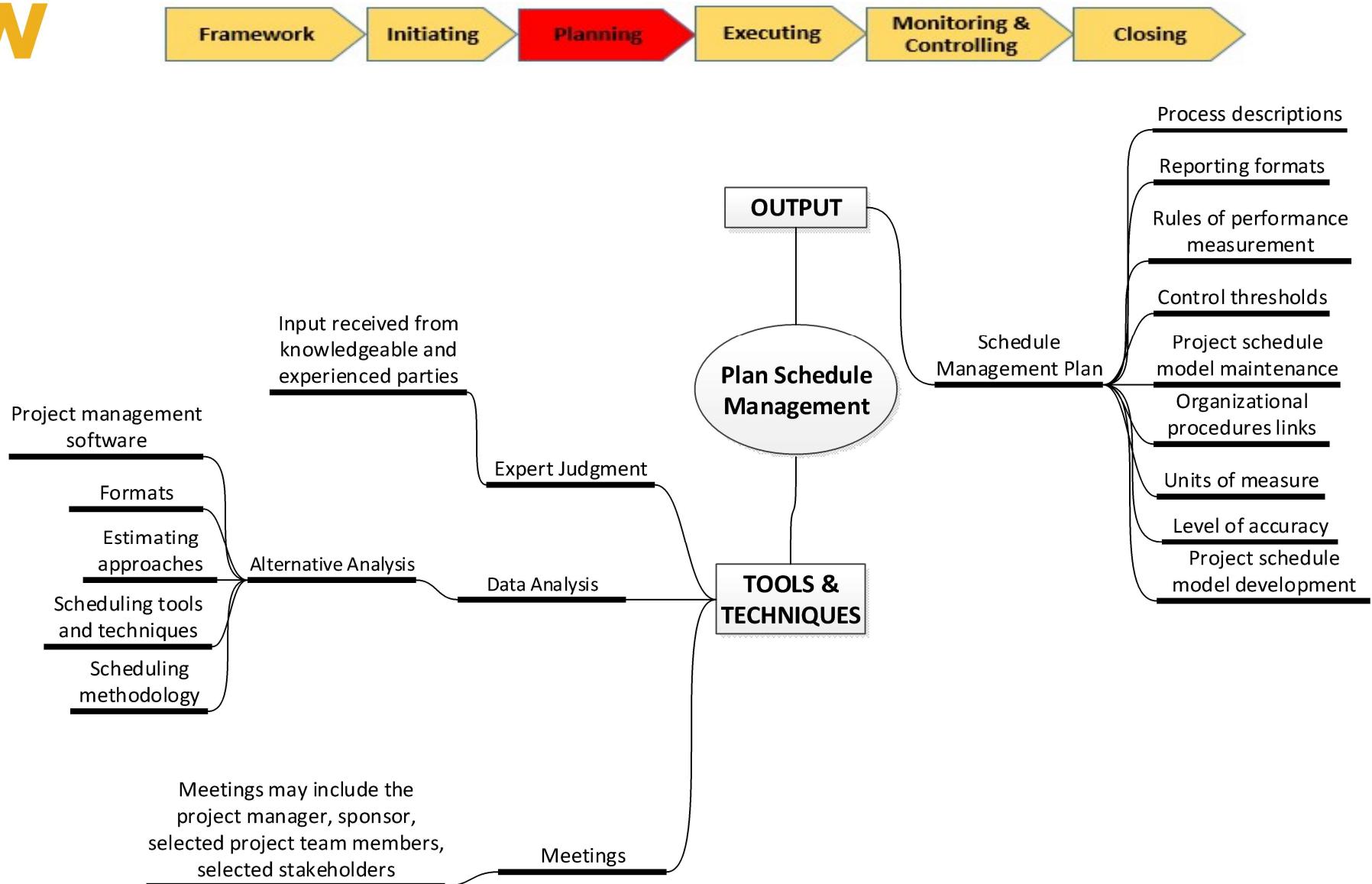


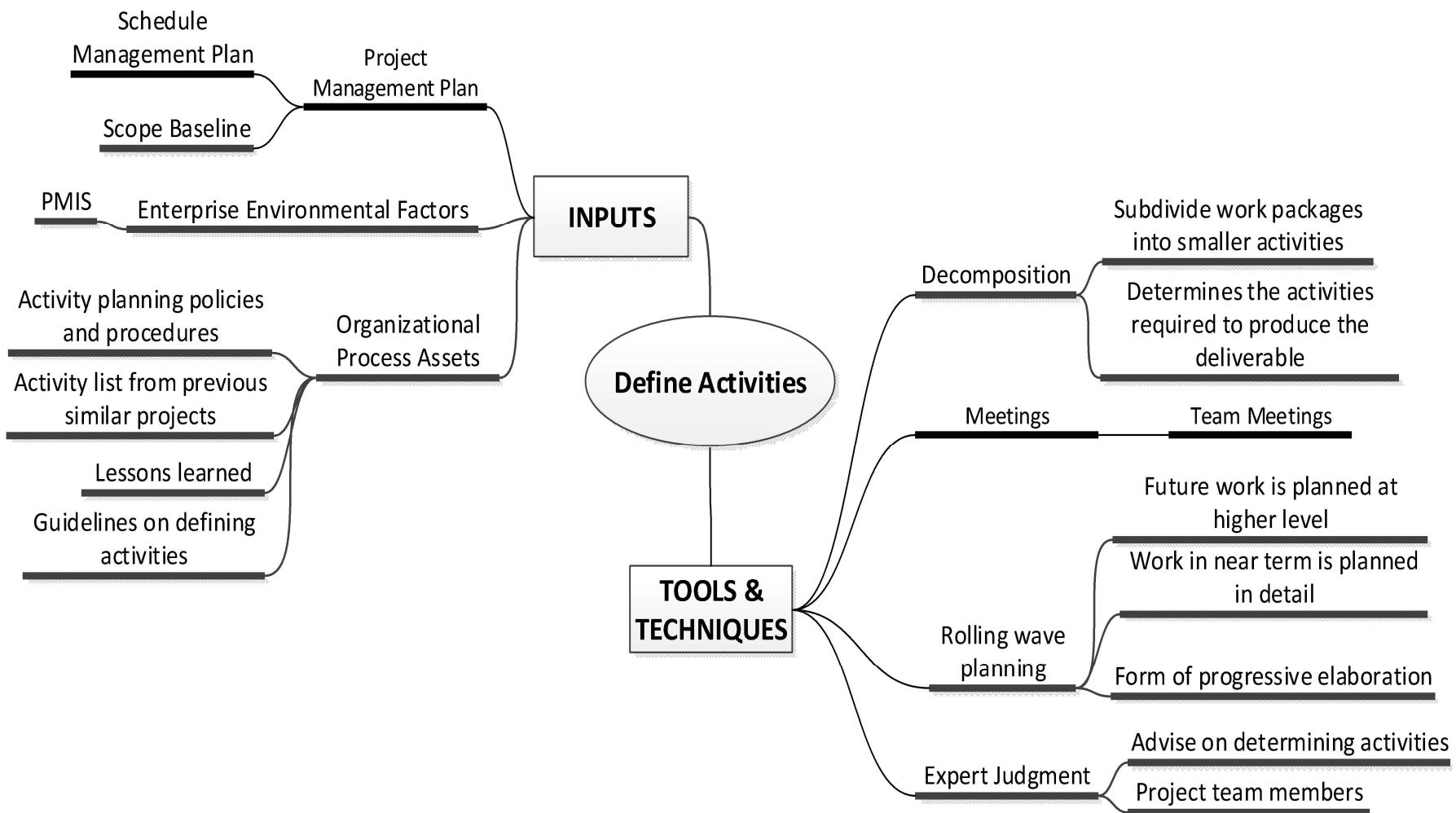


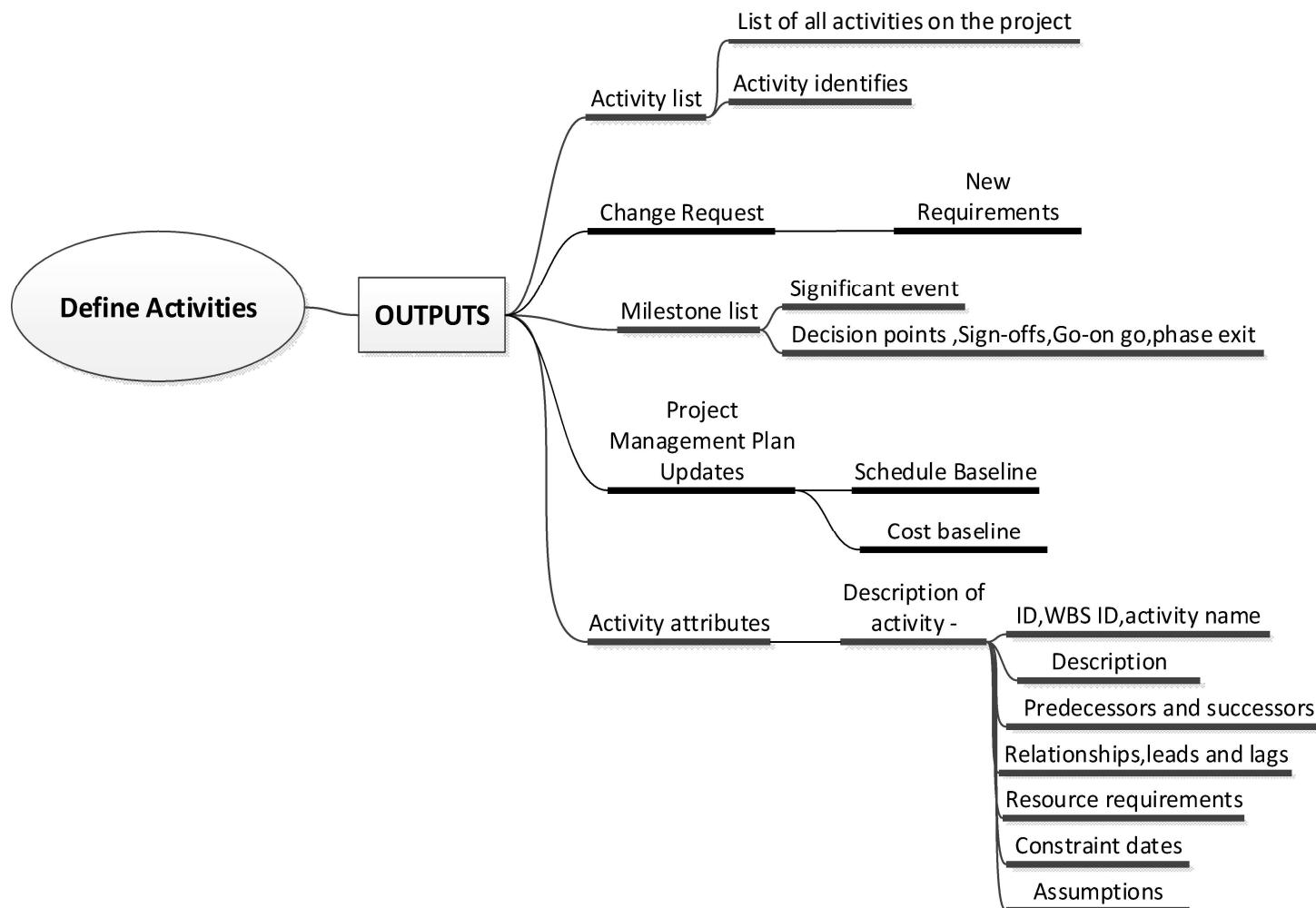


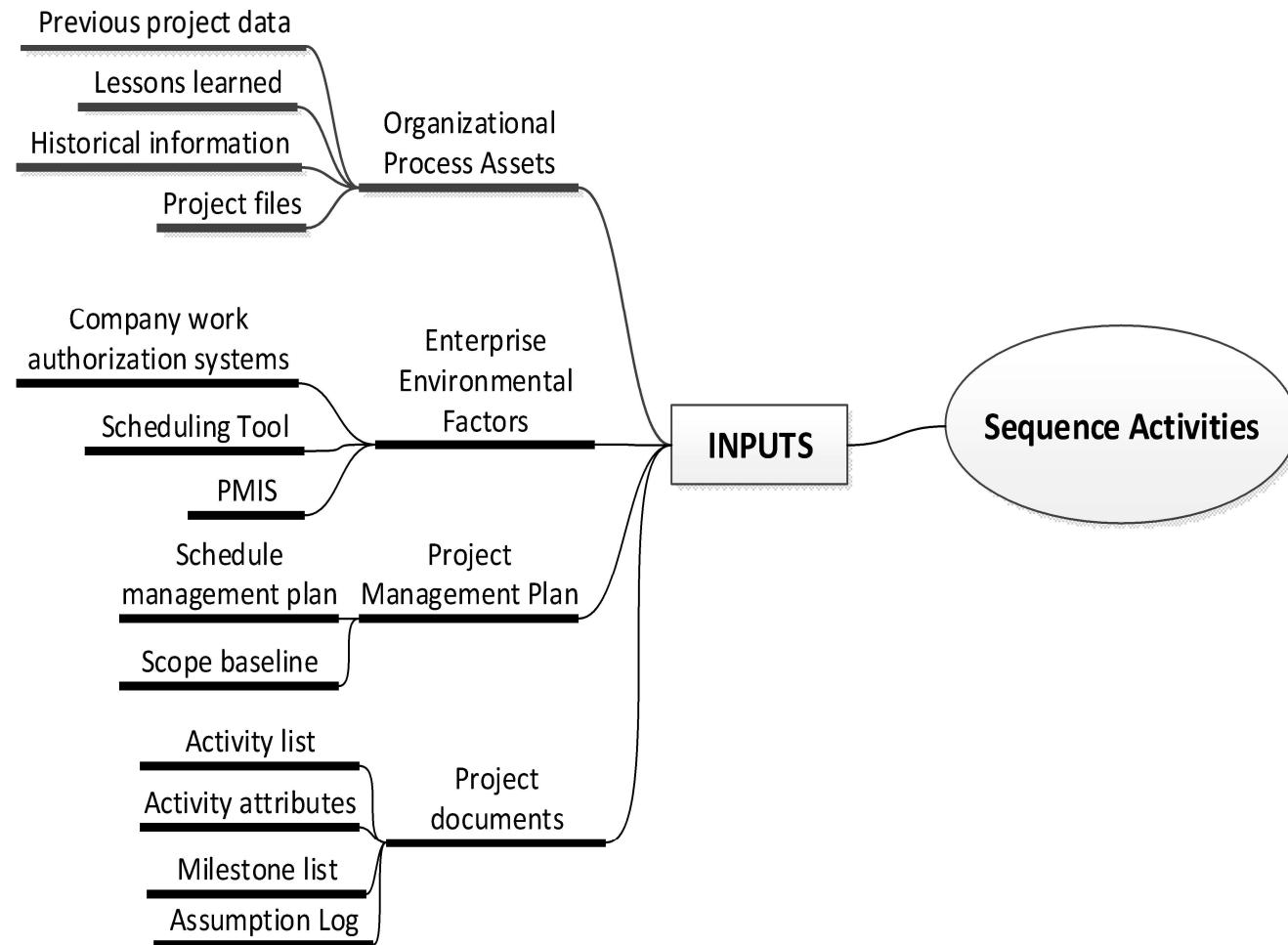


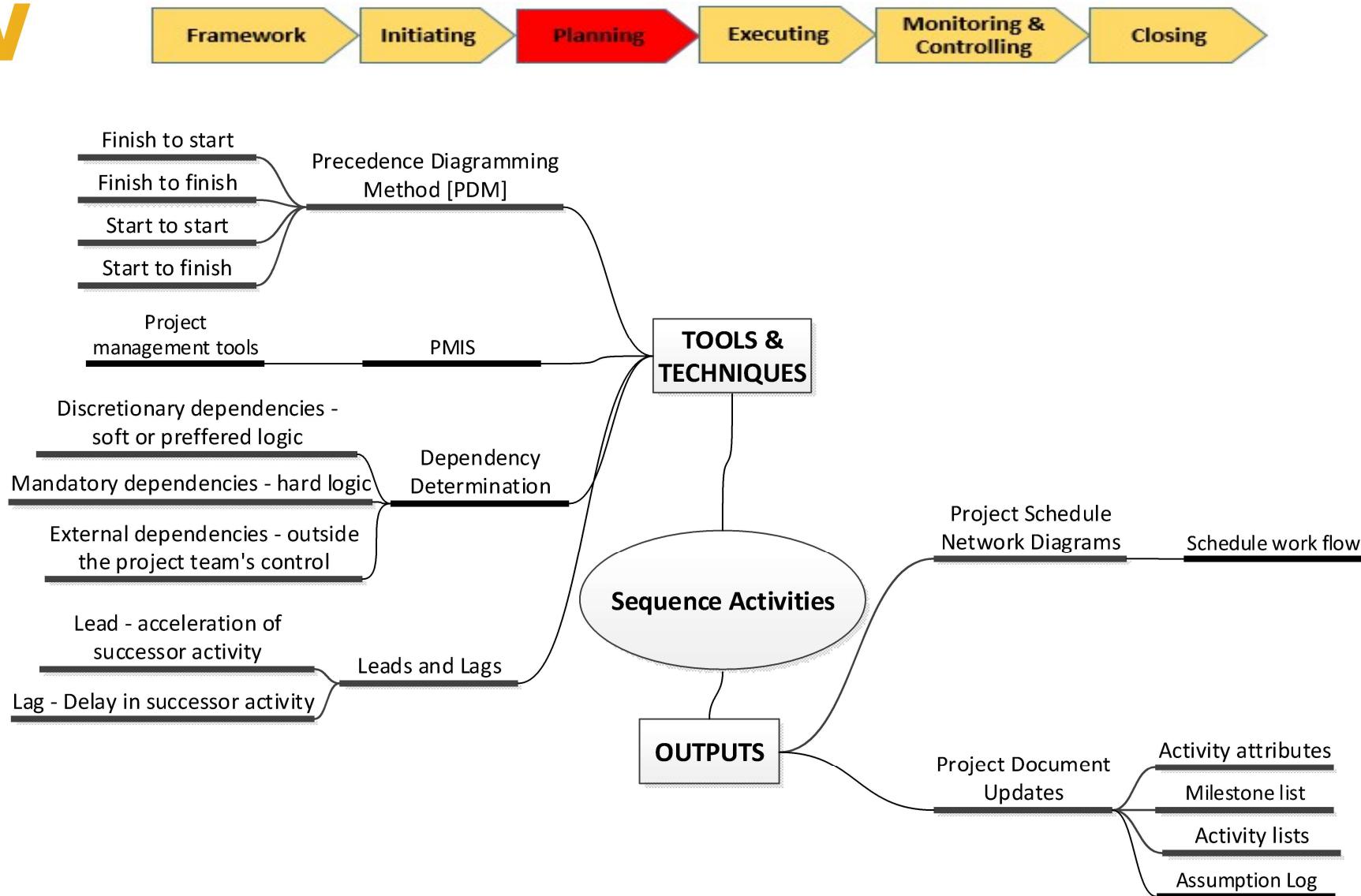


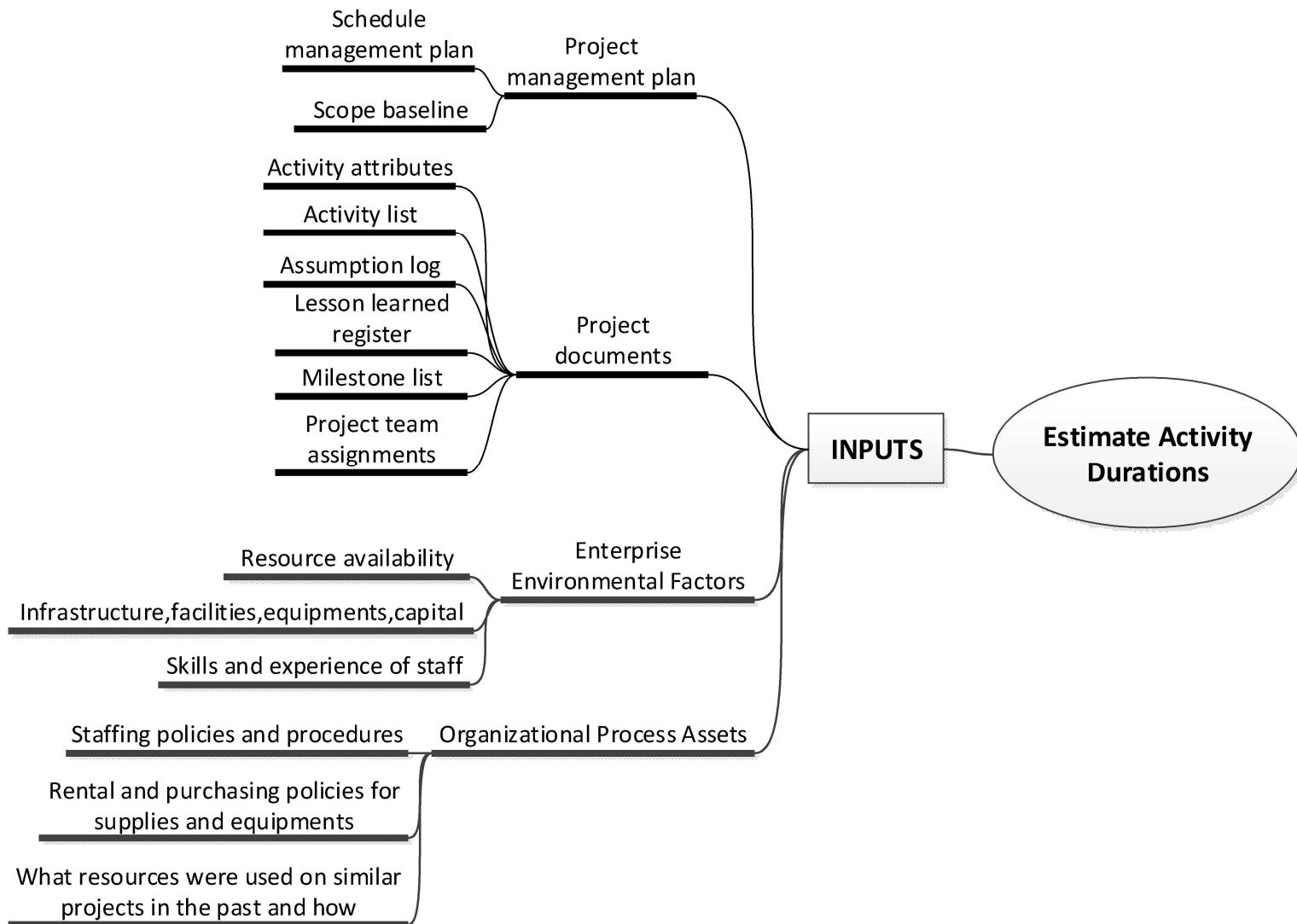


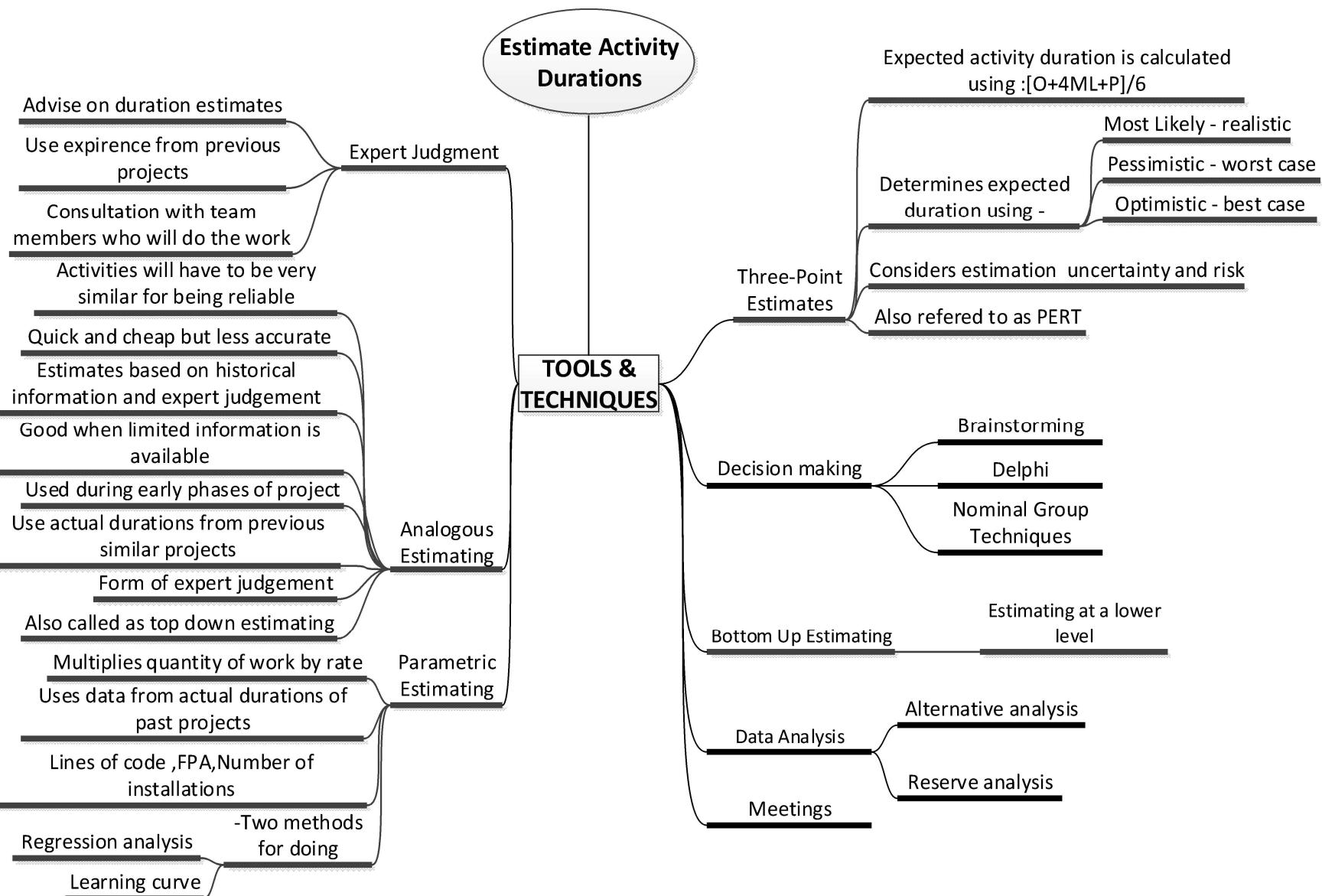


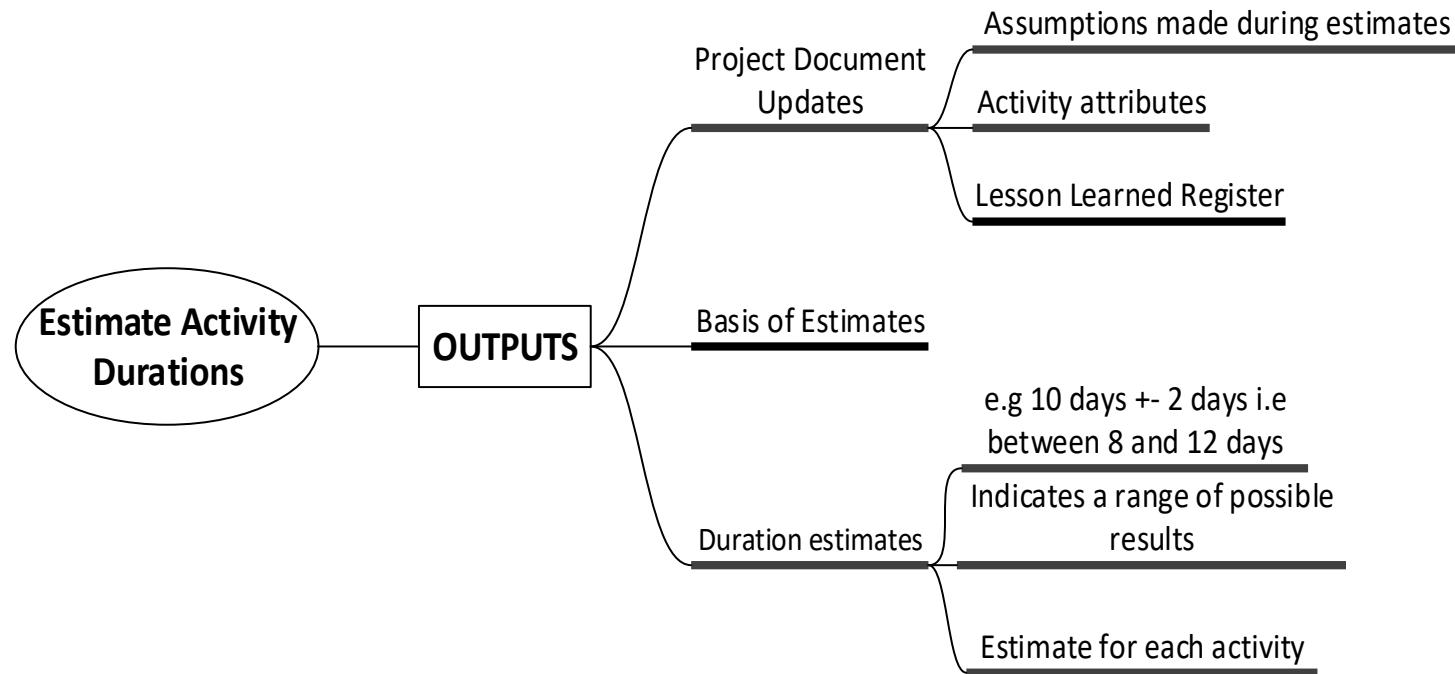


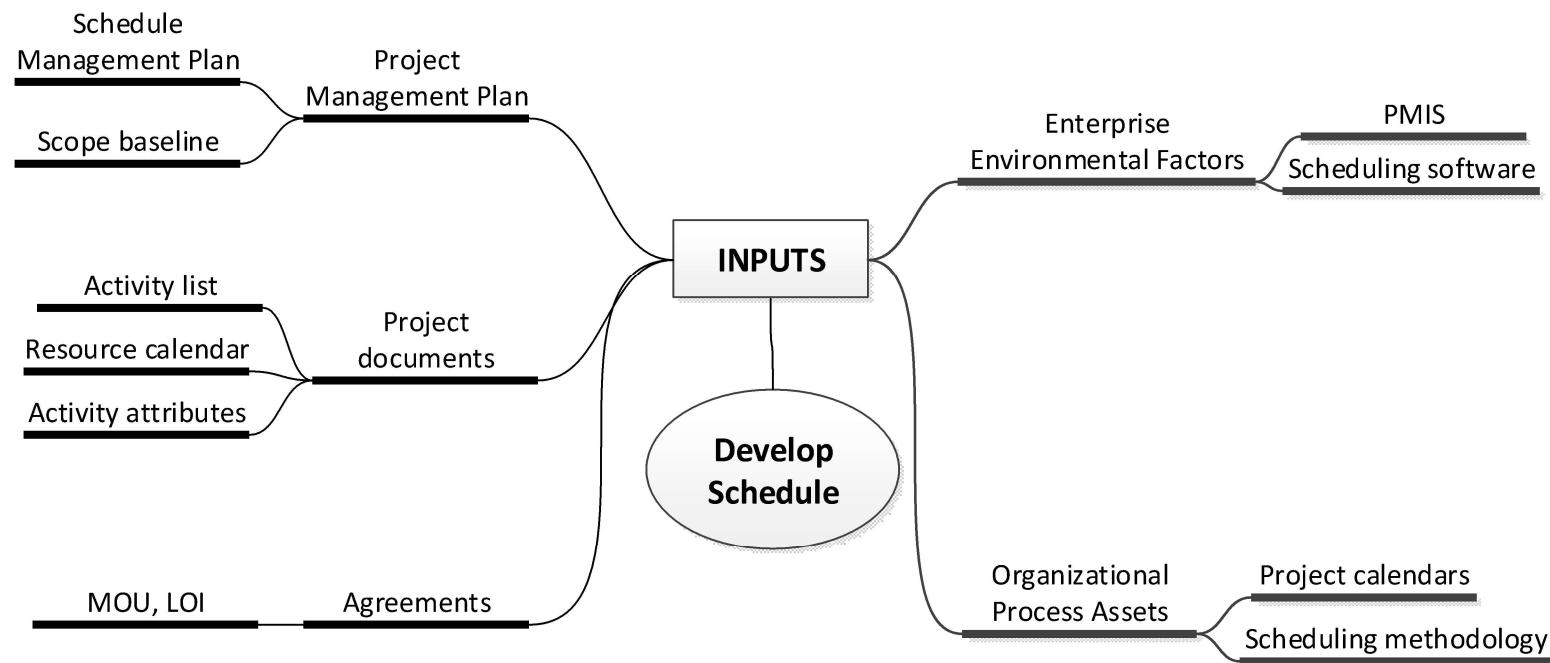


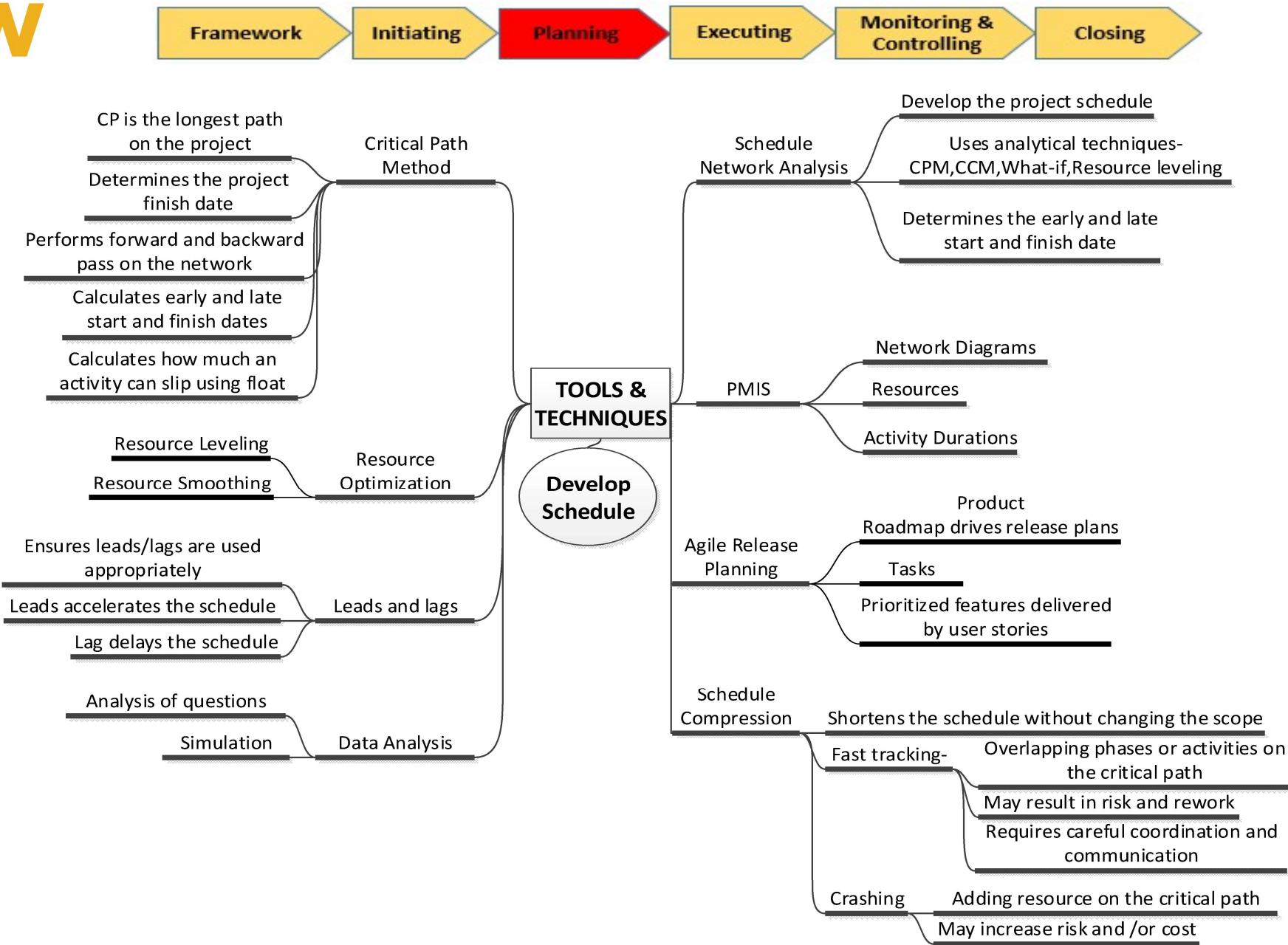


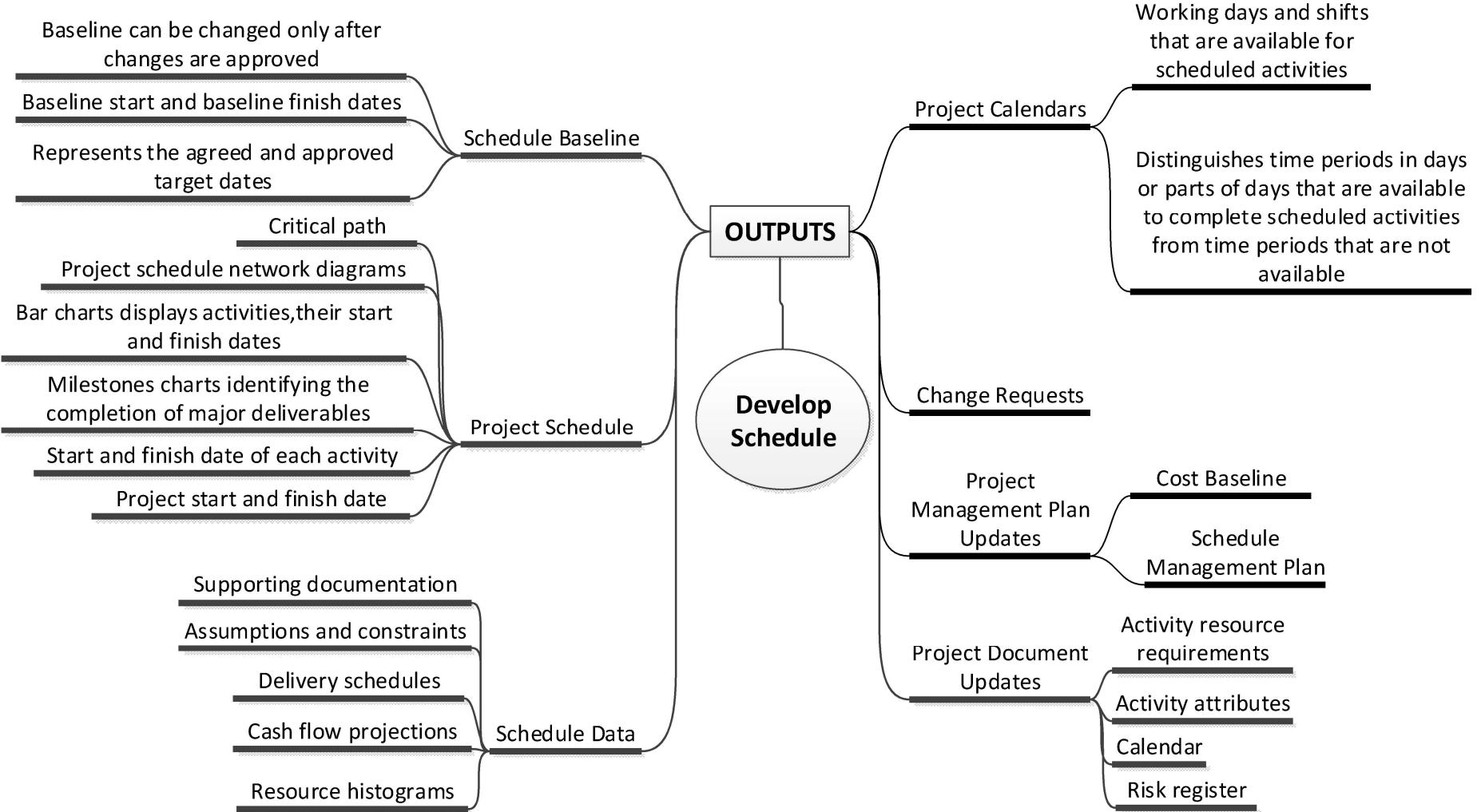


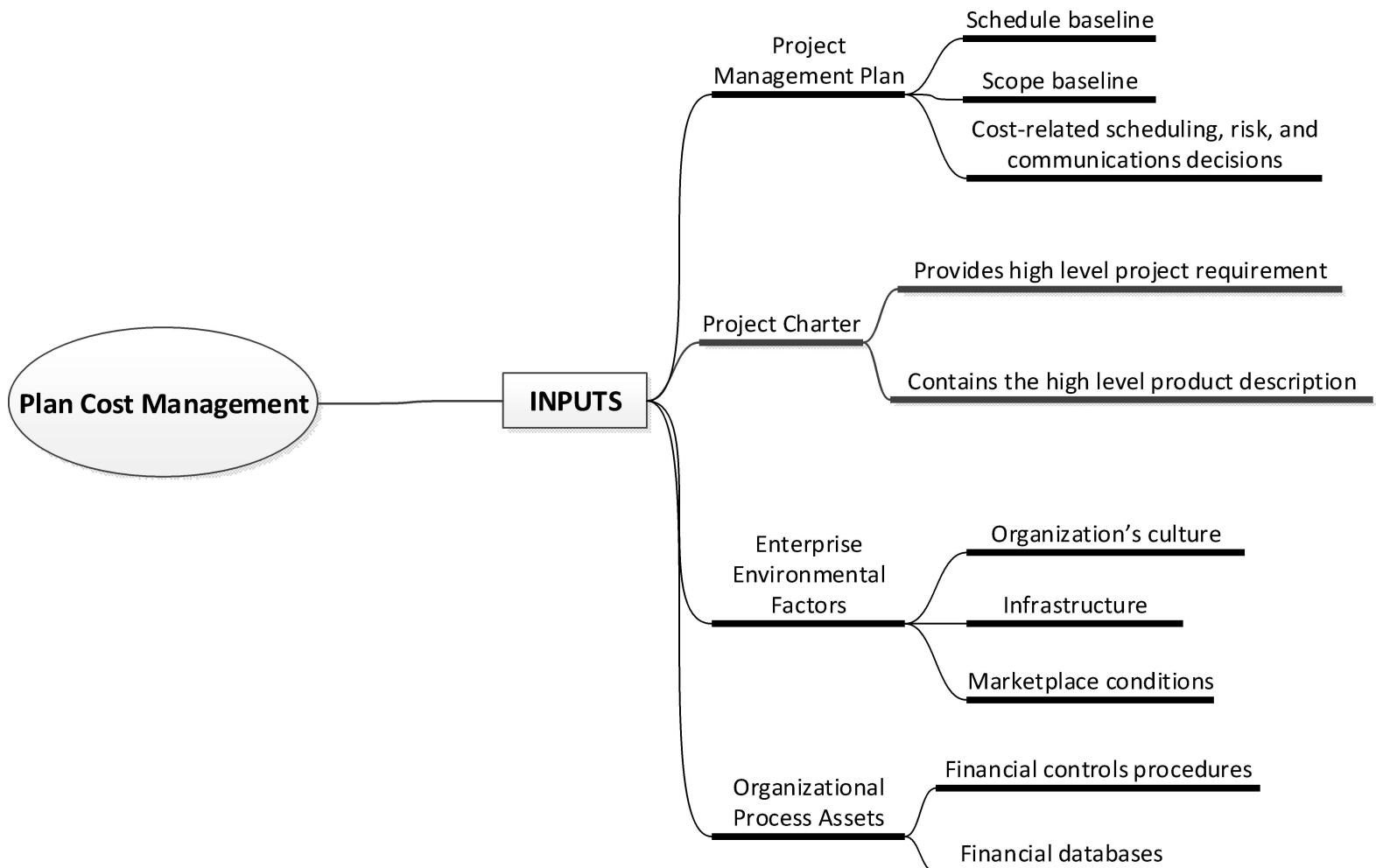


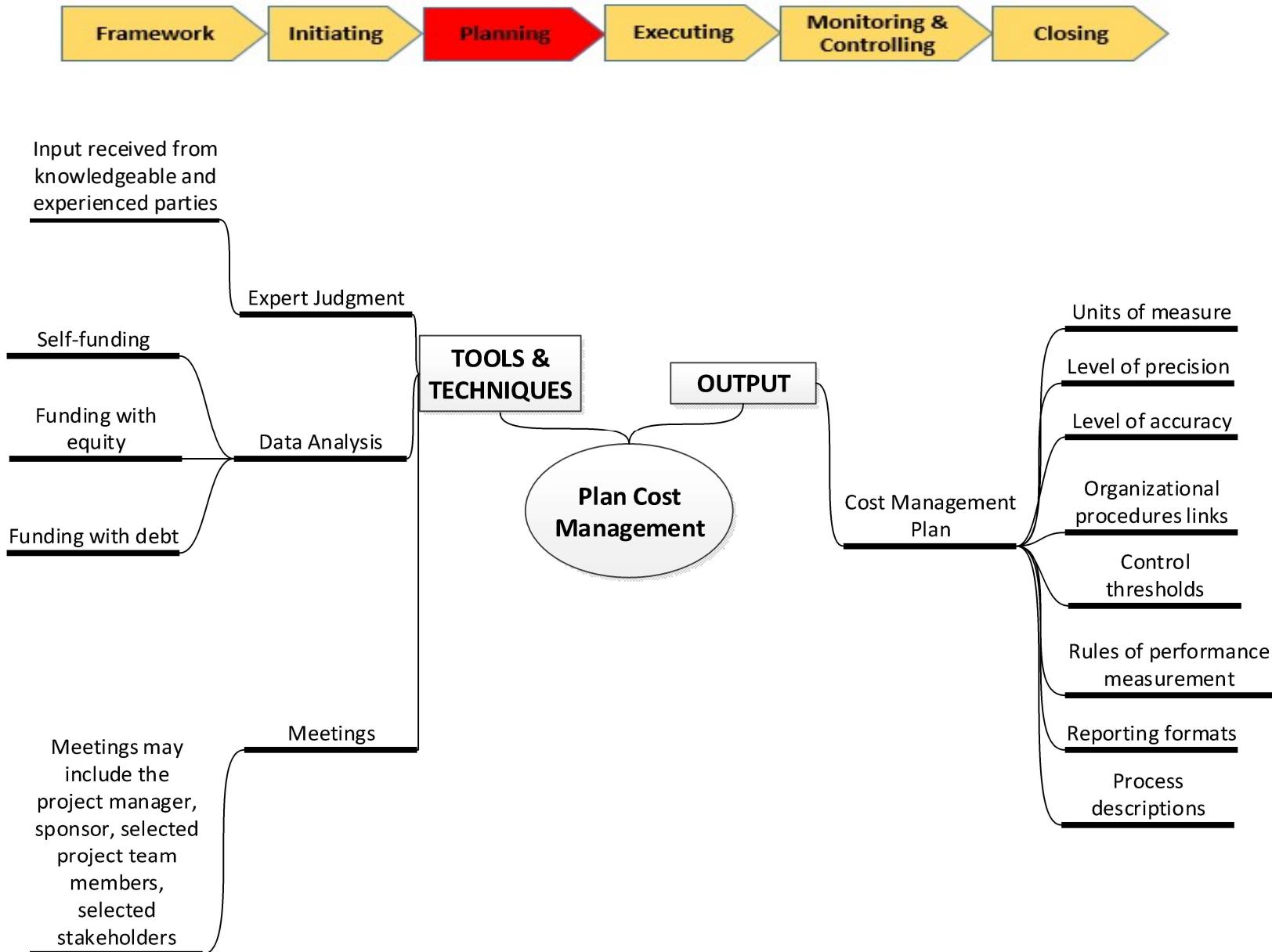


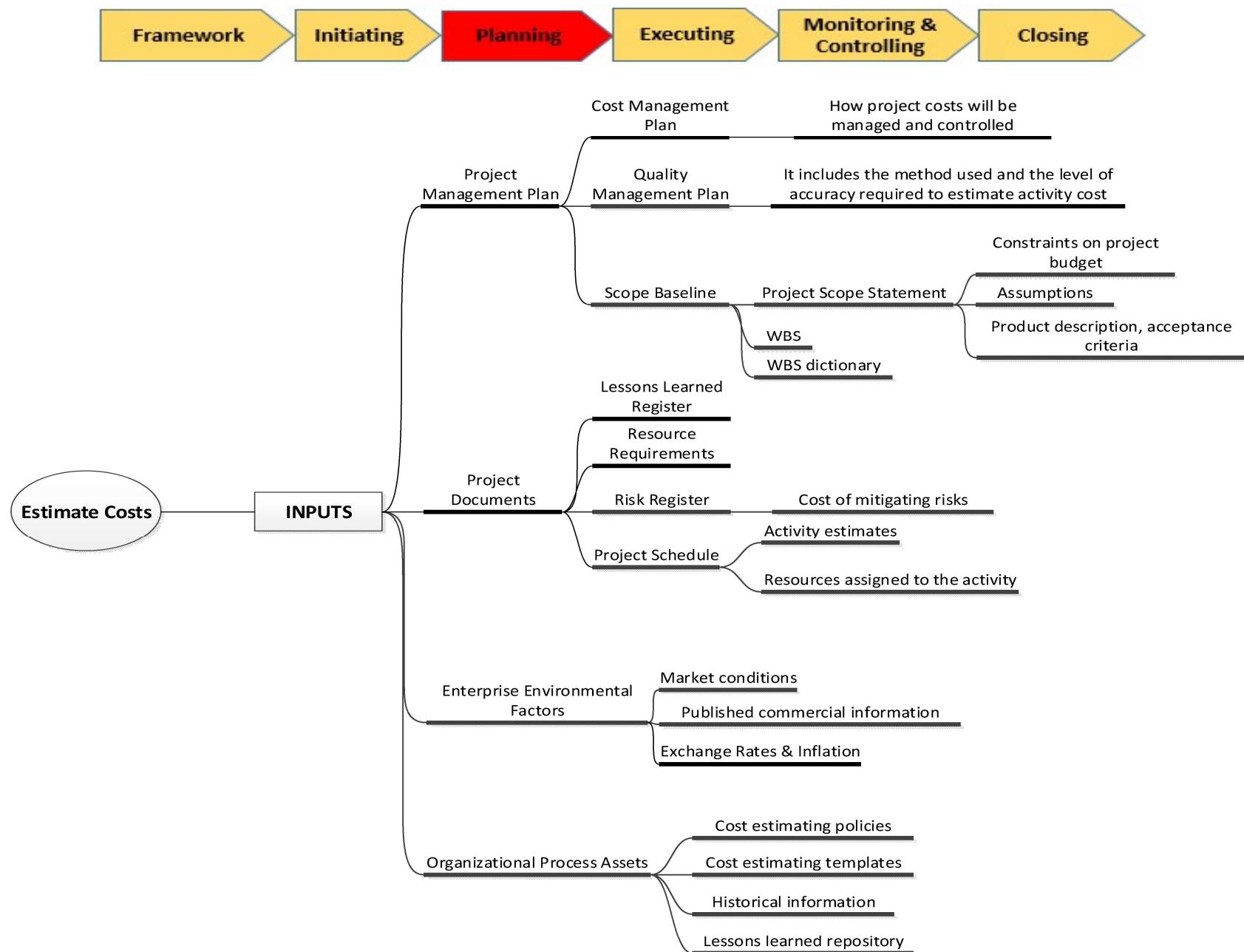














Uses actual costs of similar previous projects

Quick and easy

Accuracy depends on how much similar the projects are

Analogous Estimating

Divide activities into smaller activities

Separately cost each activity and then rollup

Time consuming but highly accurate

Bottom -up Estimating

Alternative Analysis

Reserve analysis

Cost of Quality

Data Analysis

TOOLS & TECHNIQUES

Estimate Costs

Expert Judgment

Guidance on project costing using past experience

Support on estimating

Project teams, stakeholders, consultants

Parametric Estimating

Uses data from past projects

Three-point Estimates

PERT

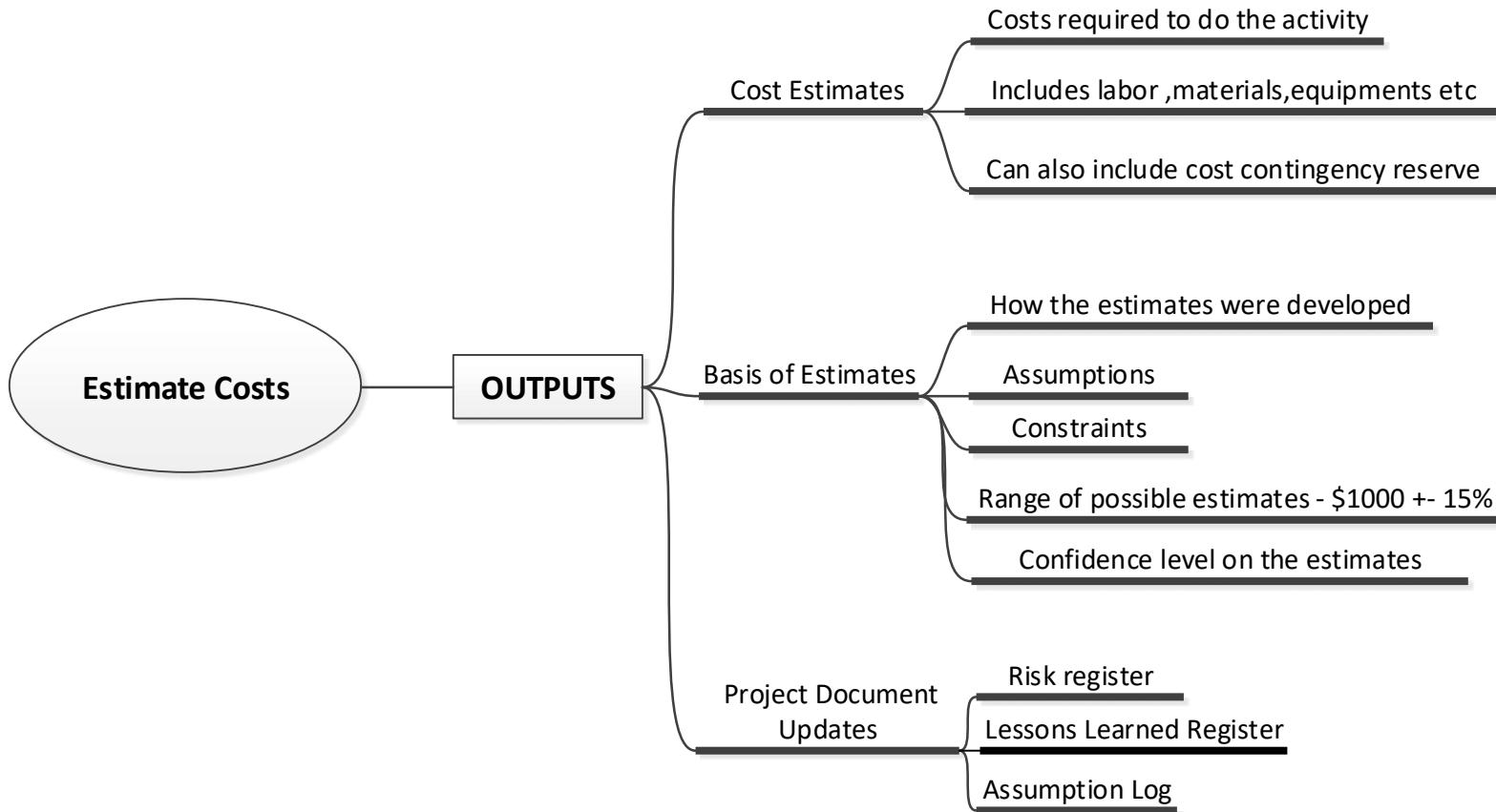
Defines an approximate range of cost for an activity

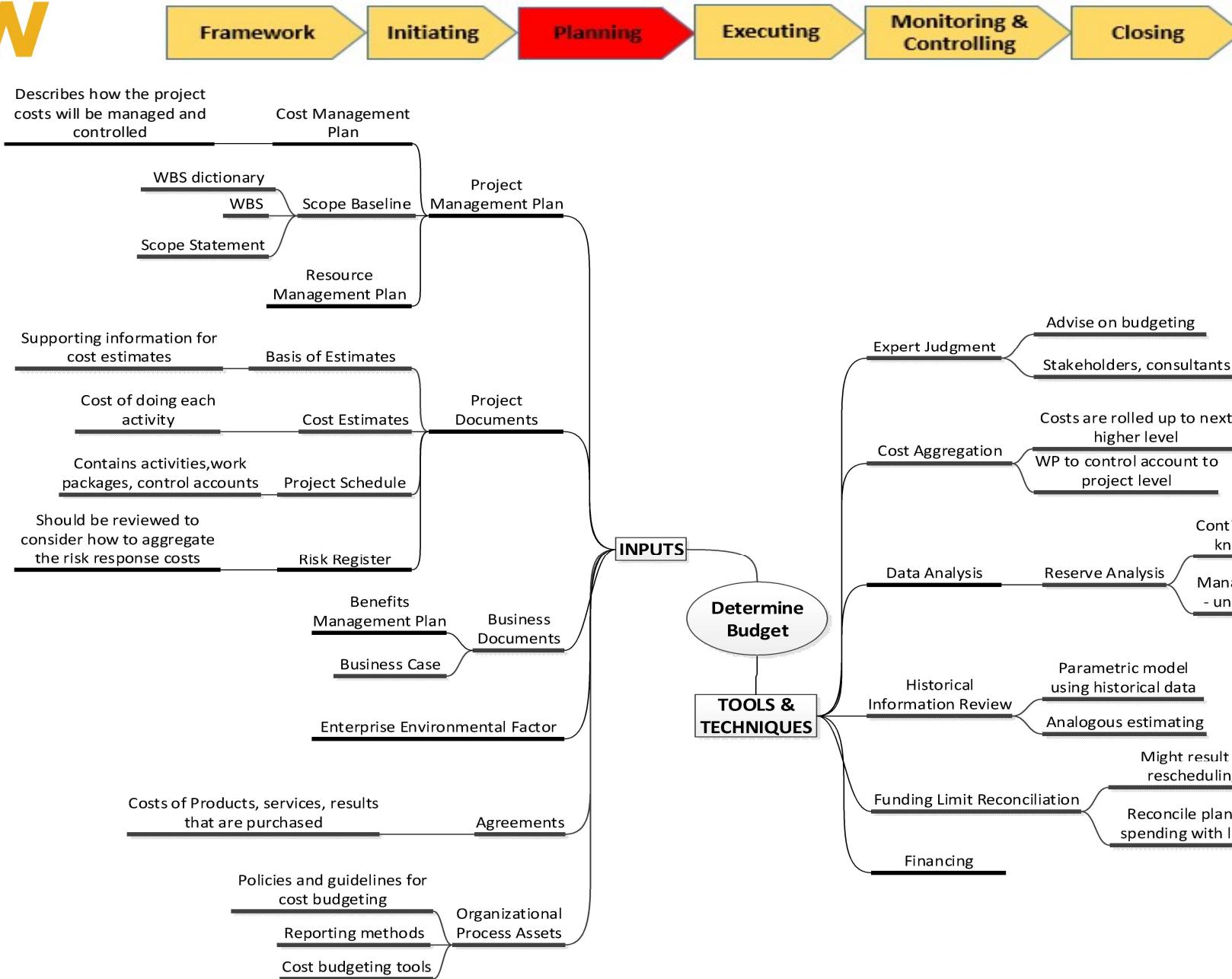
Optimistic, Pessimistic, Most likely

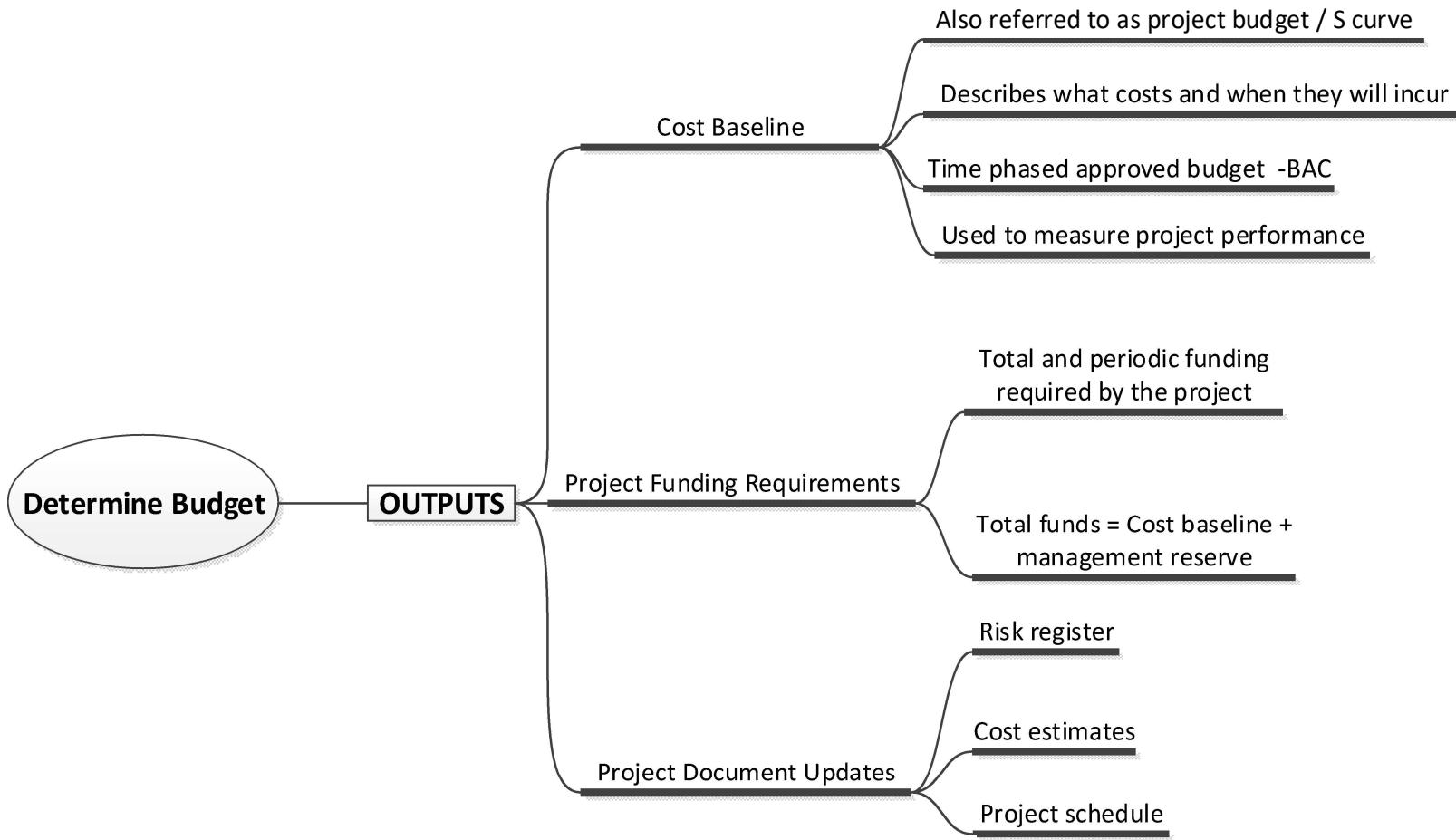
PMIS

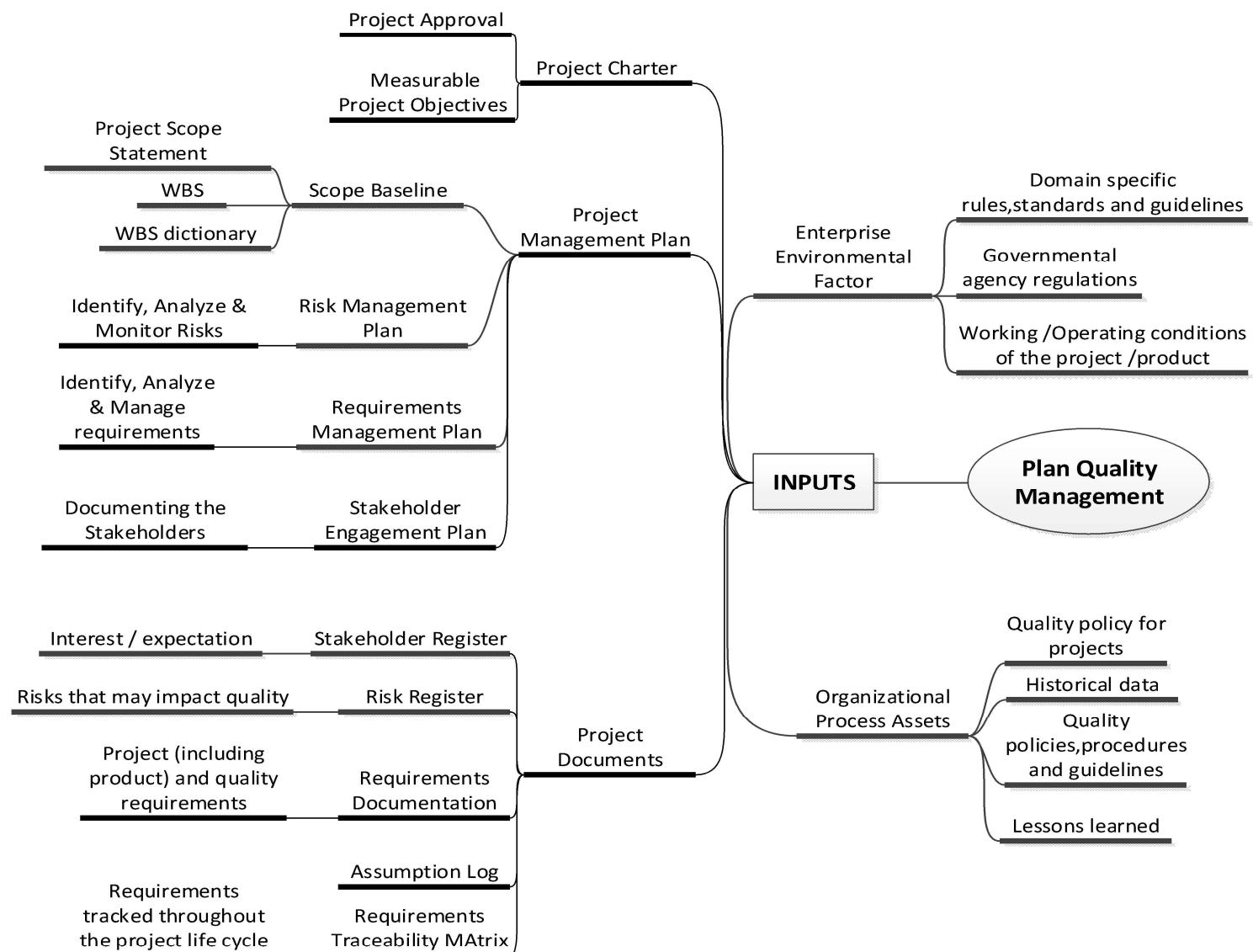
Decision Making

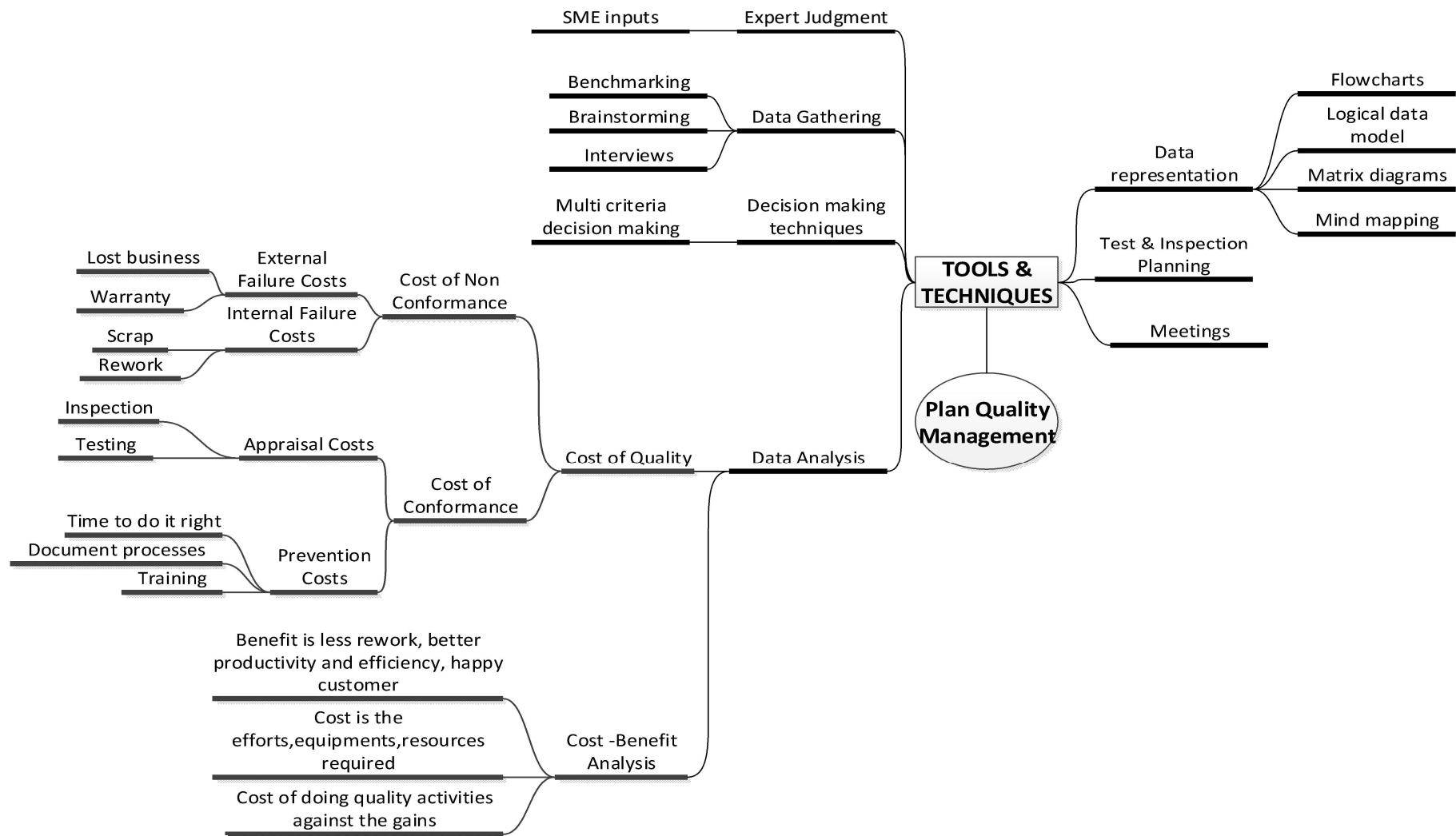
Voting

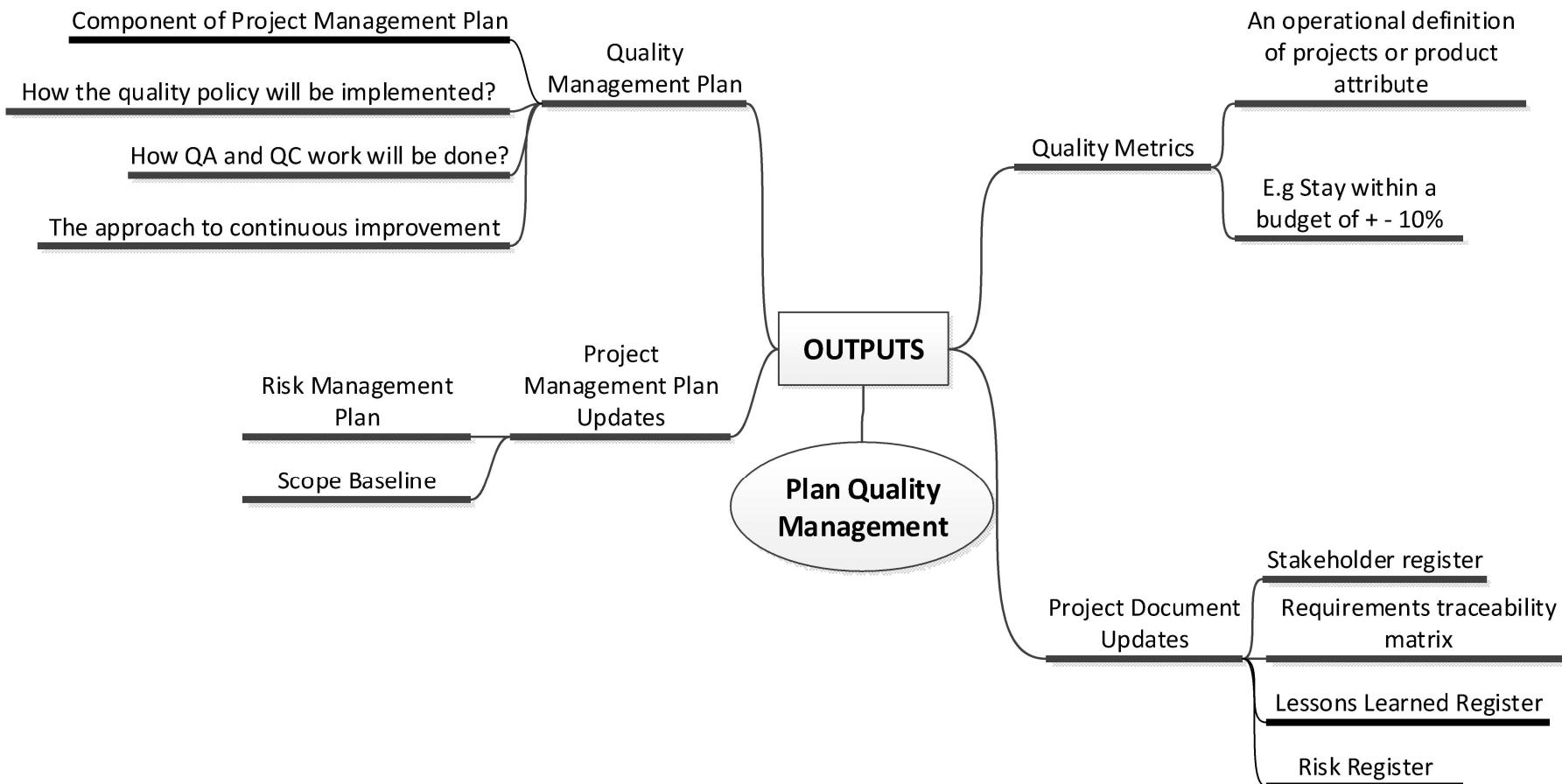


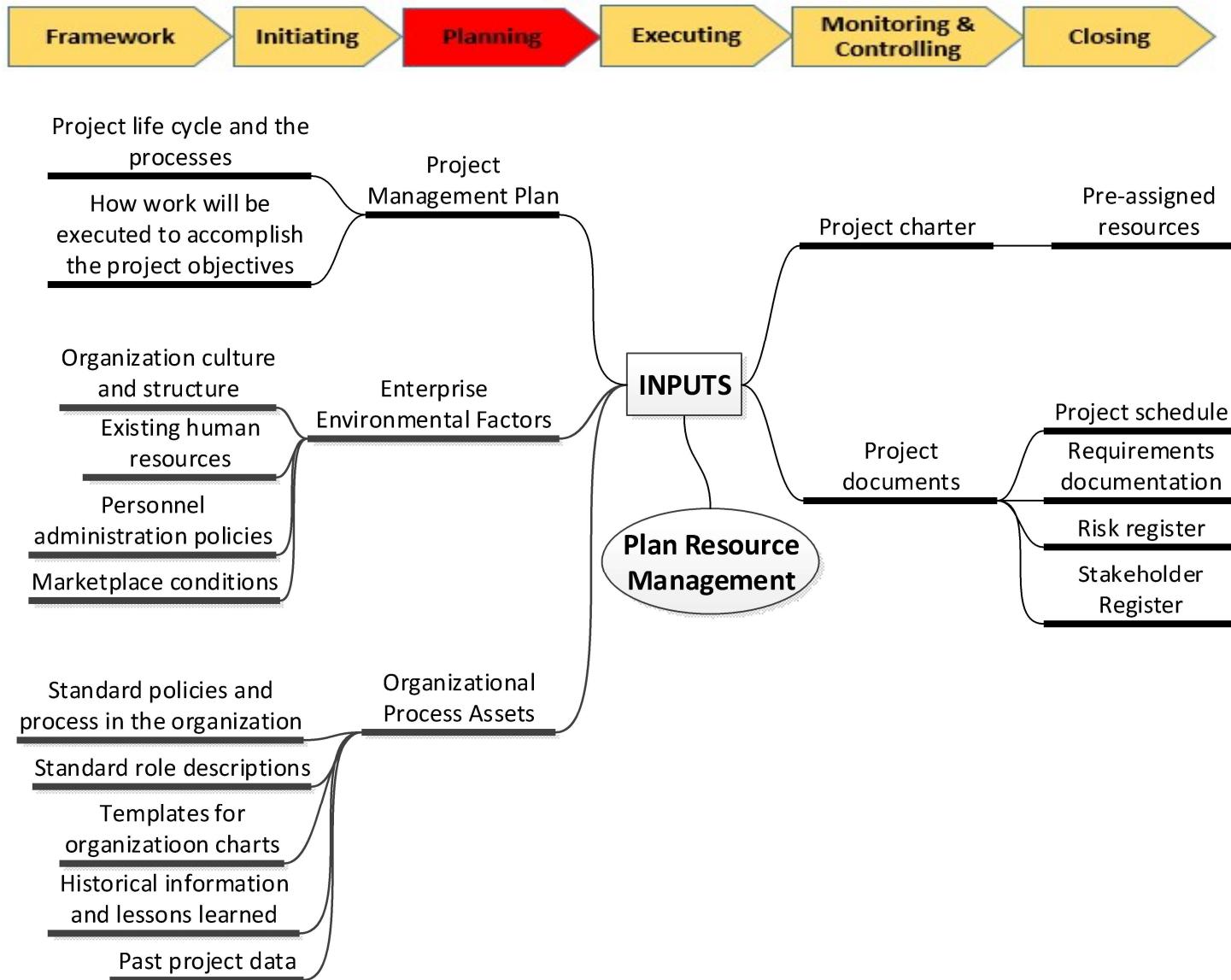


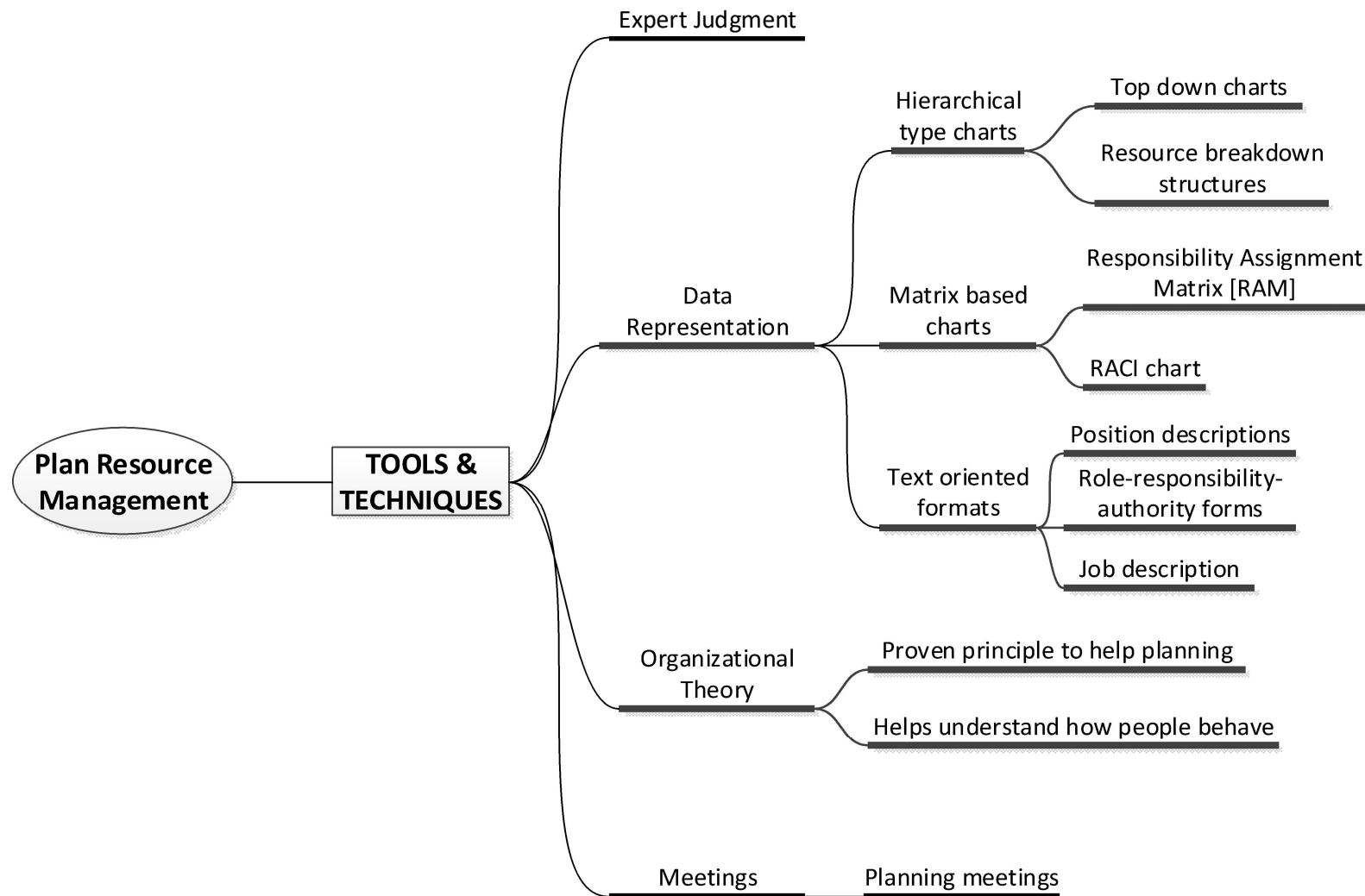


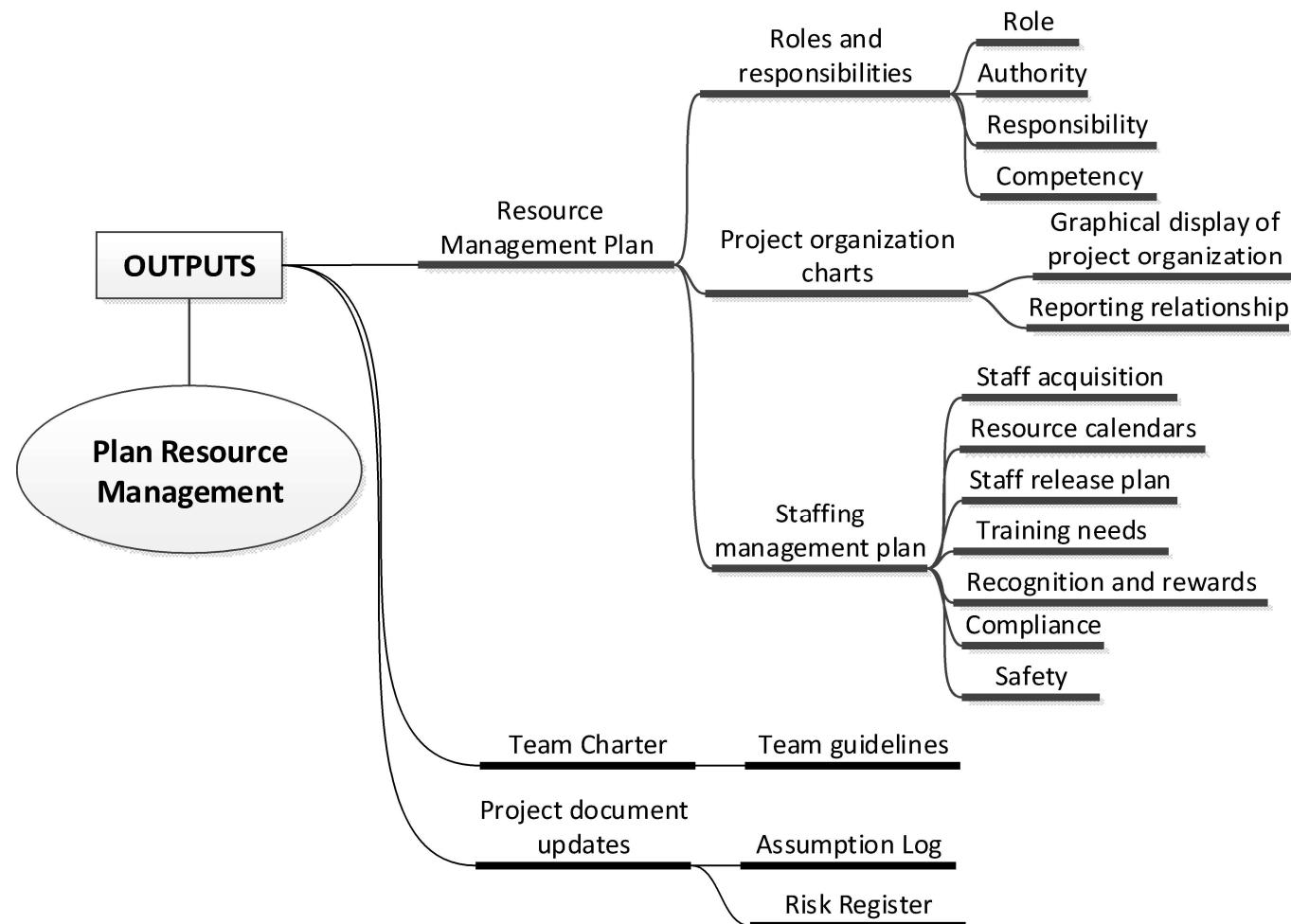


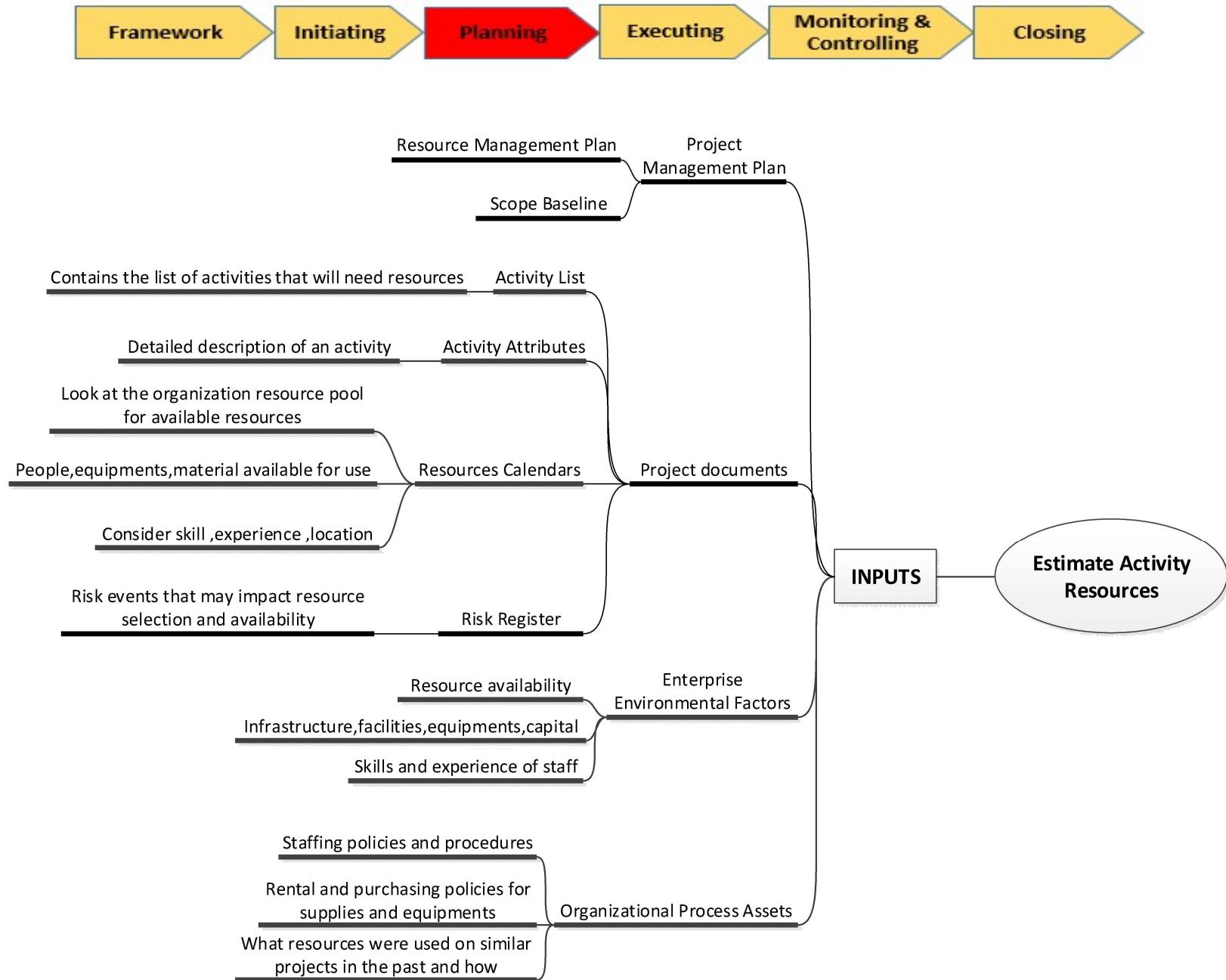


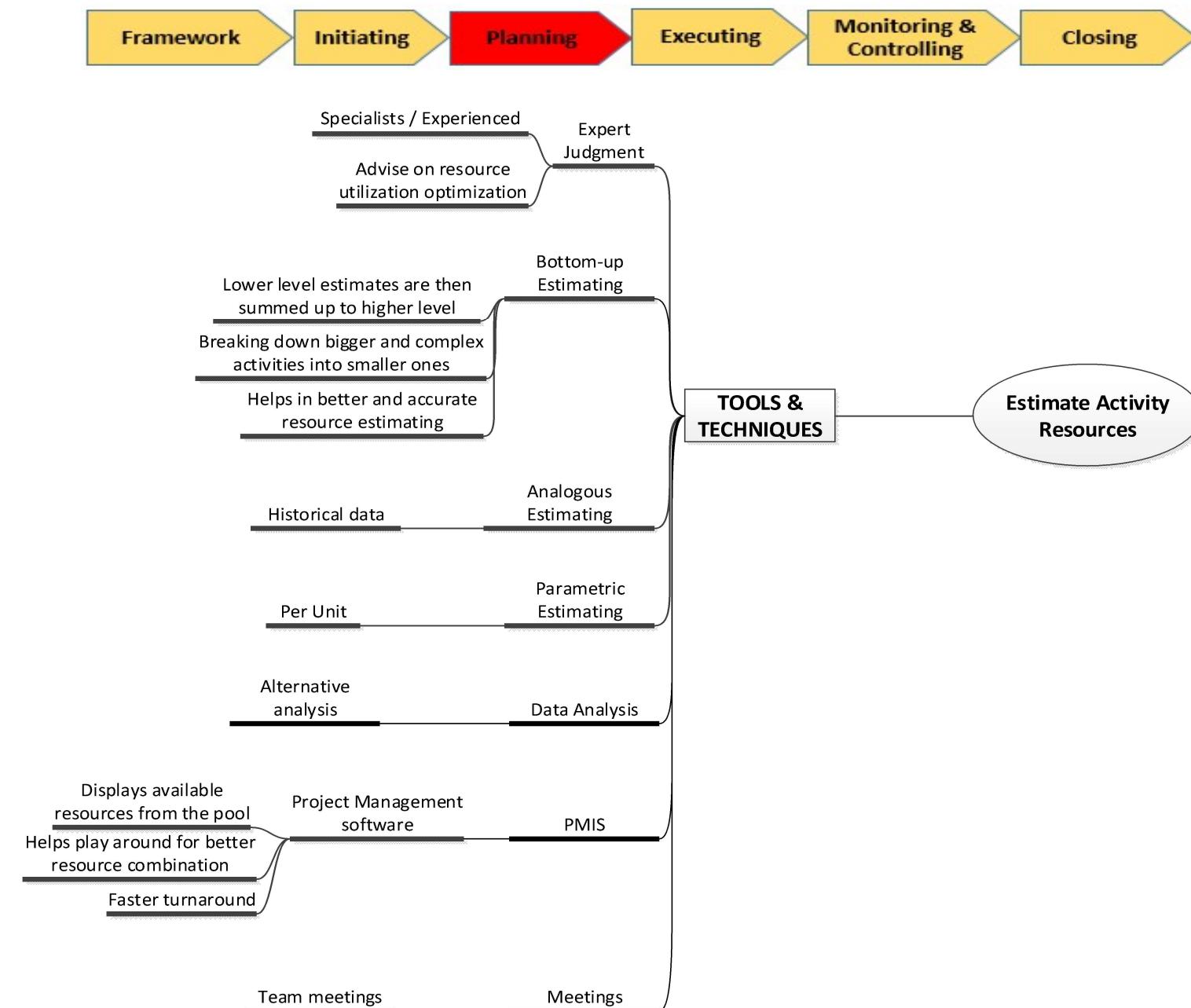


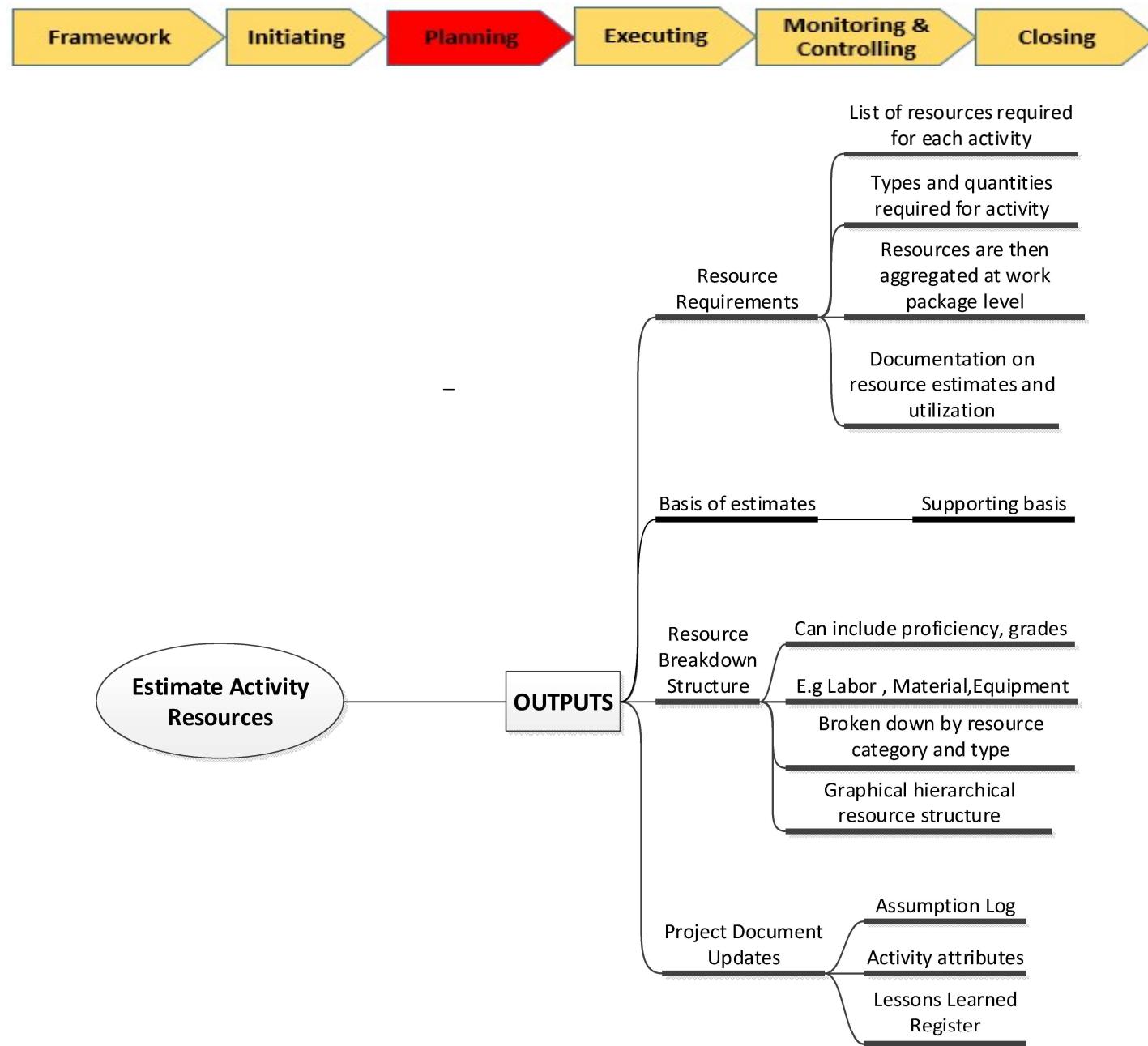


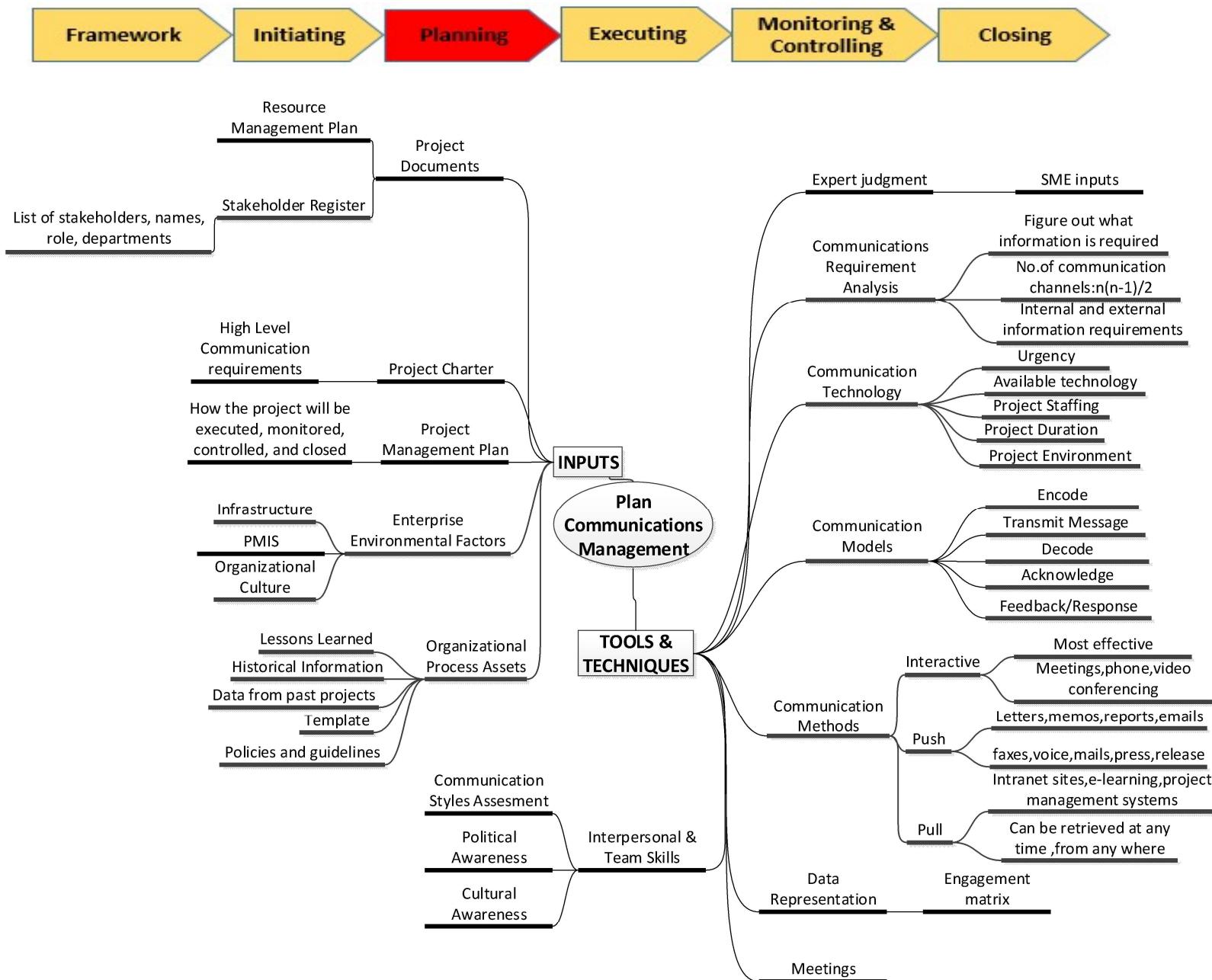


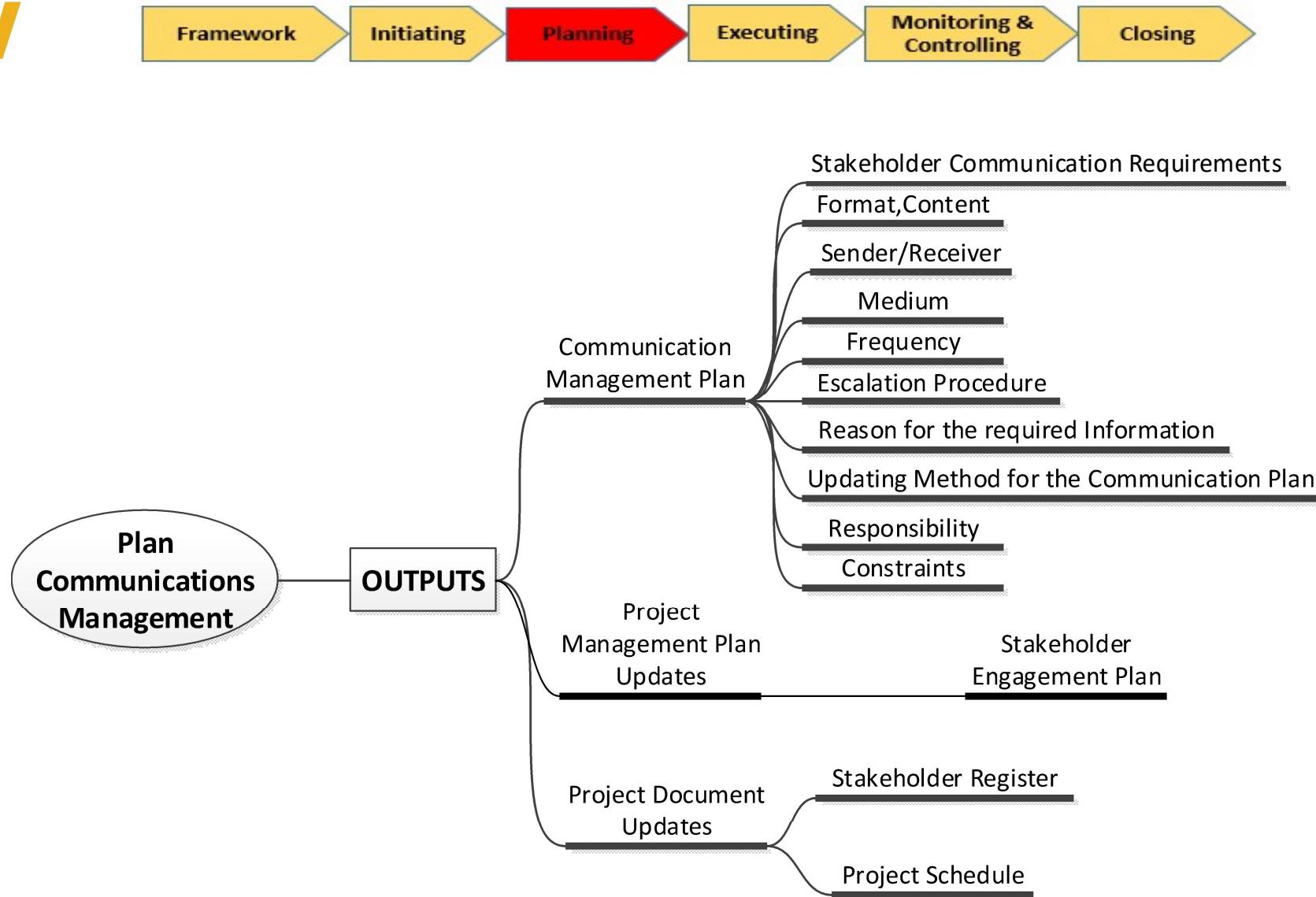


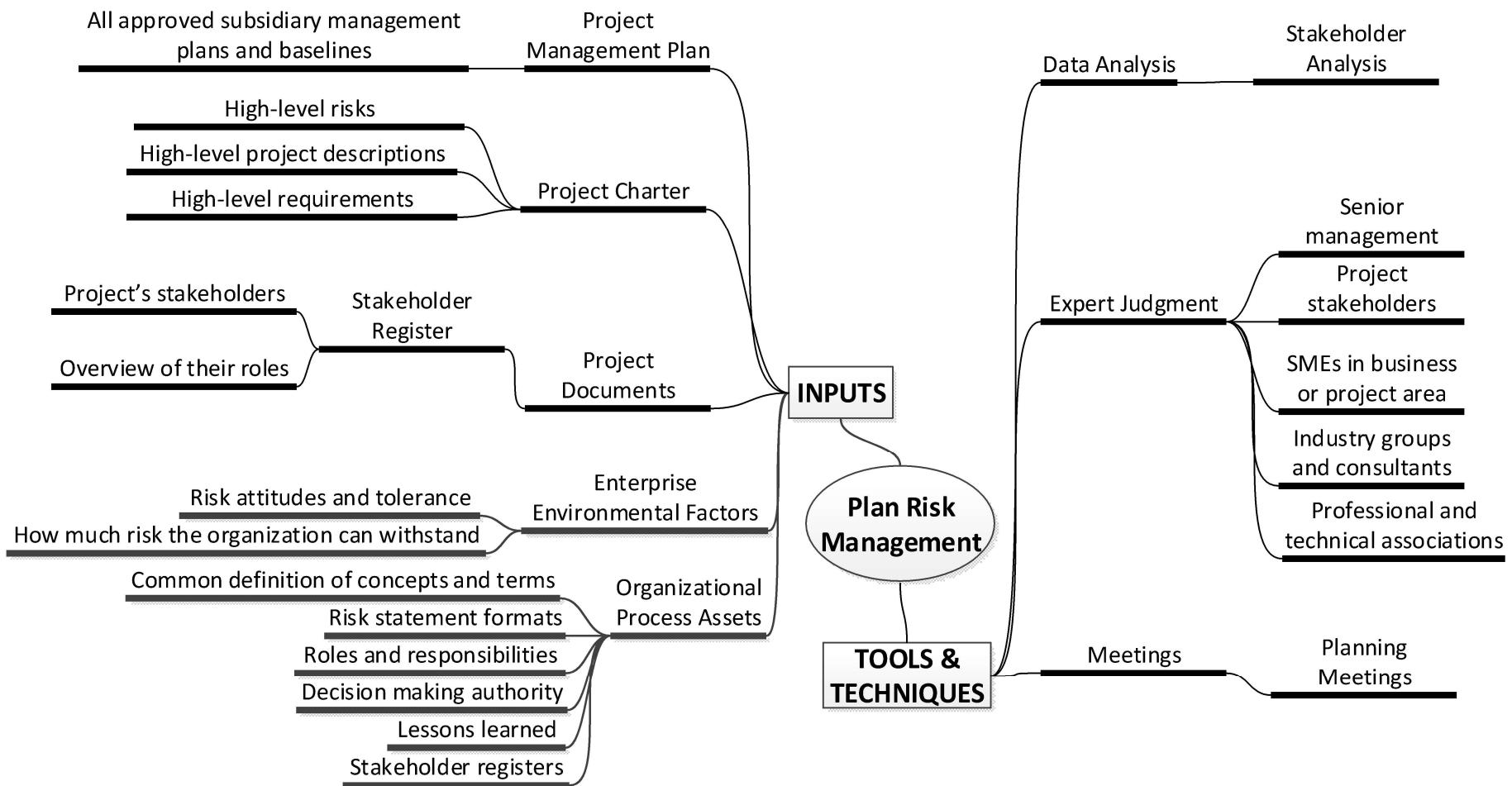


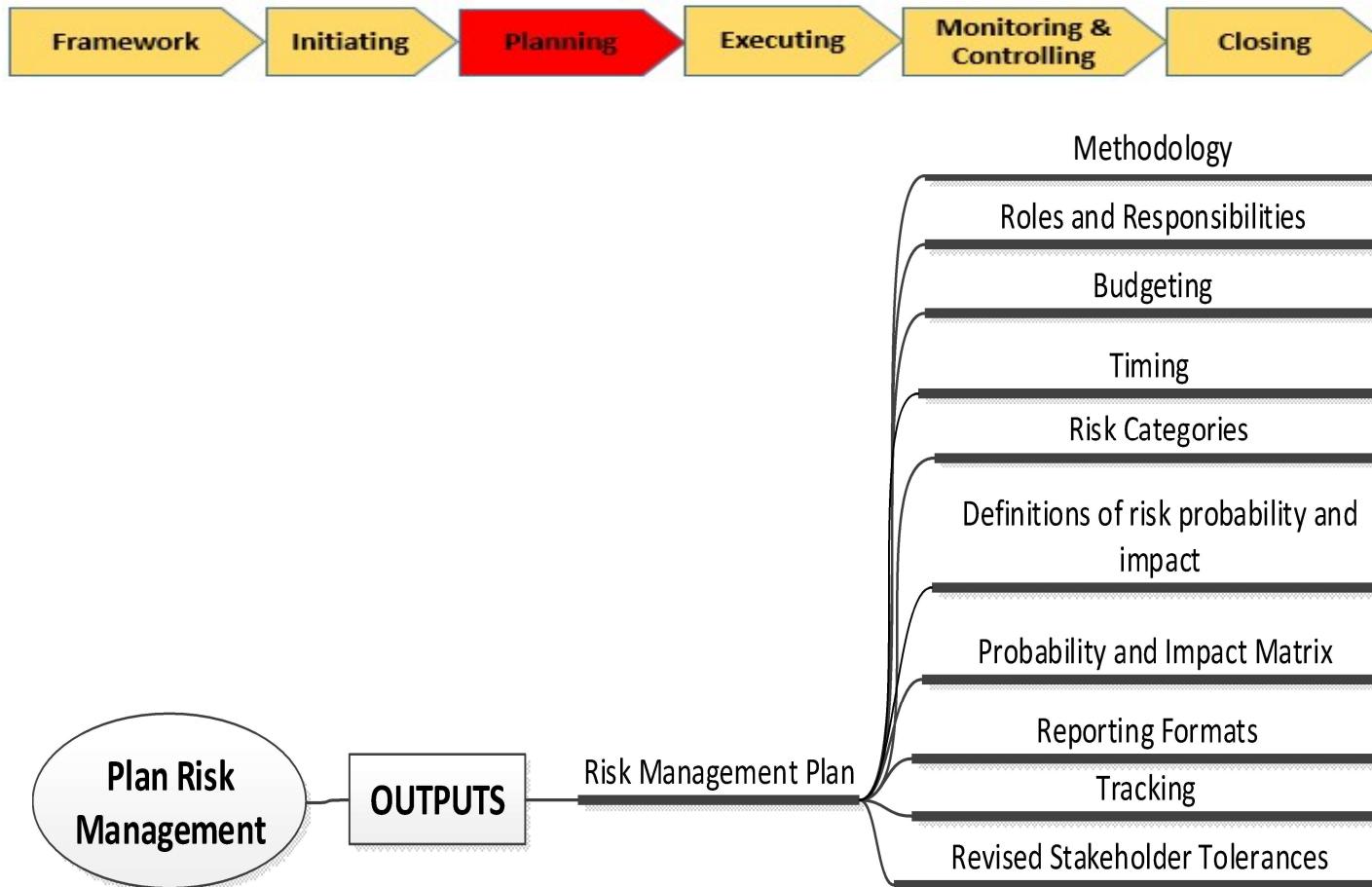


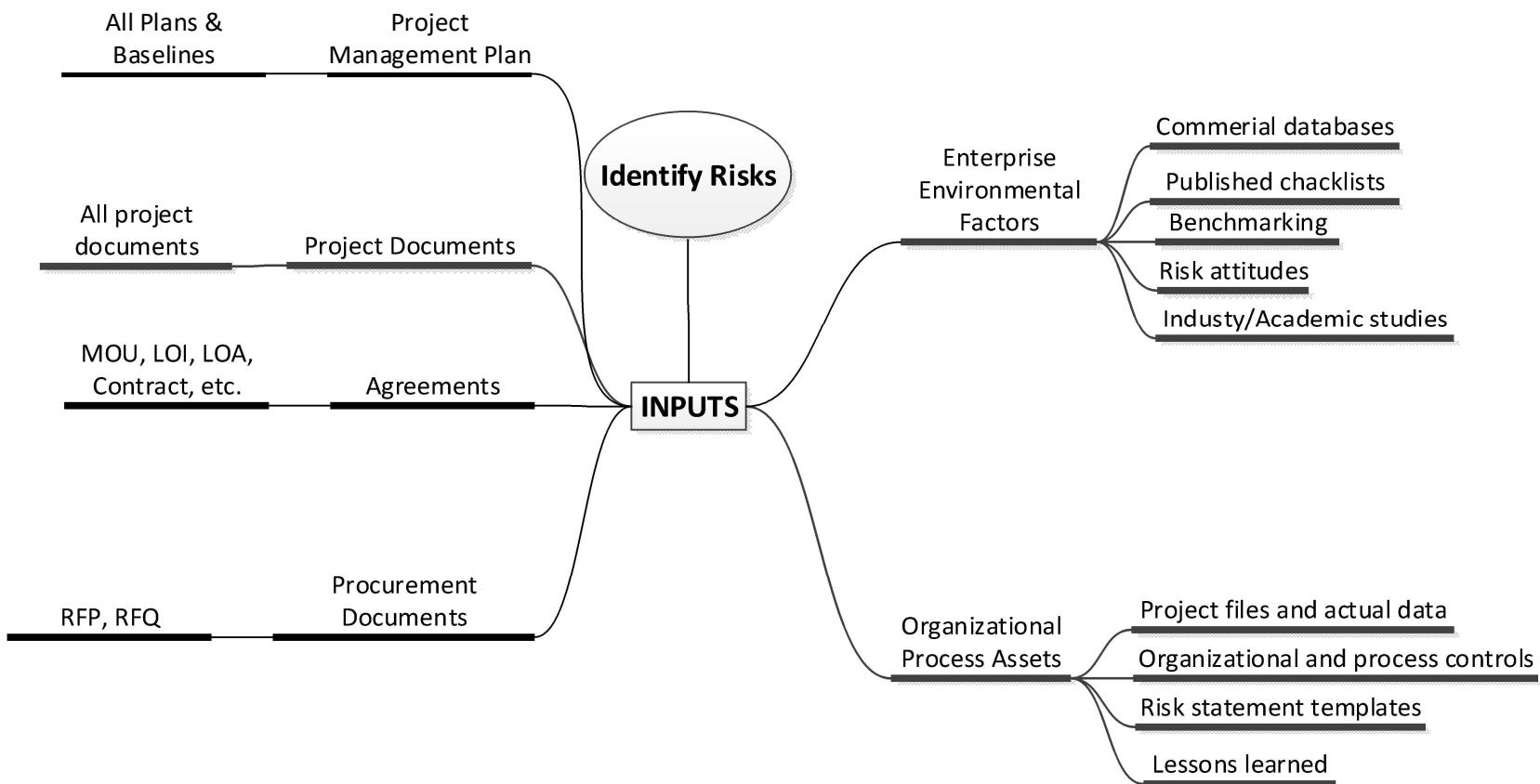


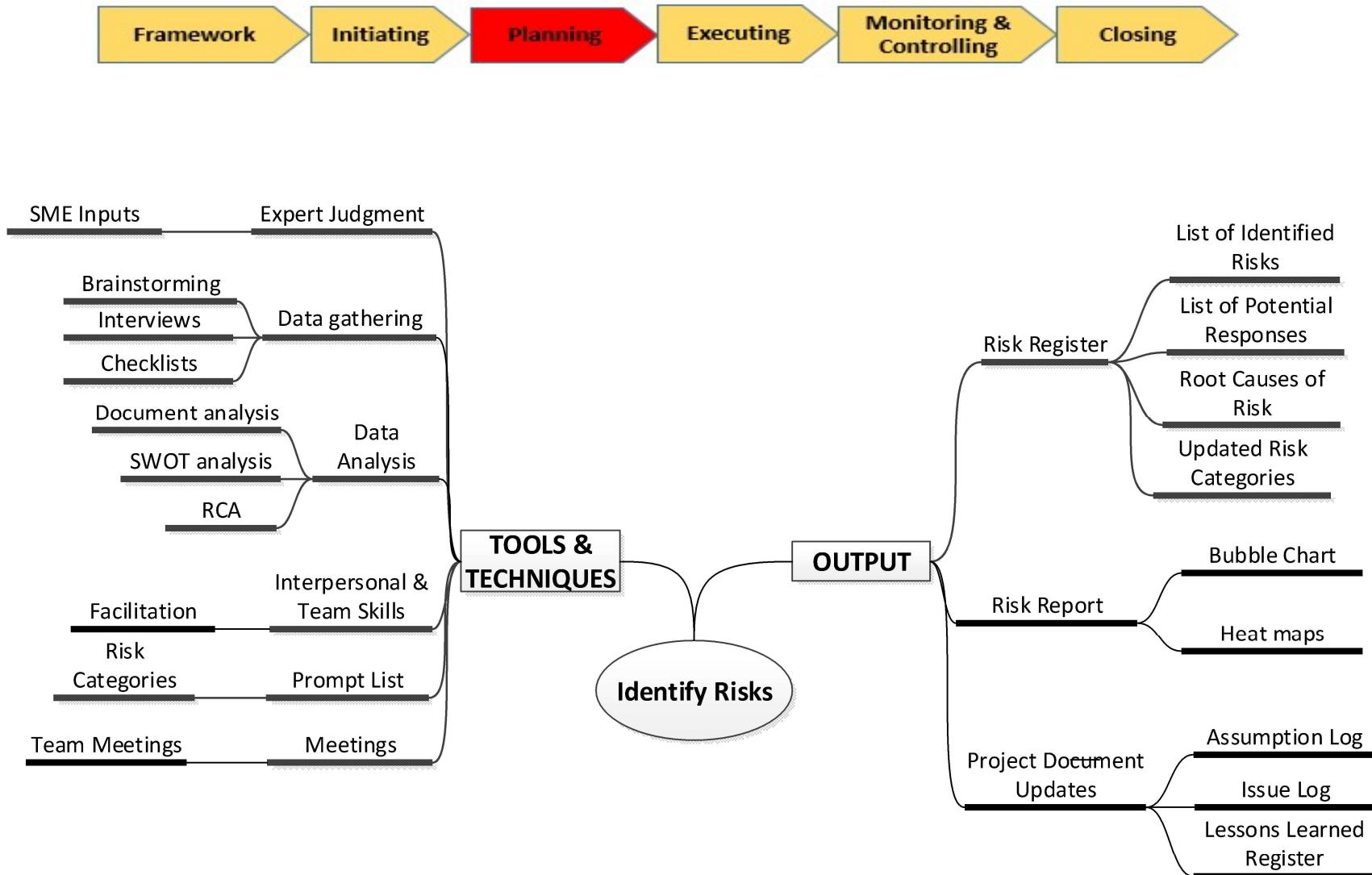


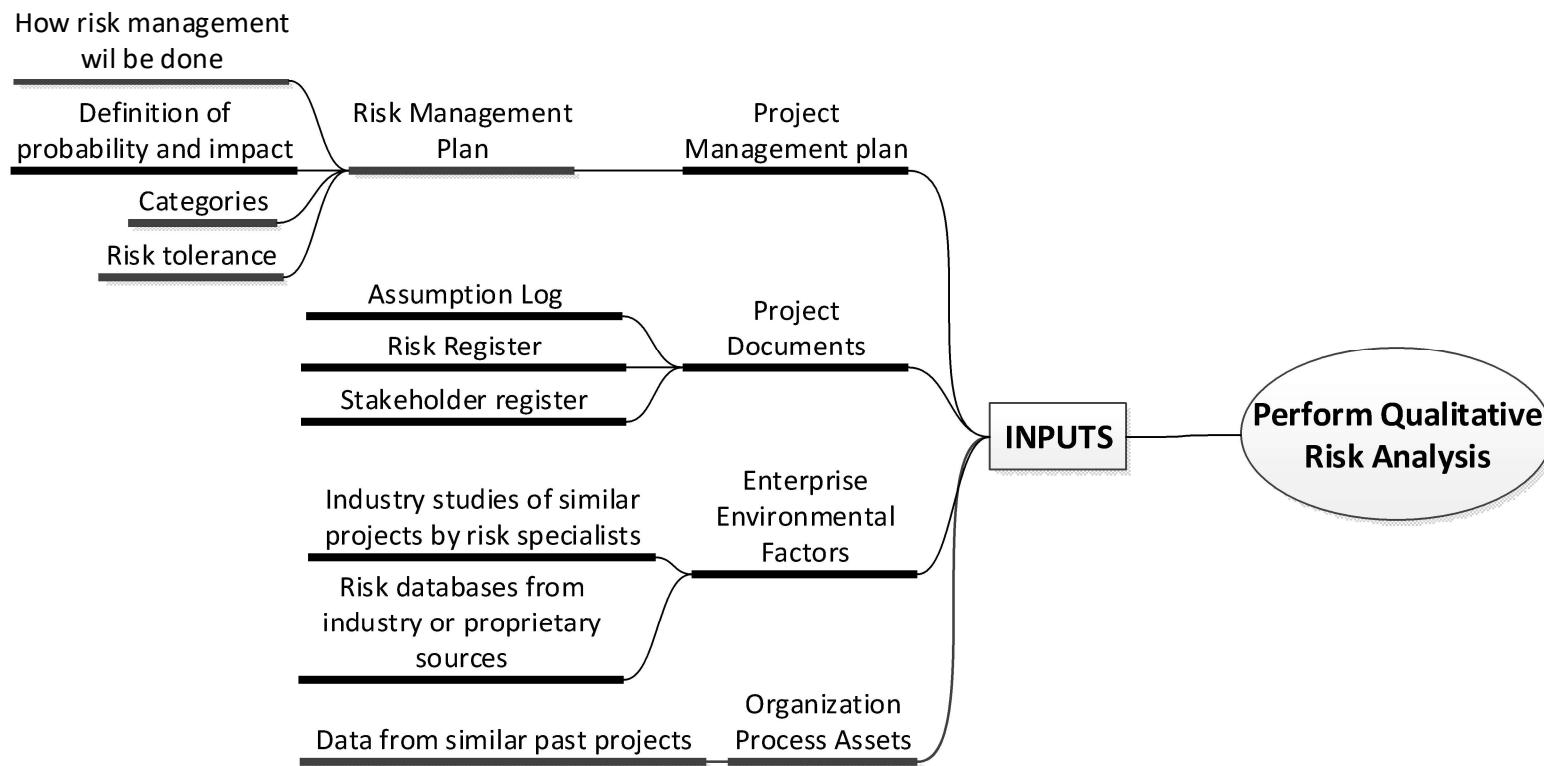


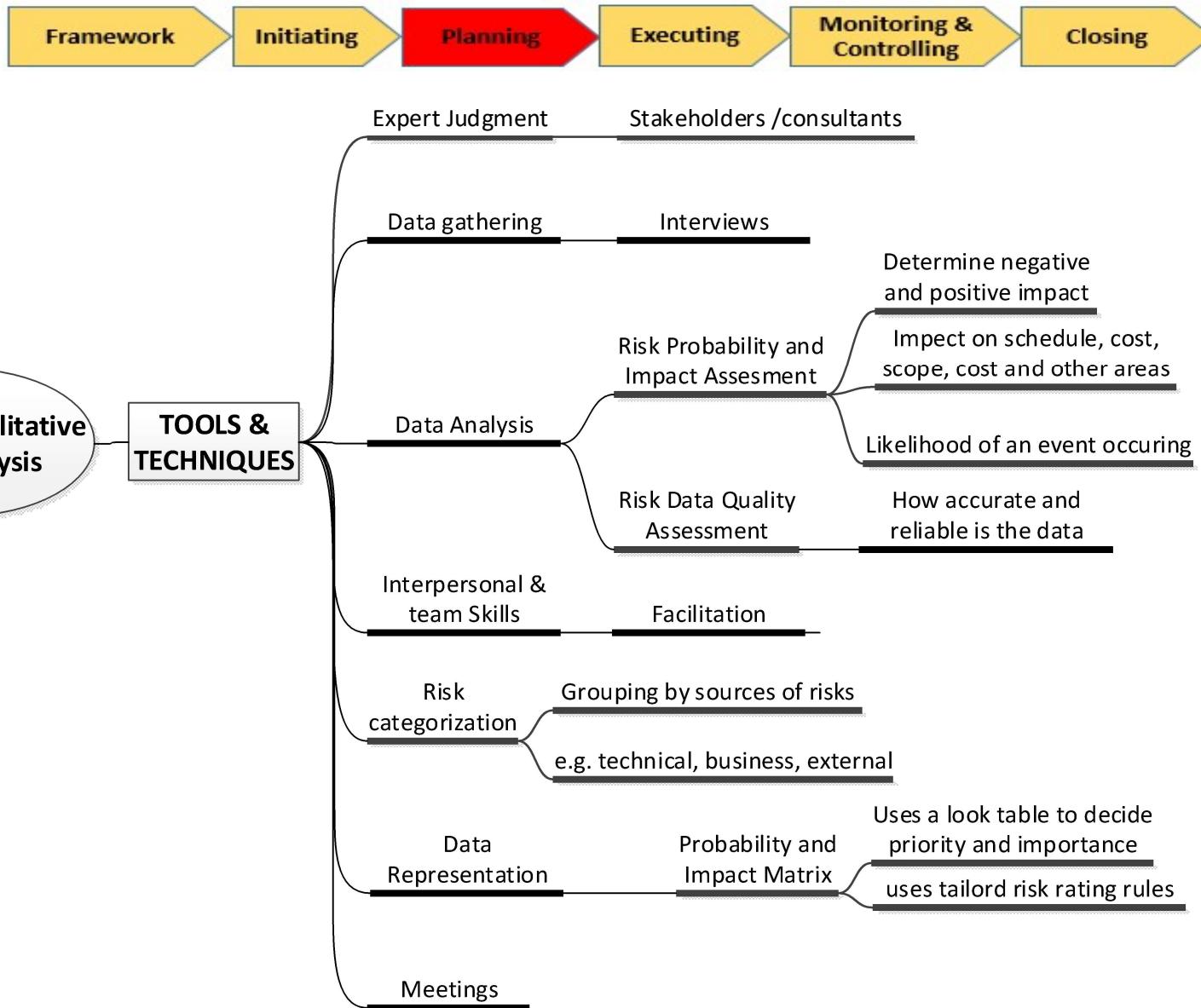


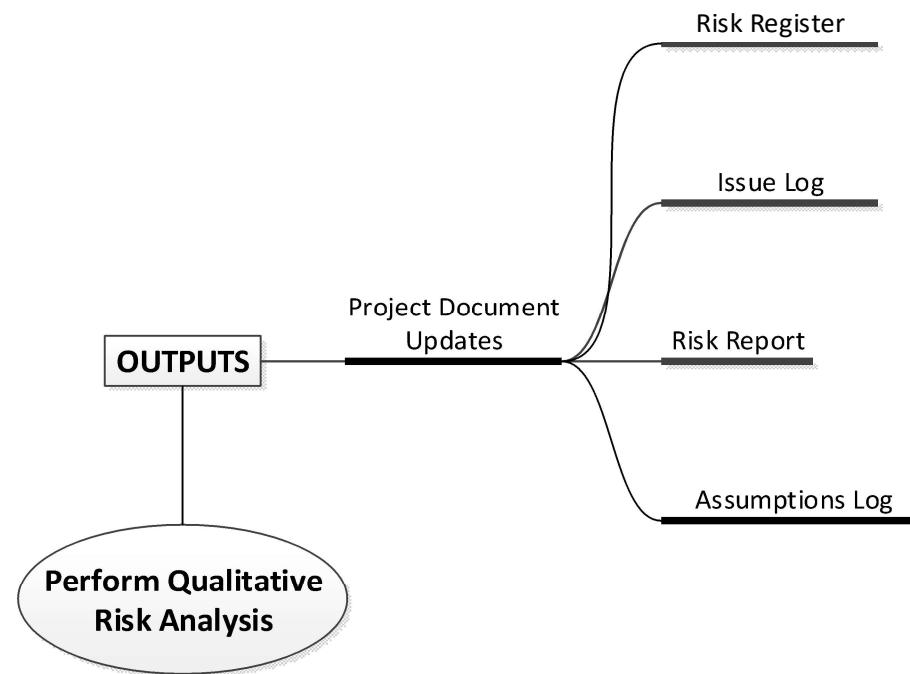


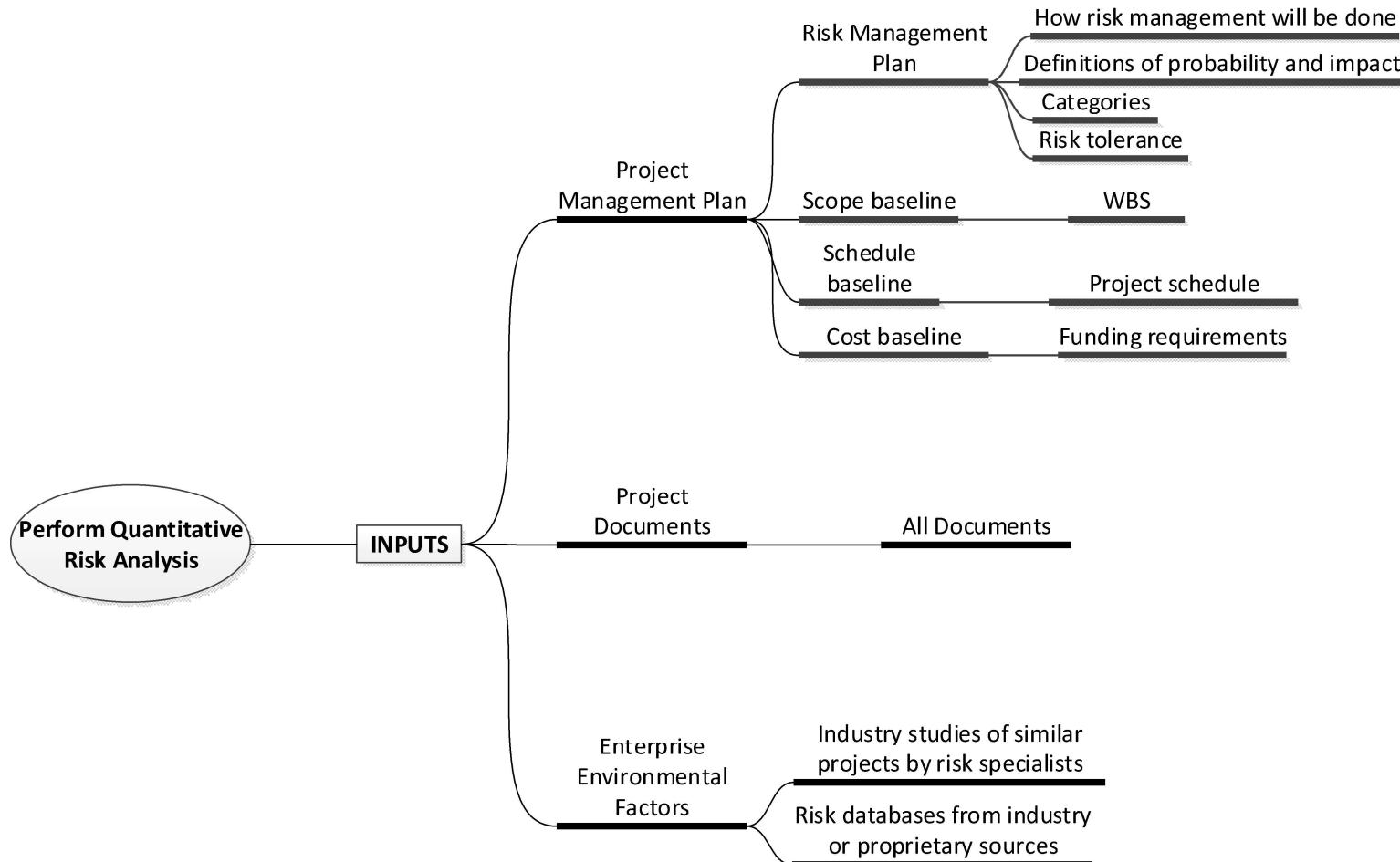


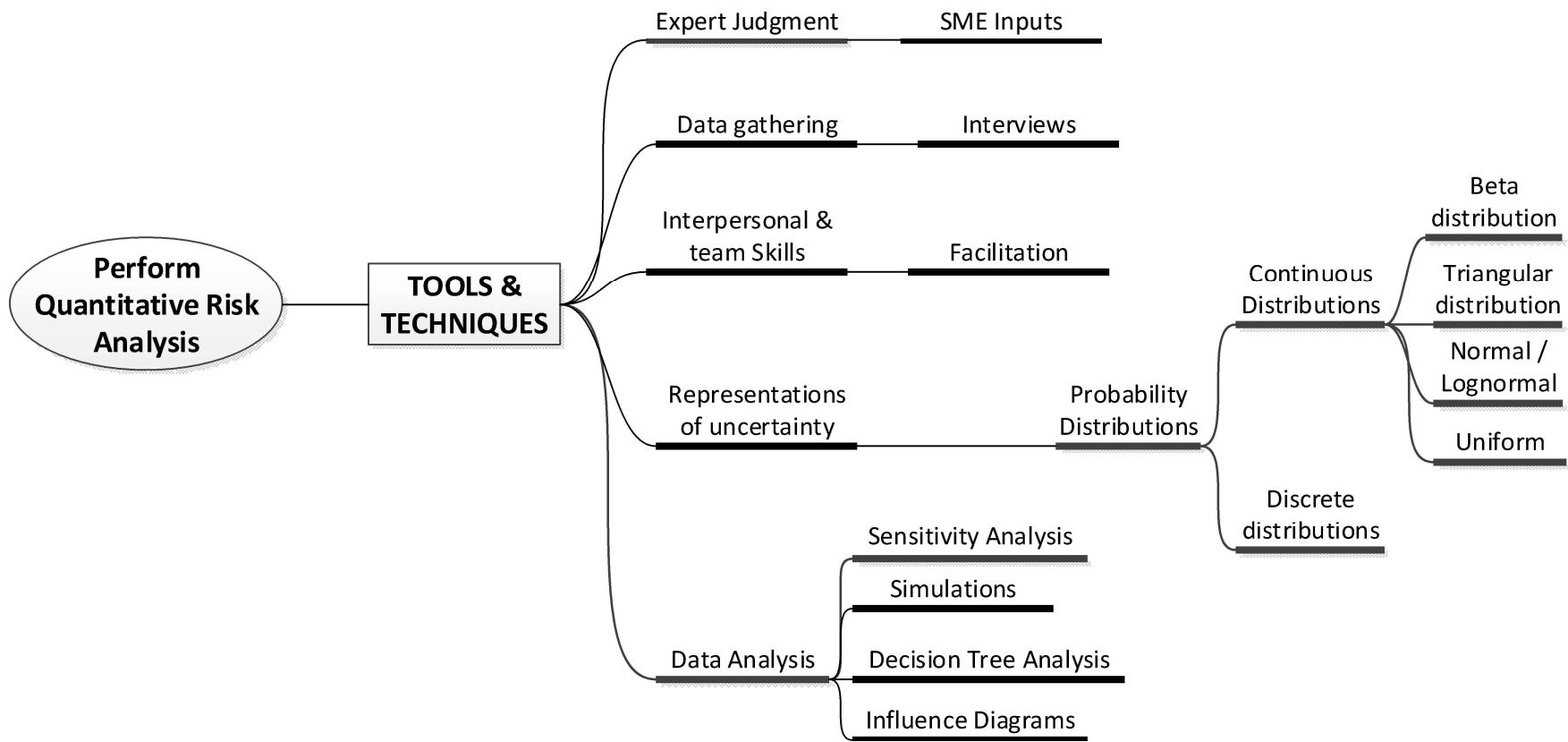


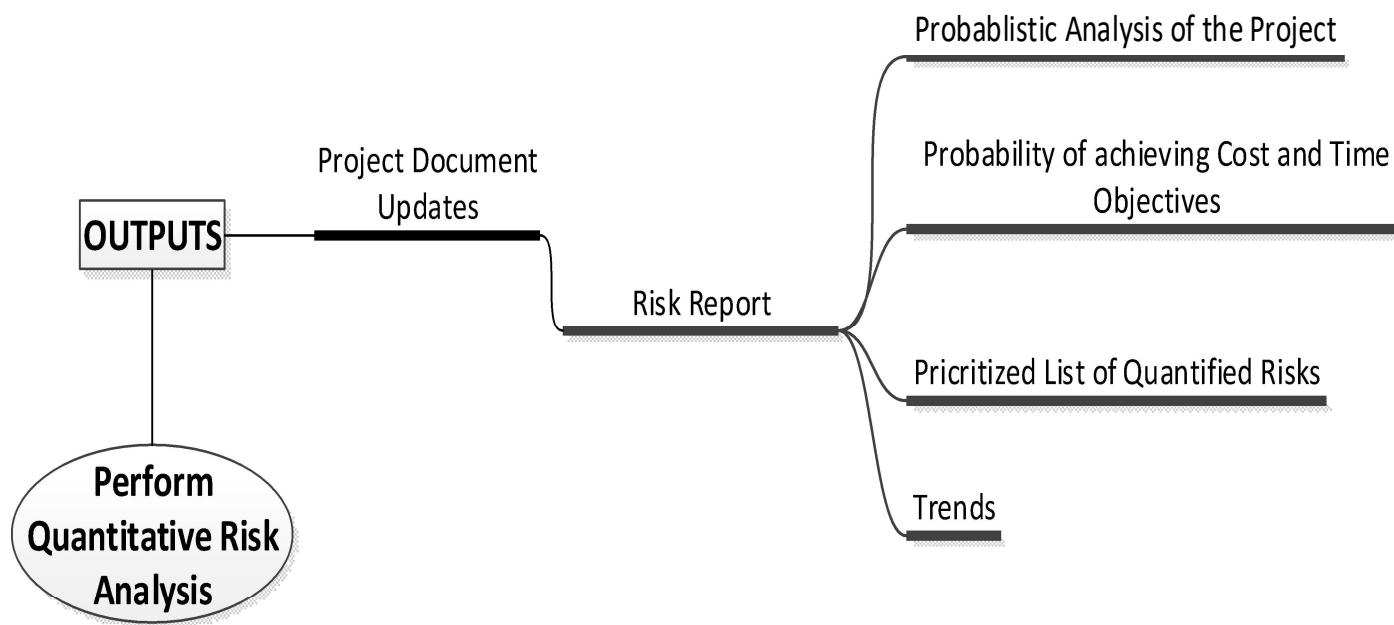


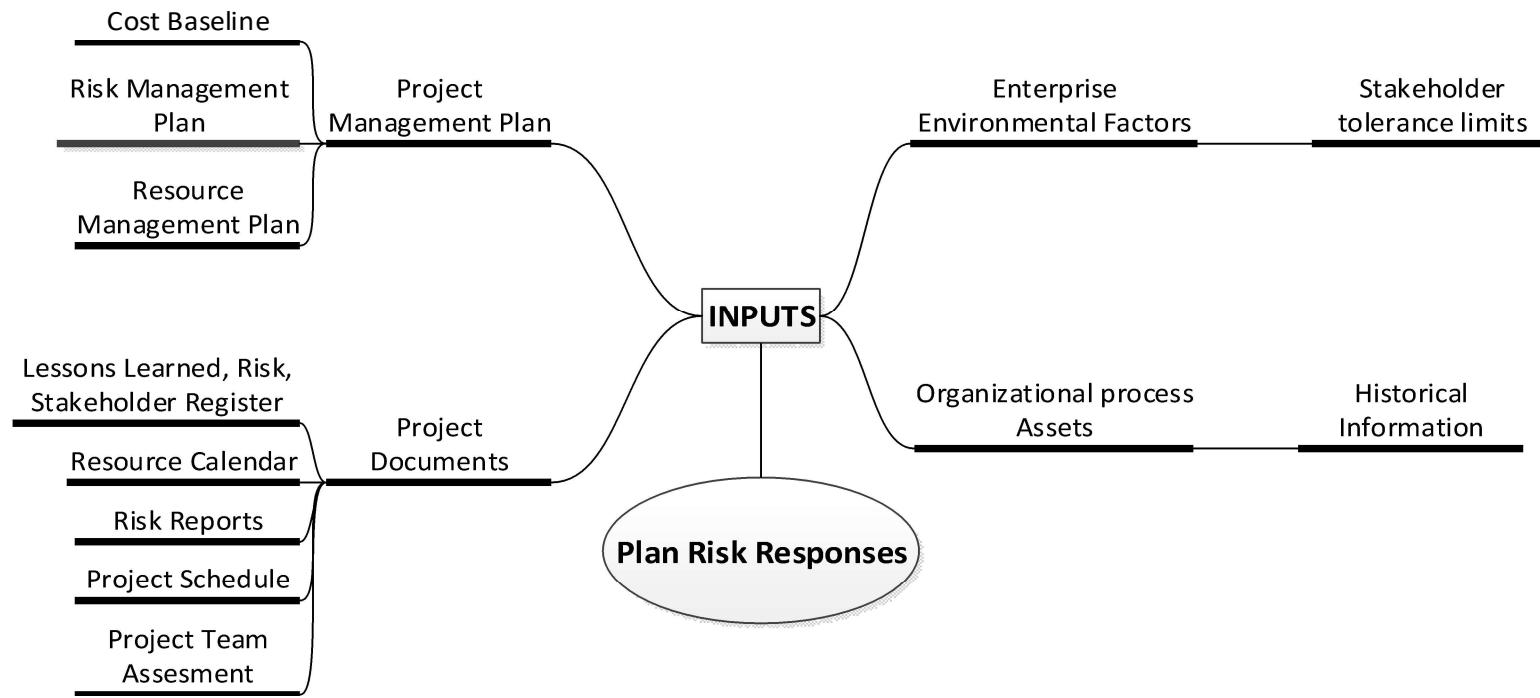


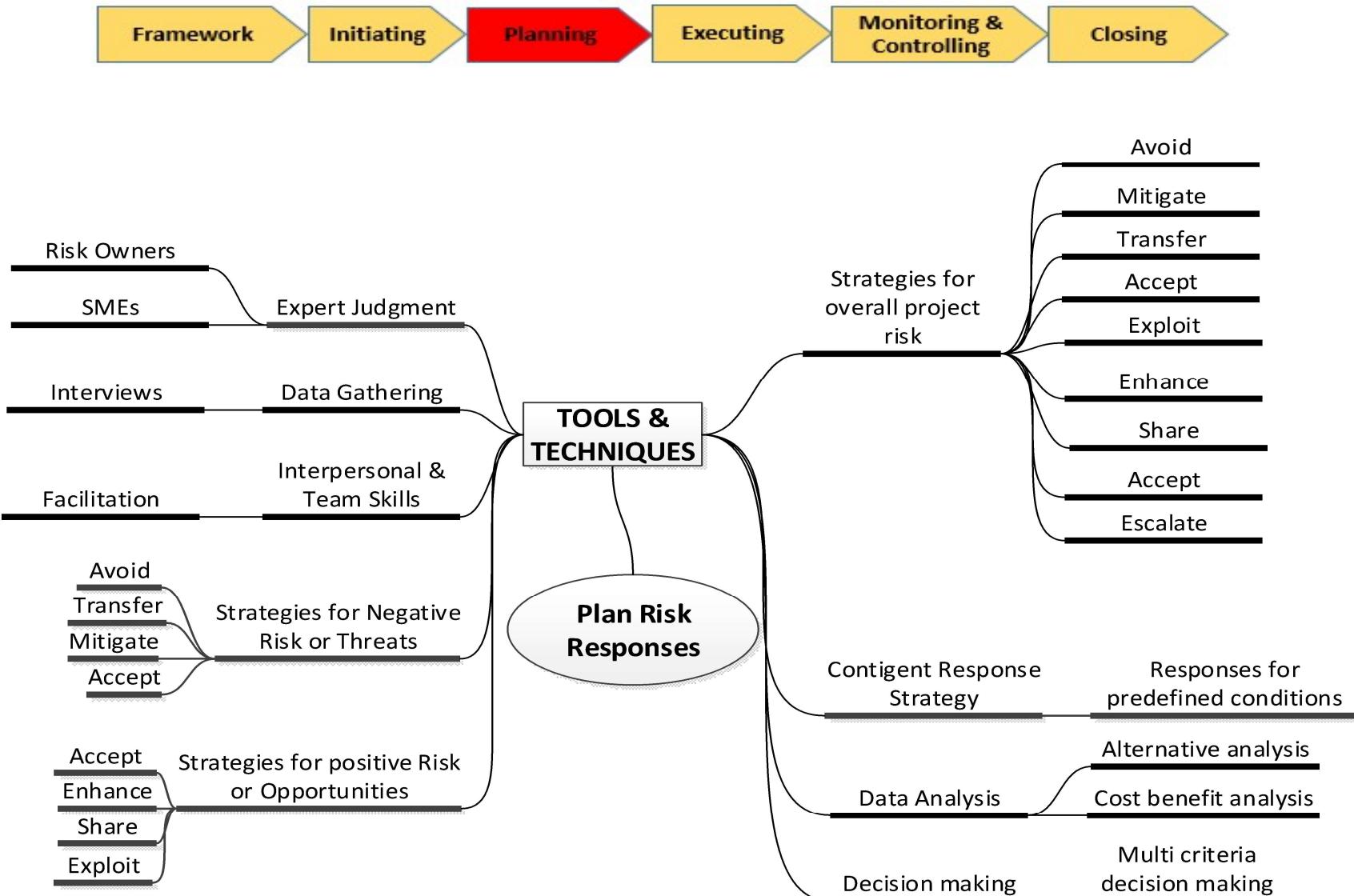


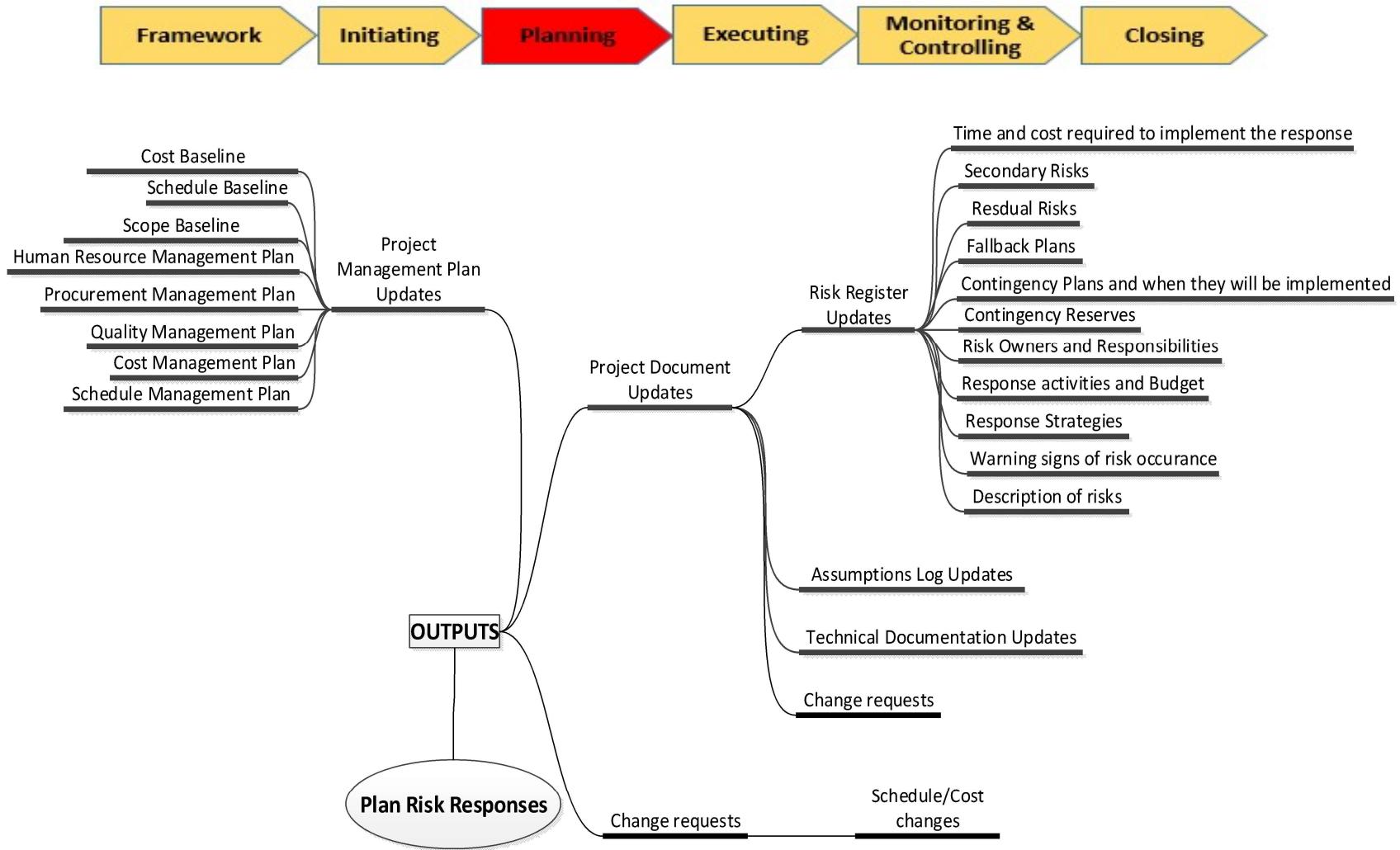


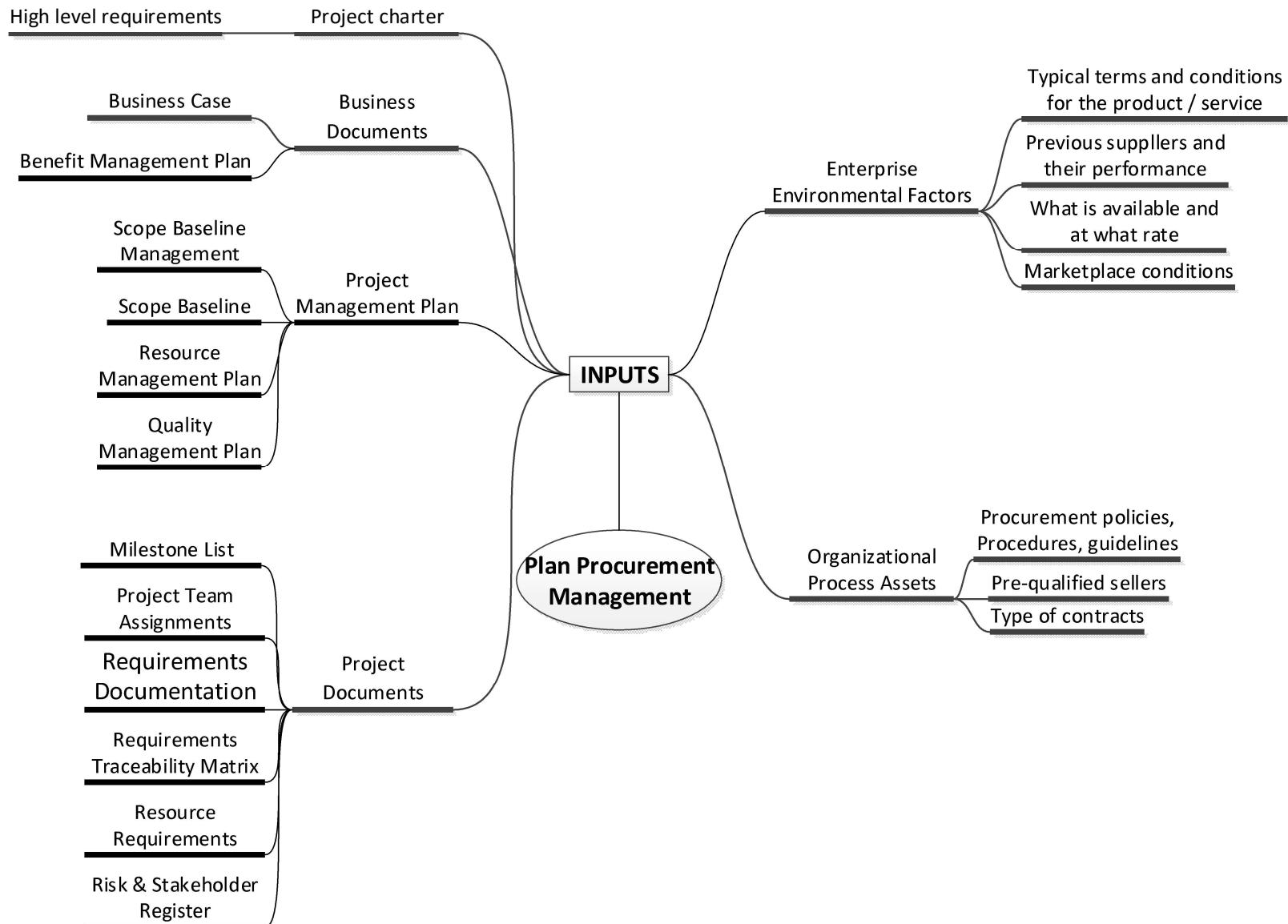


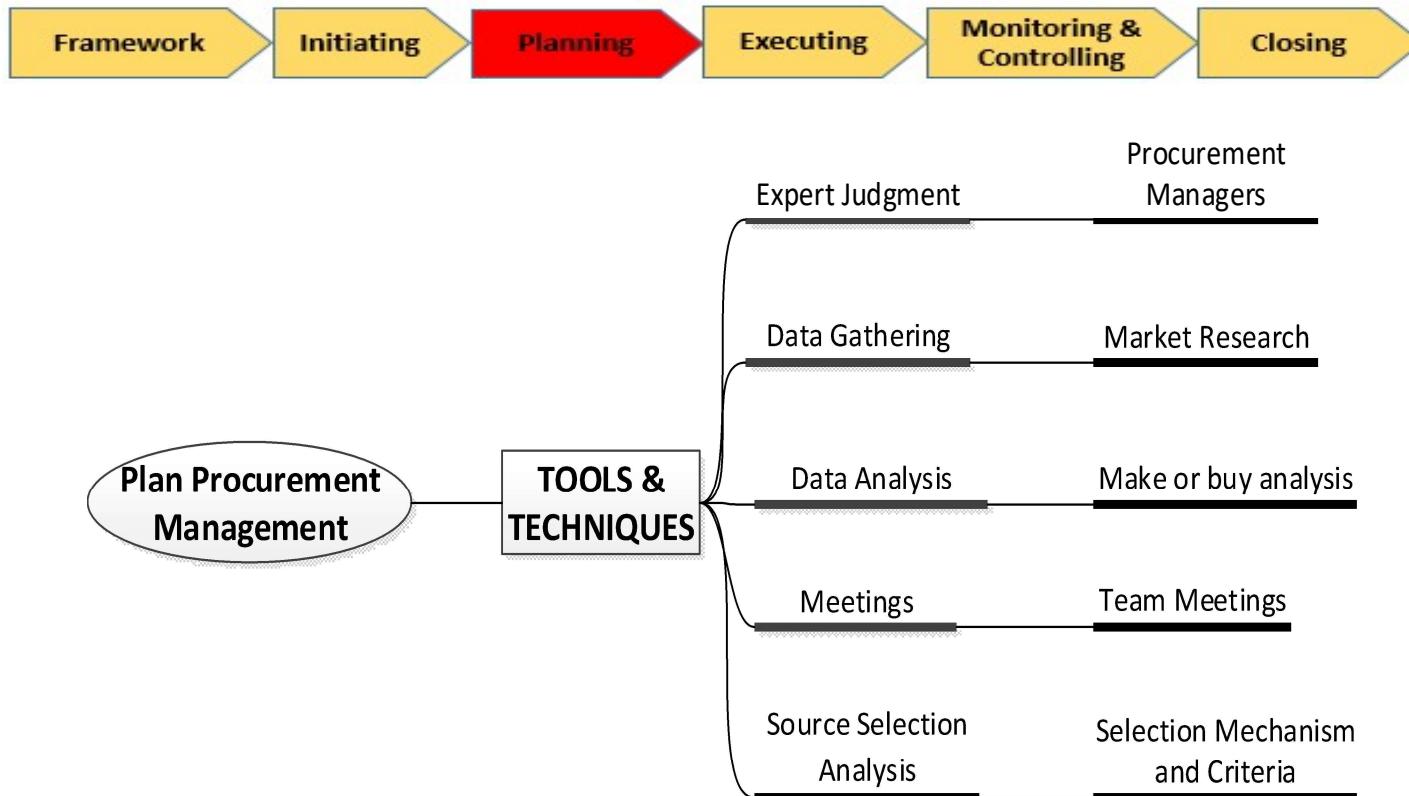


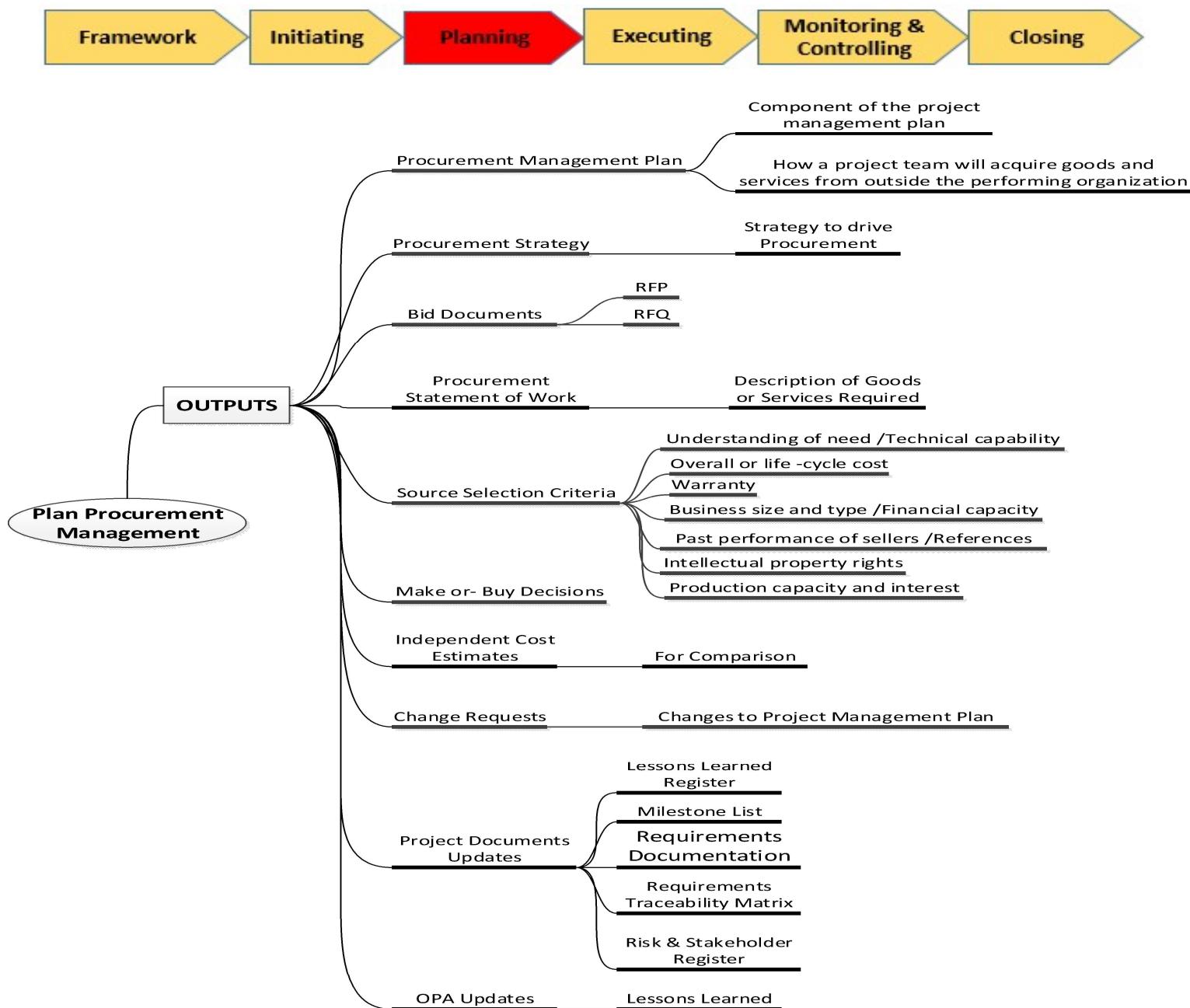


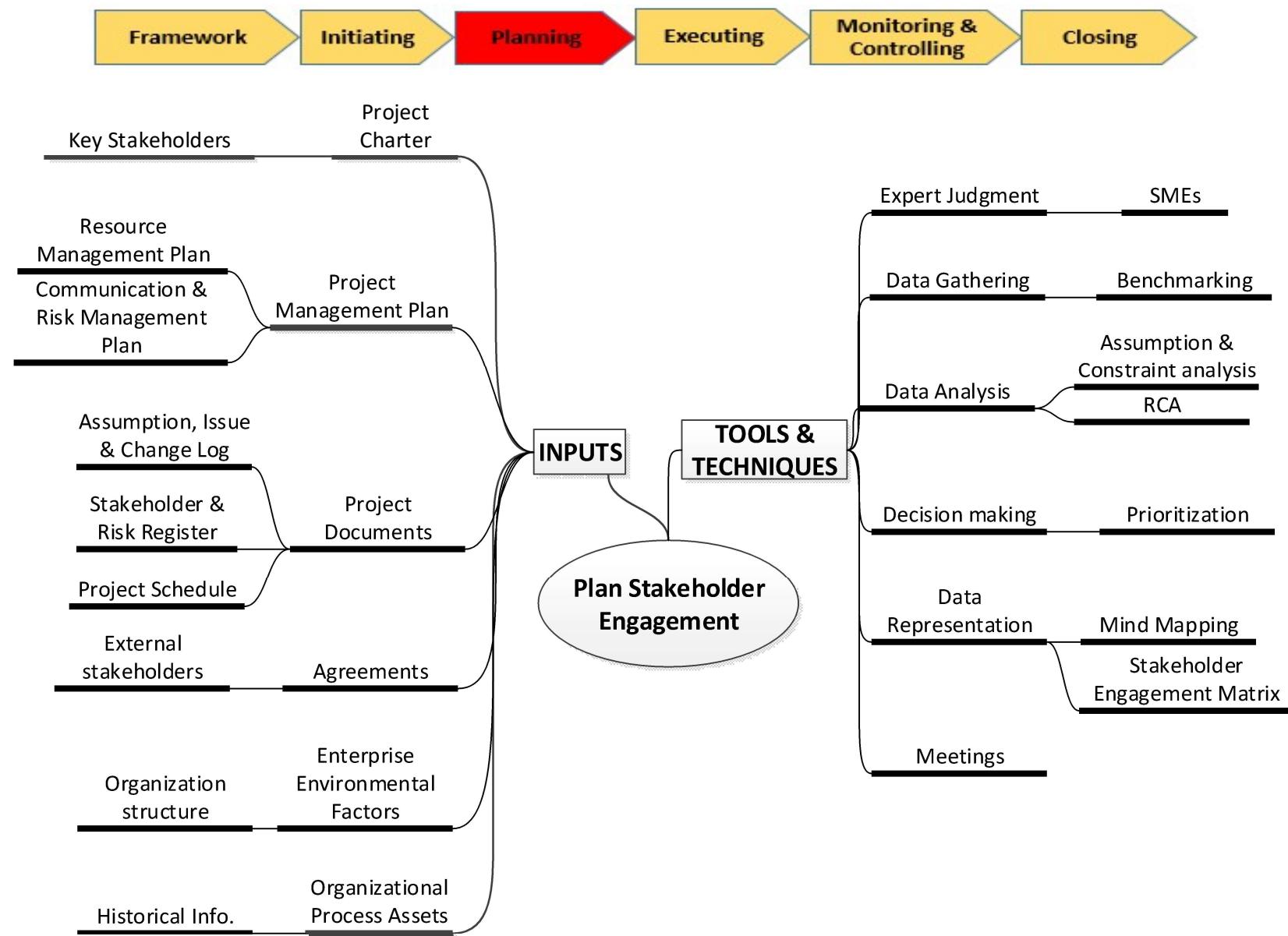


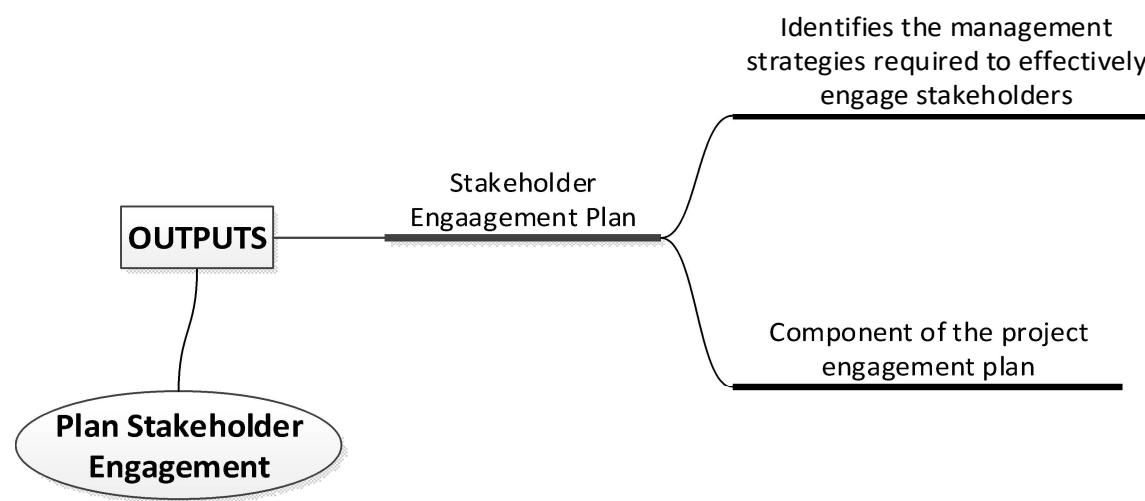


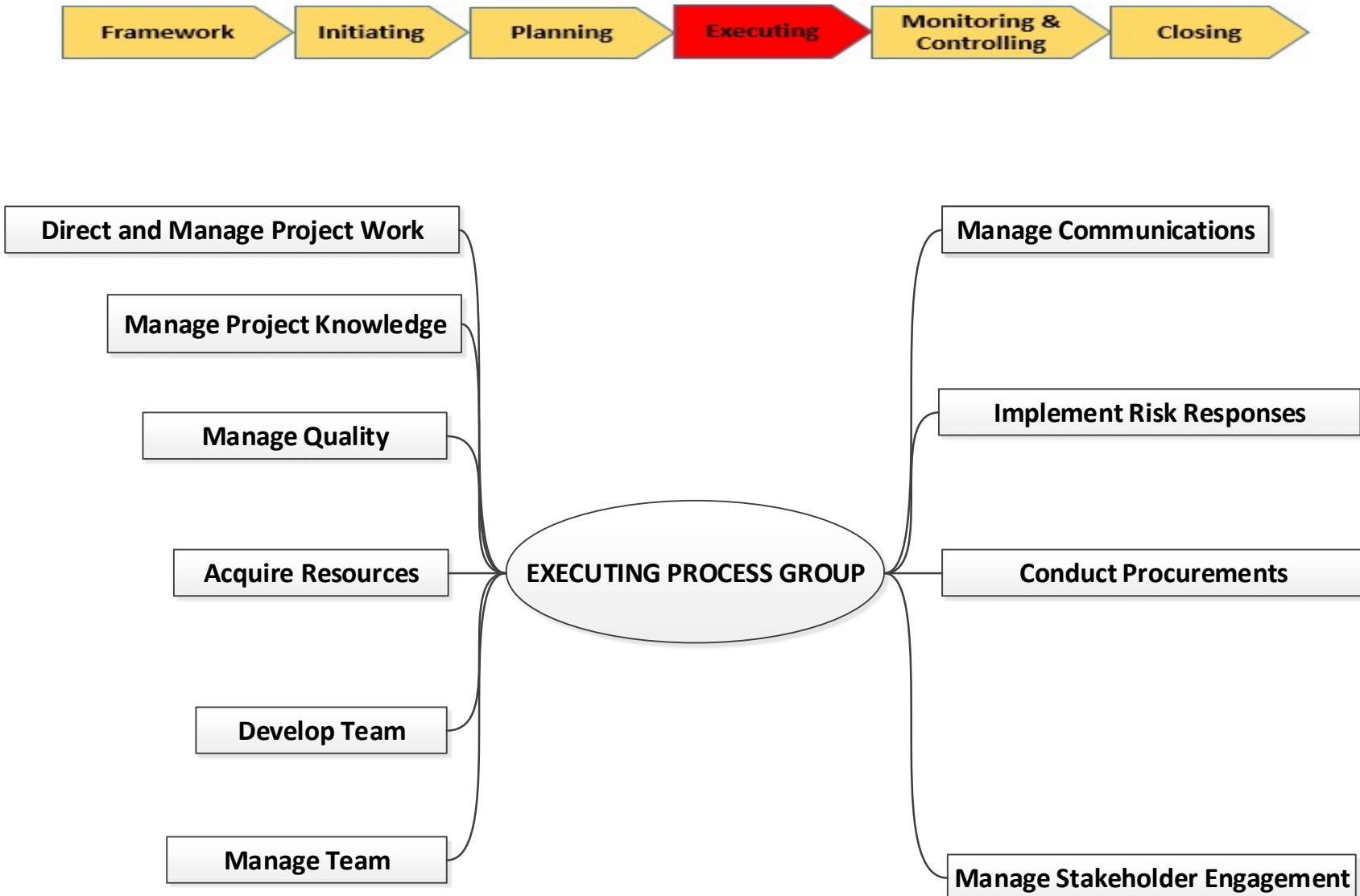


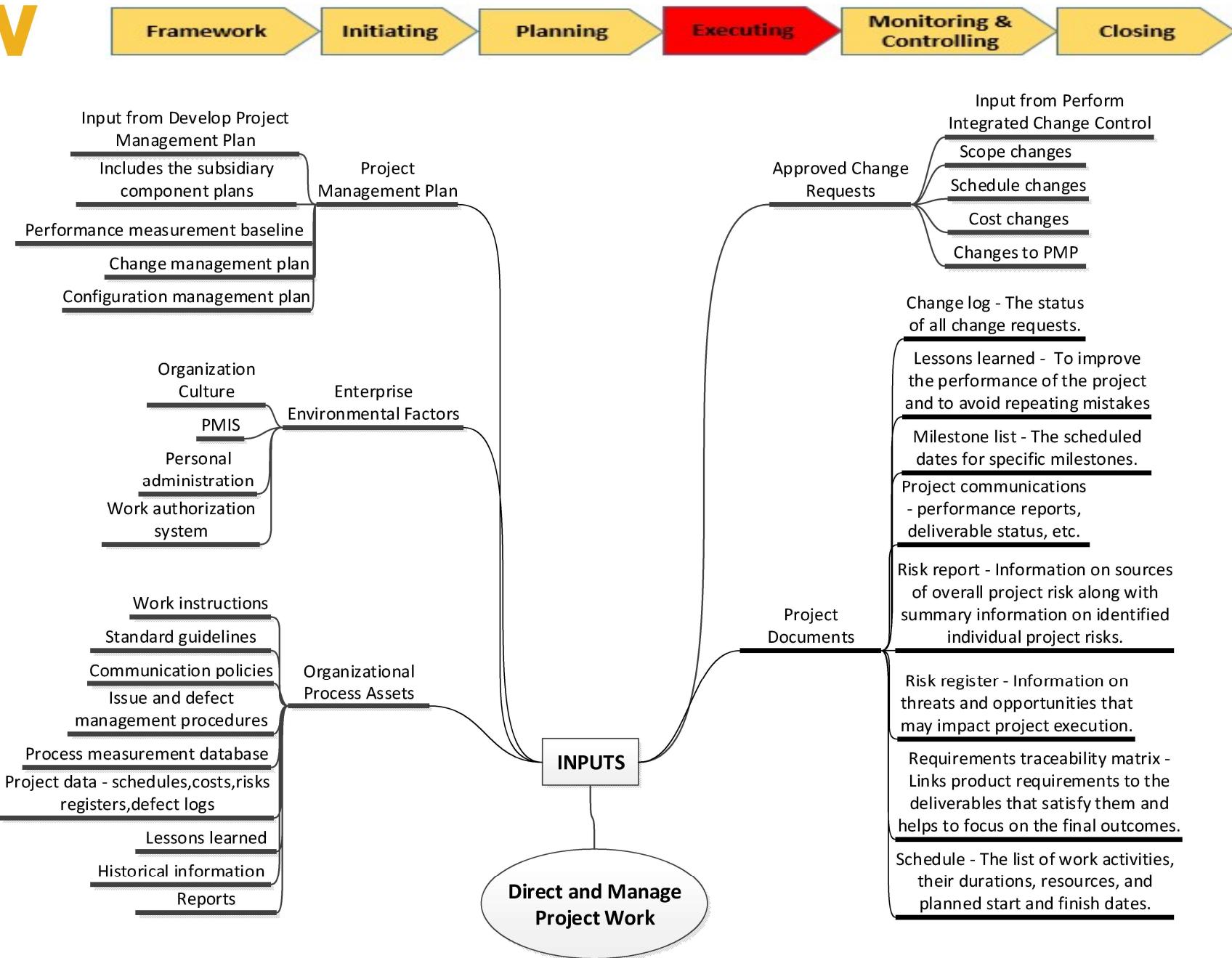


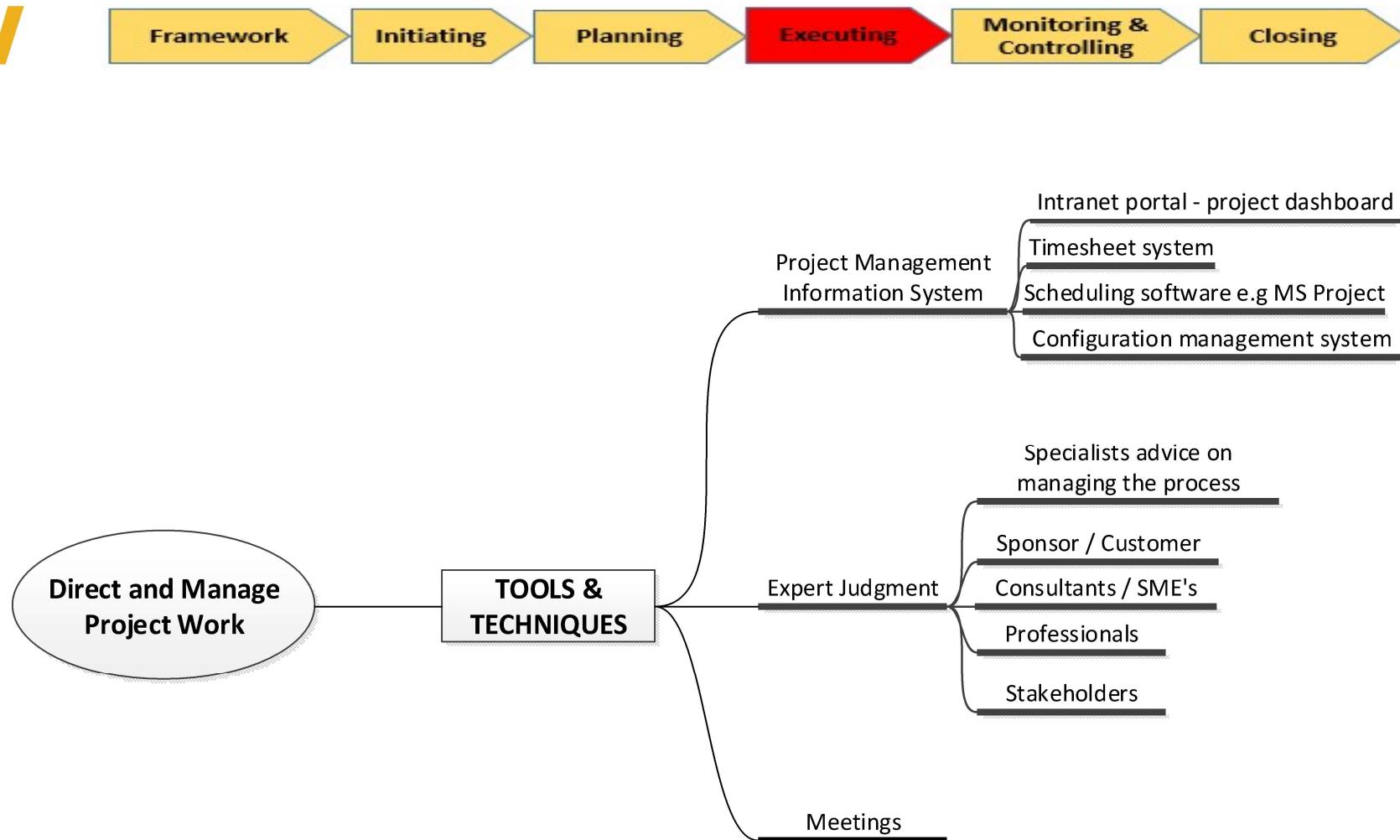


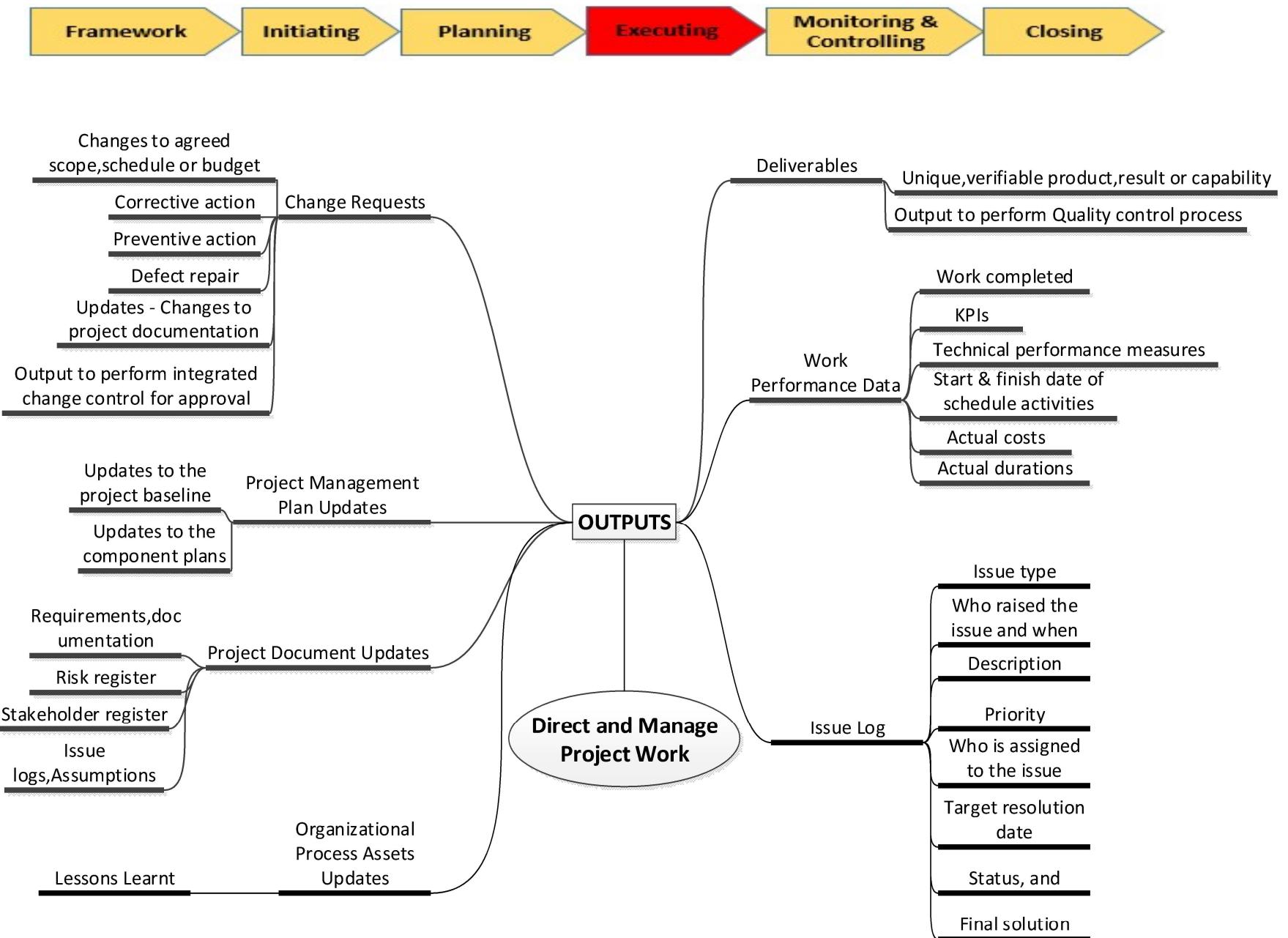














Lessons learned register provides information on effective practices in knowledge management.

Project team assignments provide information on the type of competencies and experience available in the project and the knowledge that may be missing.

The resource breakdown structure - information on the composition of the team and may help to understand what knowledge is available as a group and what knowledge is missing.

Stakeholder register contains details about the identified stakeholders to help understand the knowledge they may have.

Project Documents

Deliverable

A unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.

All components of the project management plan will be used

Project Management Plan

Inputs

Manage Project Knowledge

Enterprise Environmental Factors

Organizational, stakeholder, and customer culture

Geographic distribution of facilities and resources

Organizational knowledge experts

Legal and regulatory requirements and/or constraints.

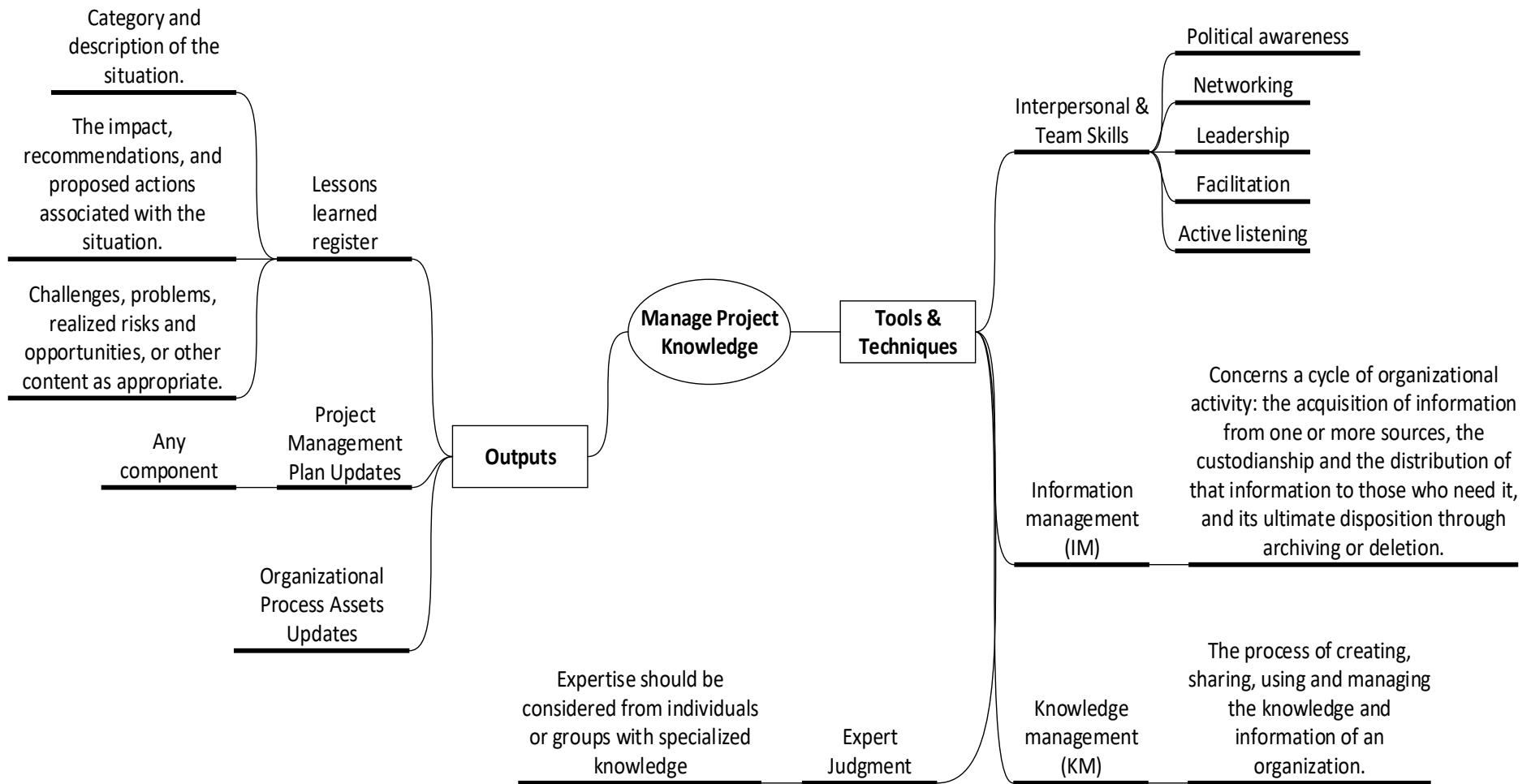
Organizational Process Assets

Organizational standard policies, processes, and procedures

Personnel administration

Organizational communication requirement

Formal knowledge-sharing and information-sharing procedures





Describes the quality assurance and continuous process improvement approaches

Quality Management Plan

Project Management Plan

Should be monitored within the context of a system for configuration management

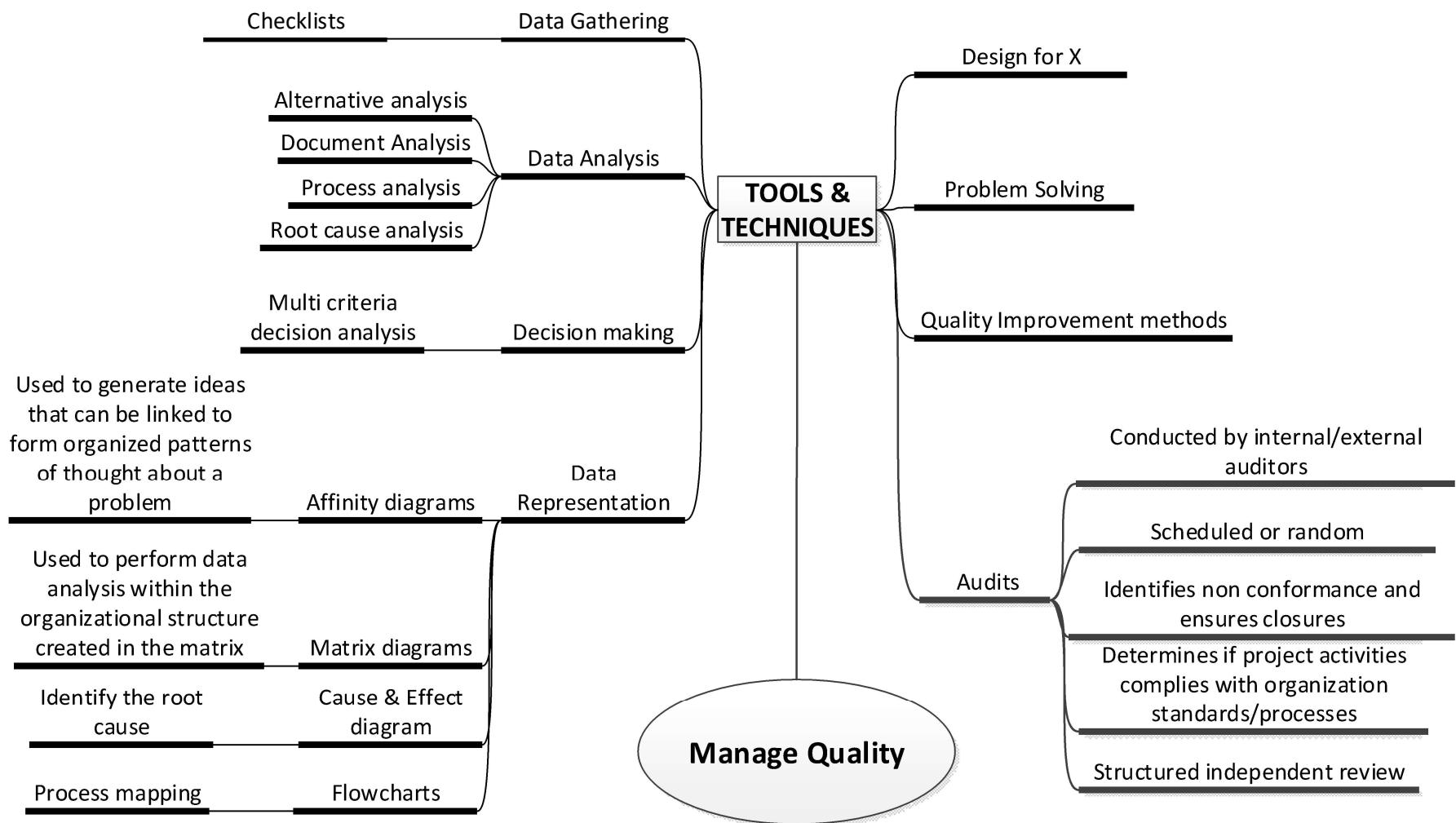
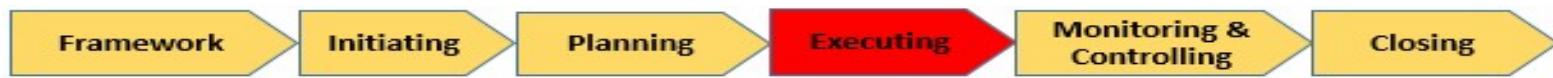
Project Documents

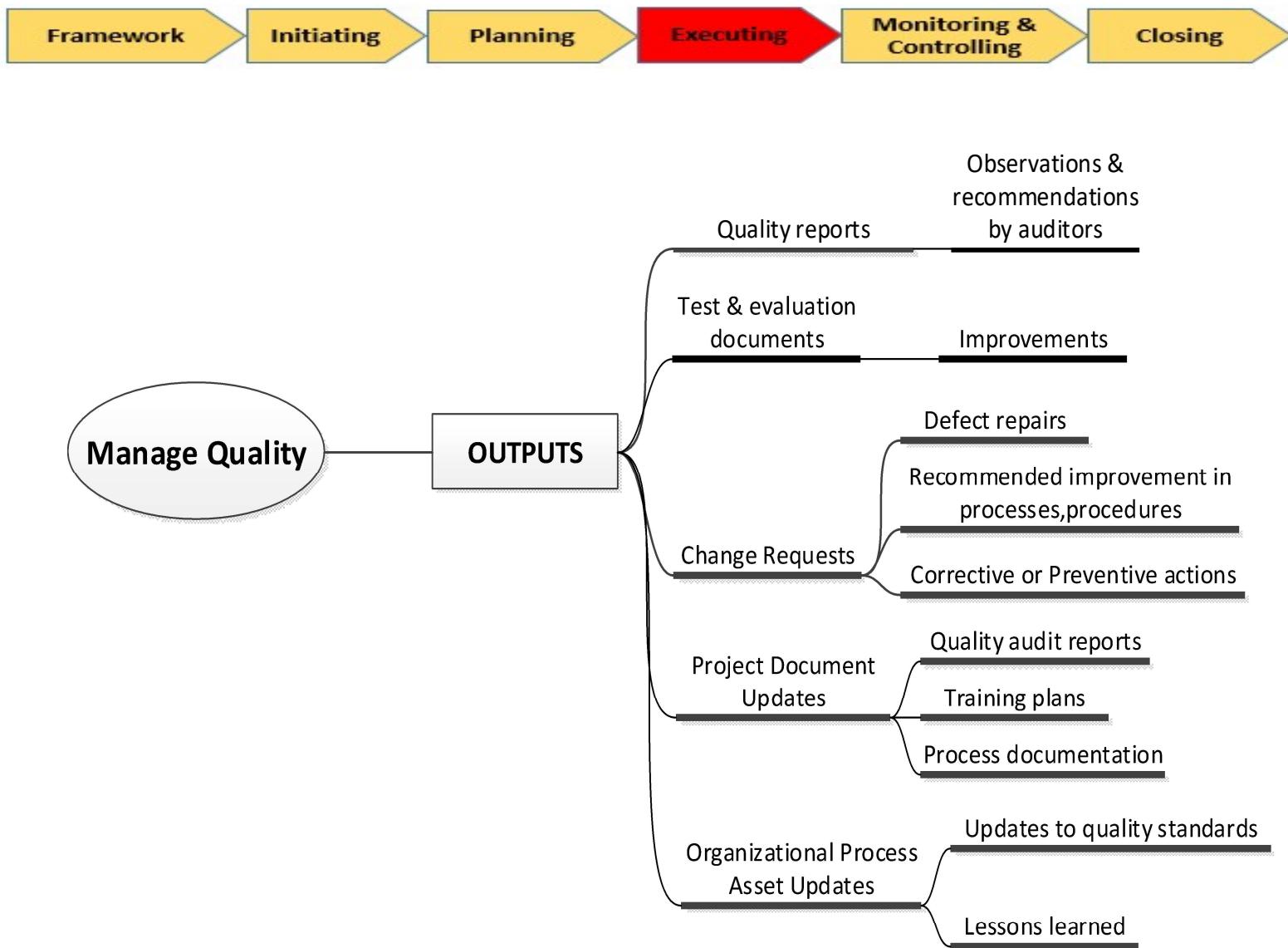
Historical Information

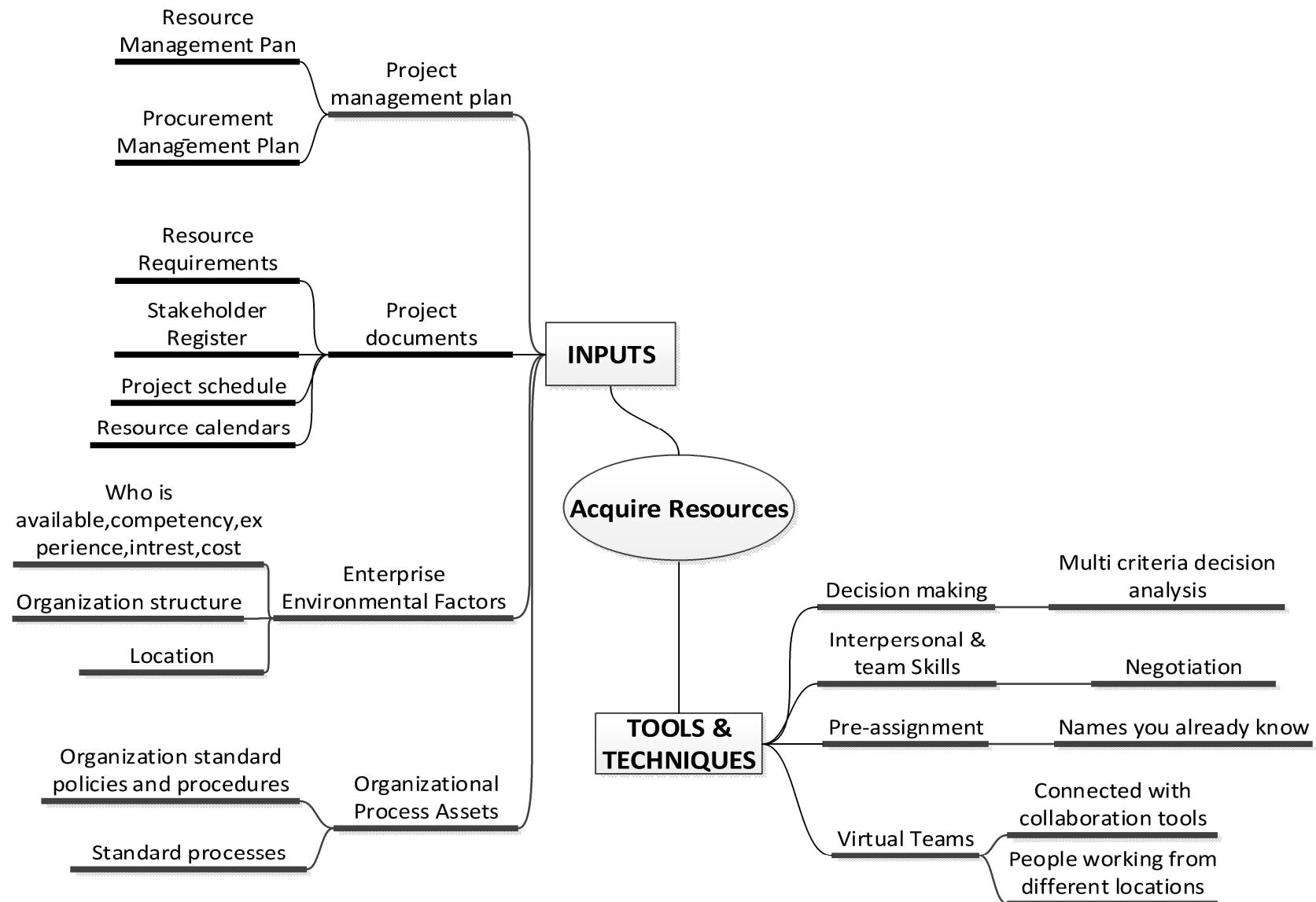
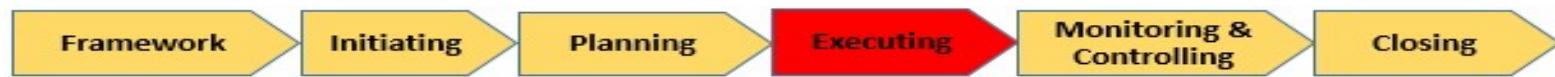
Organizational Process Assets

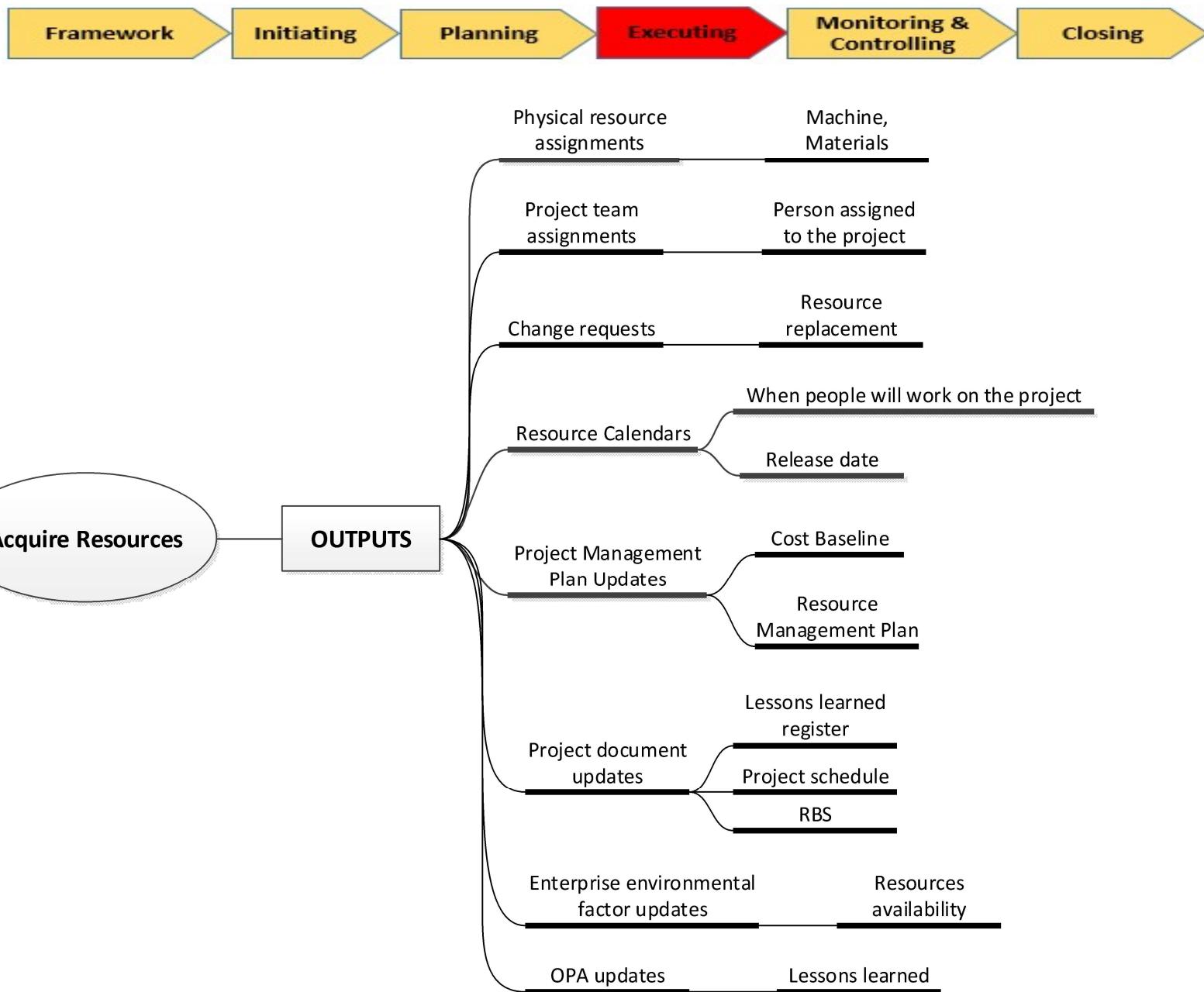
INPUTS

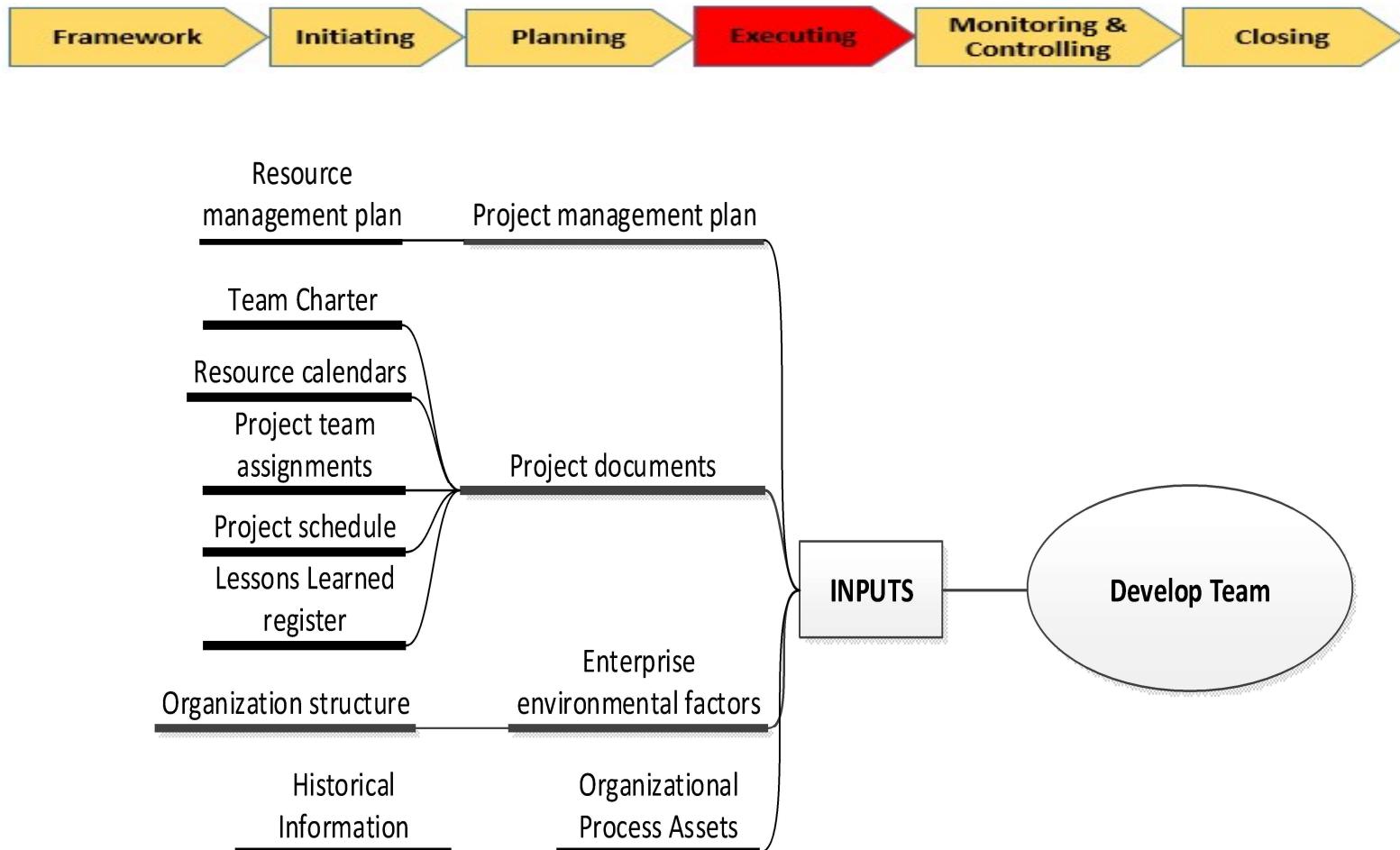
MANAGE QUALITY

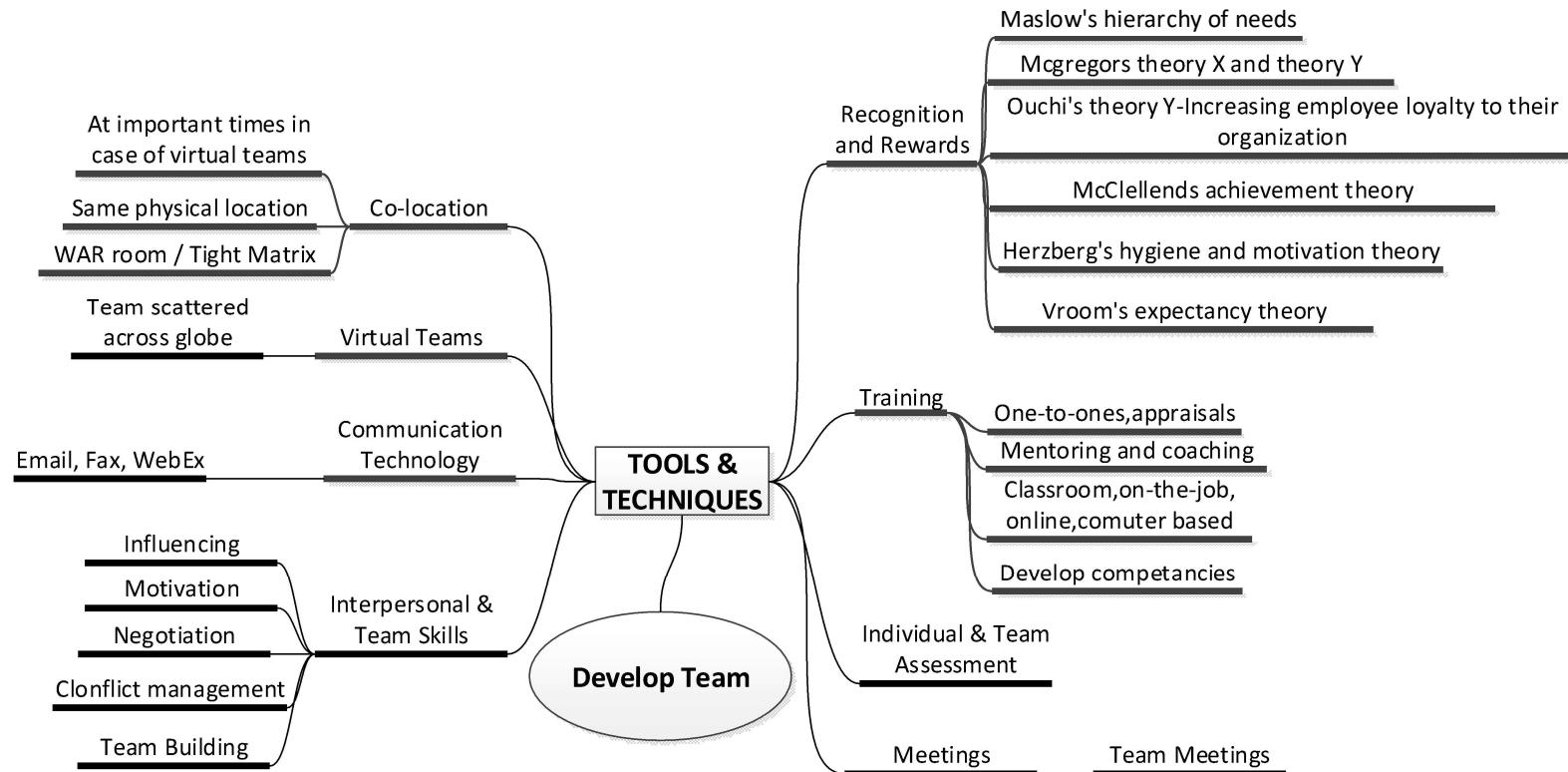


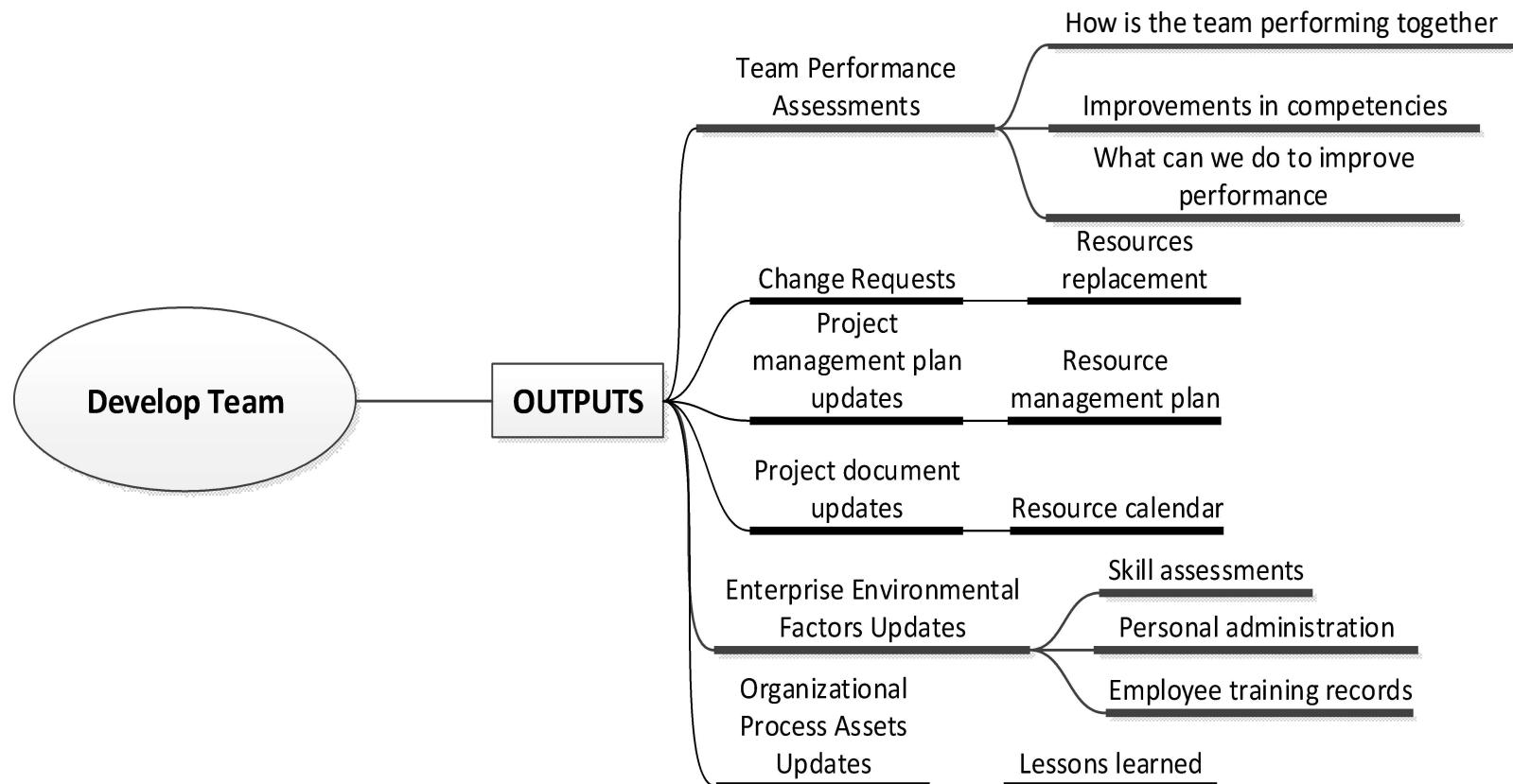


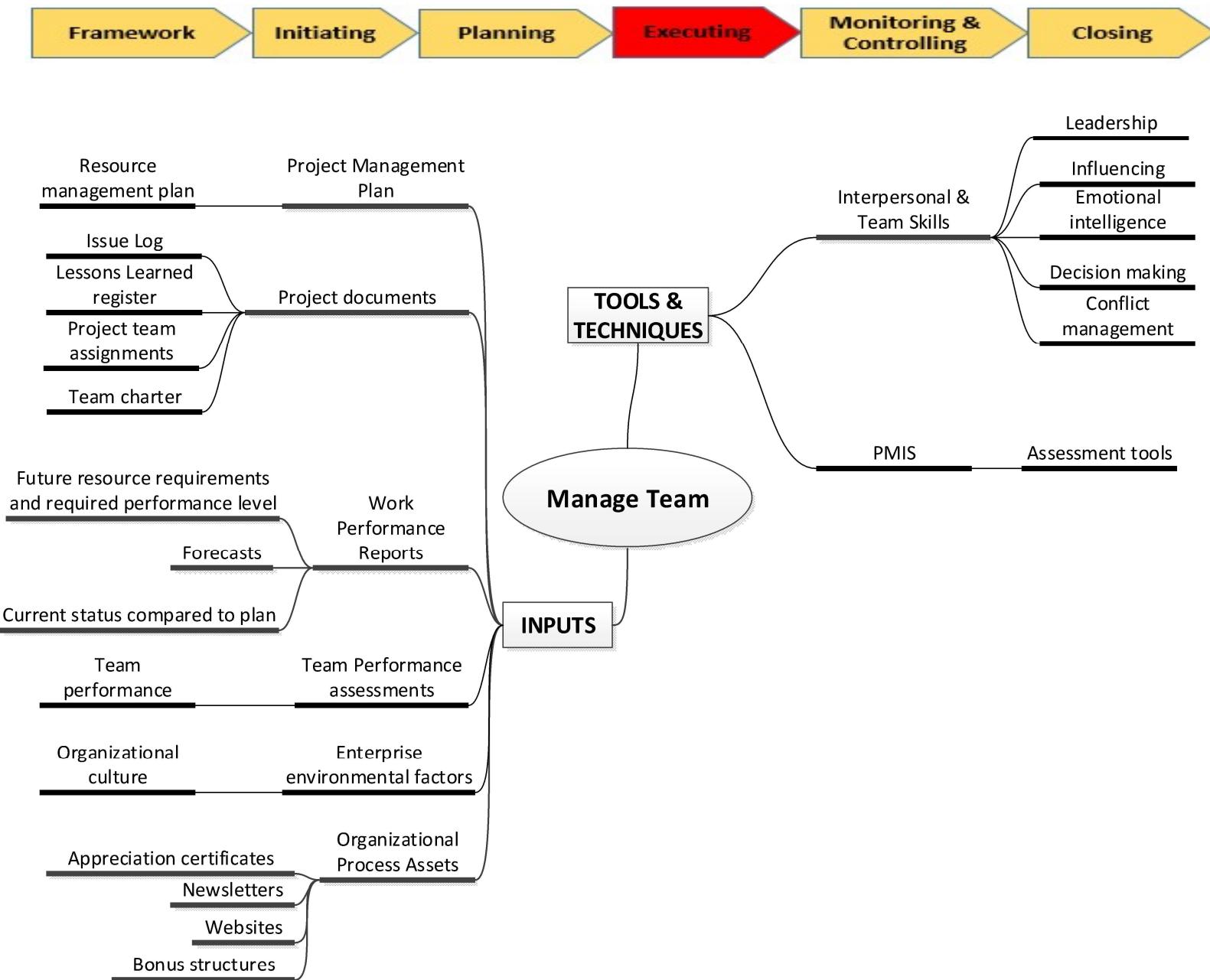


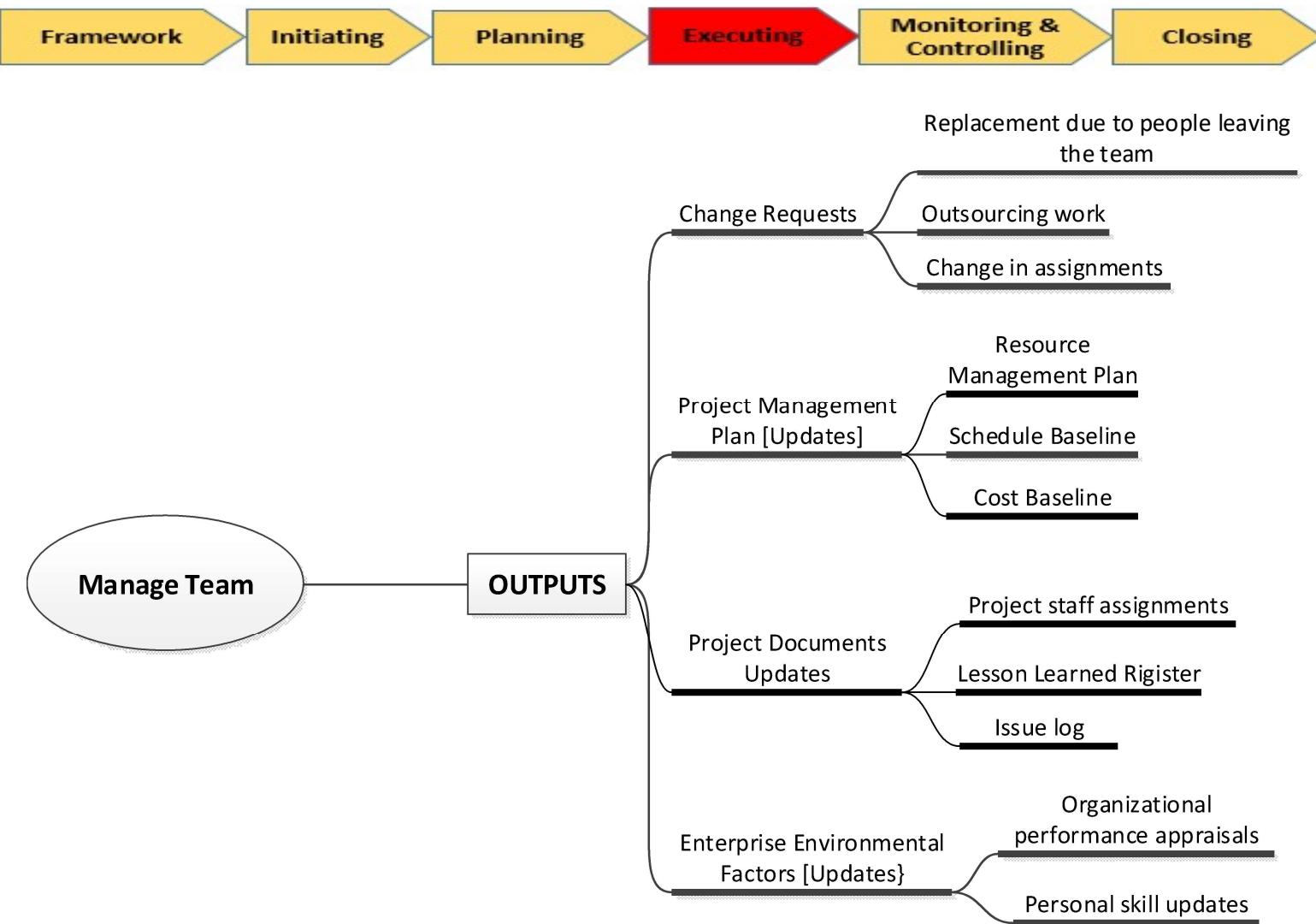


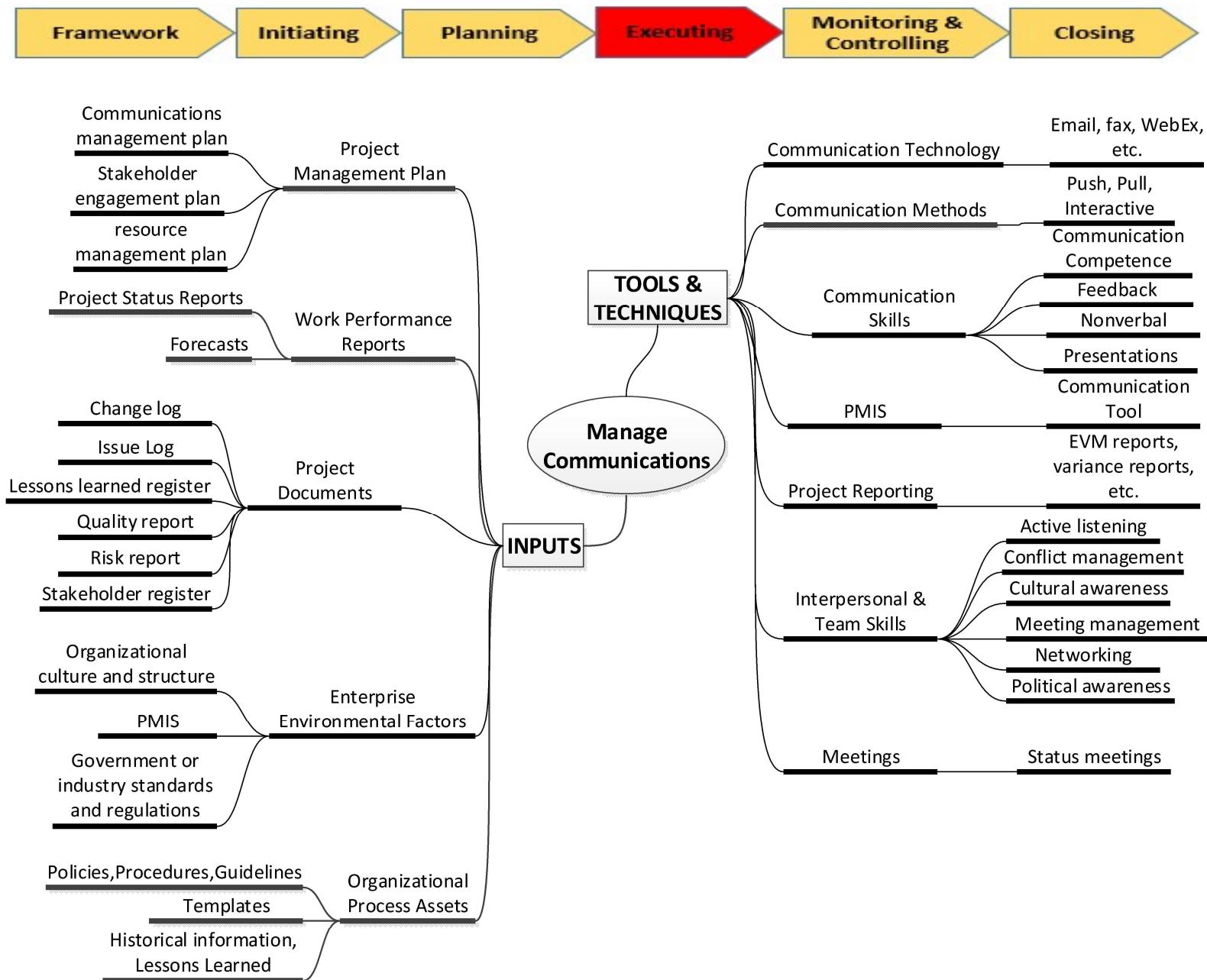


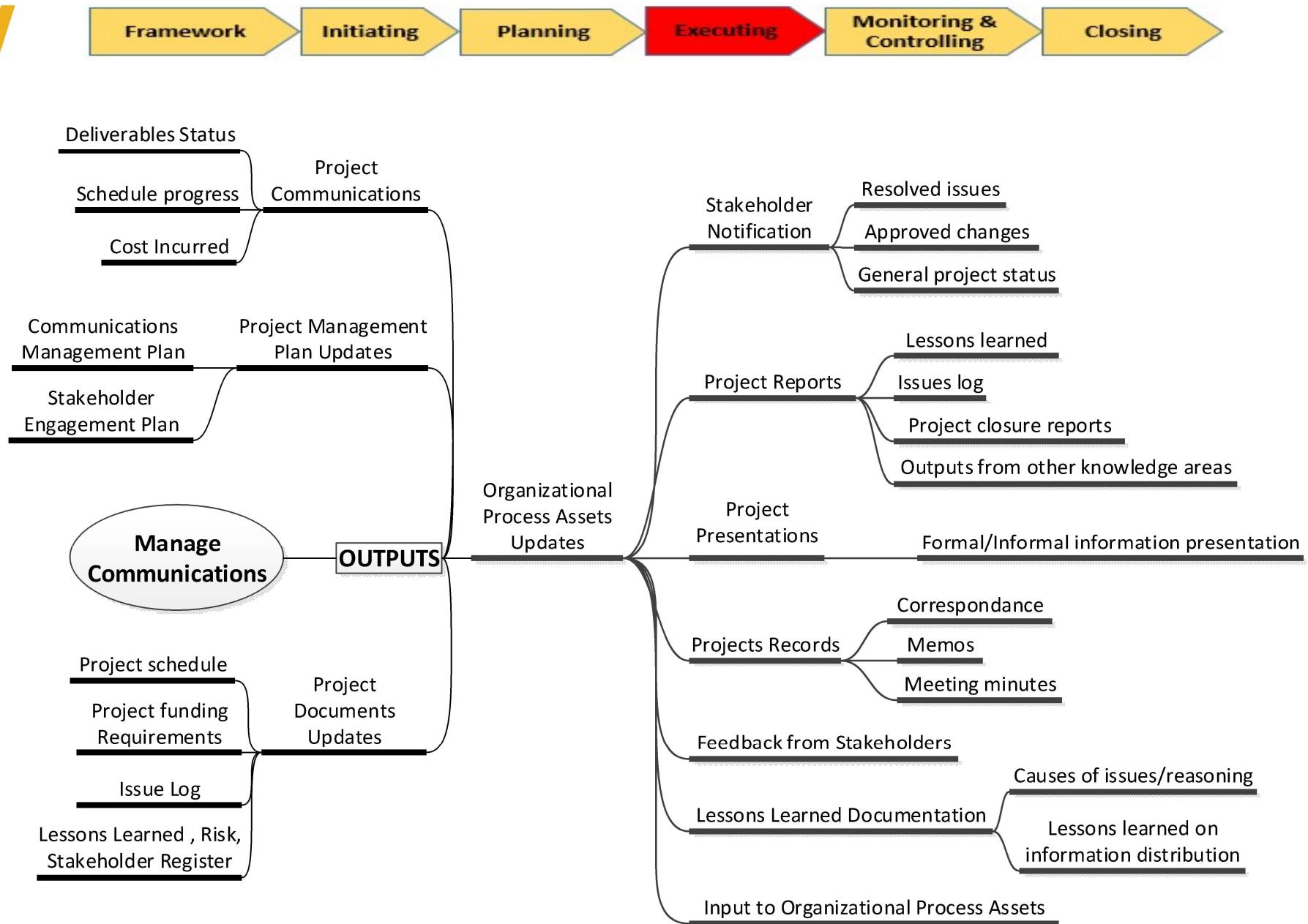


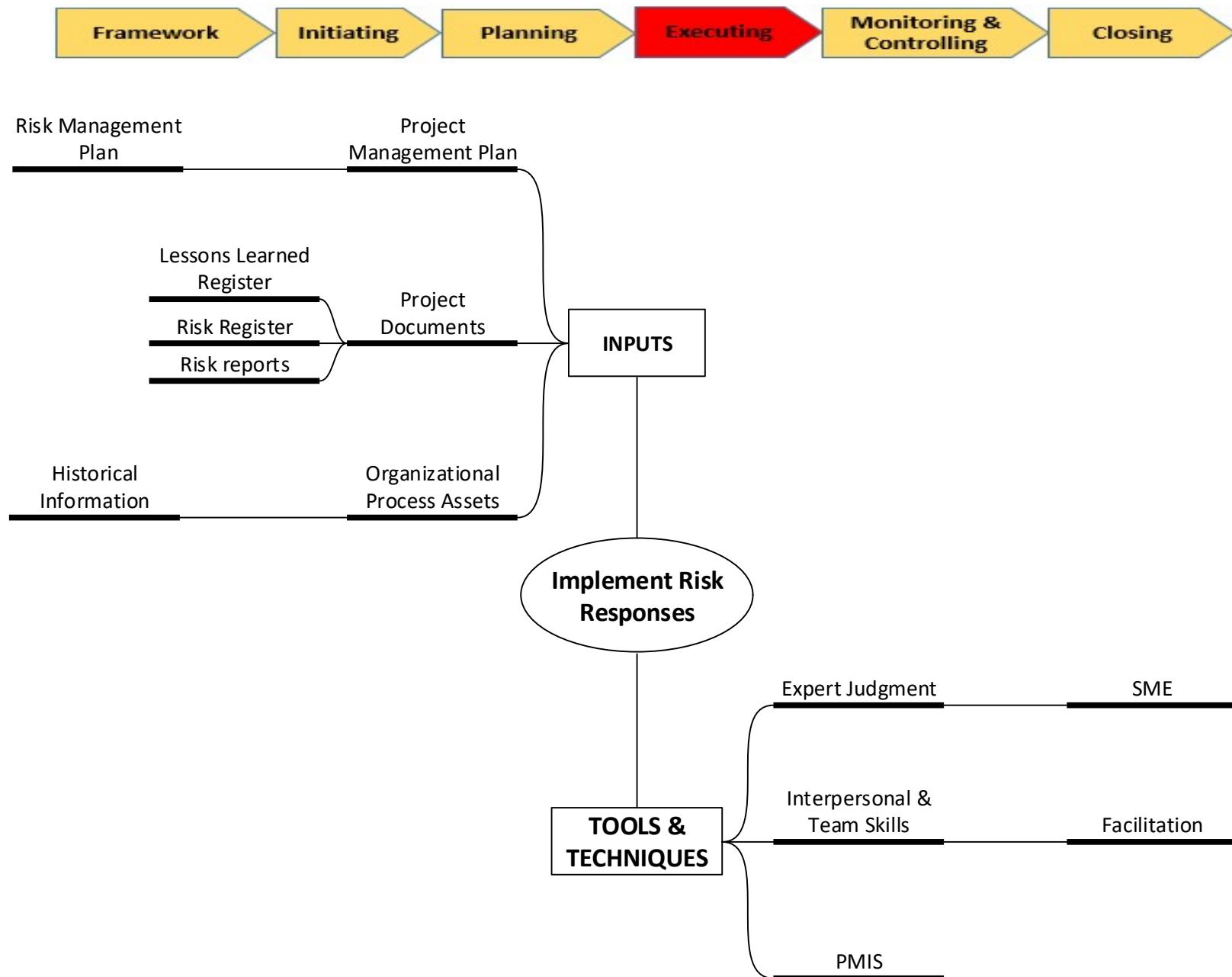


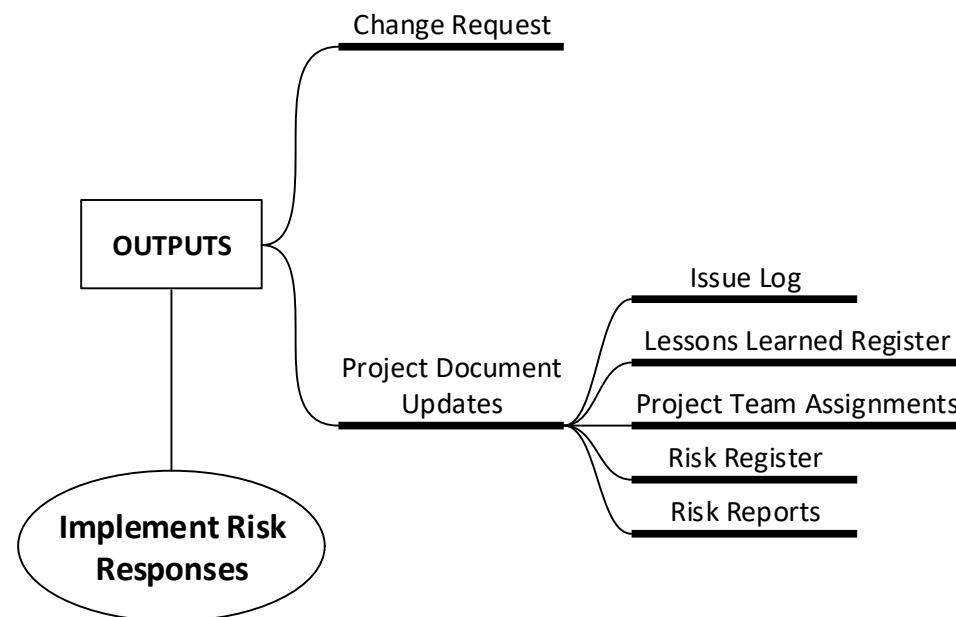
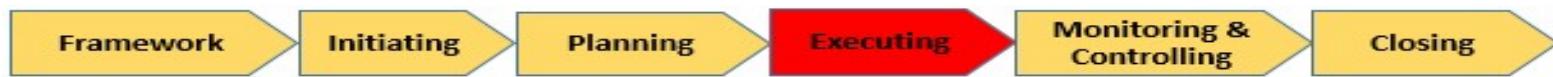


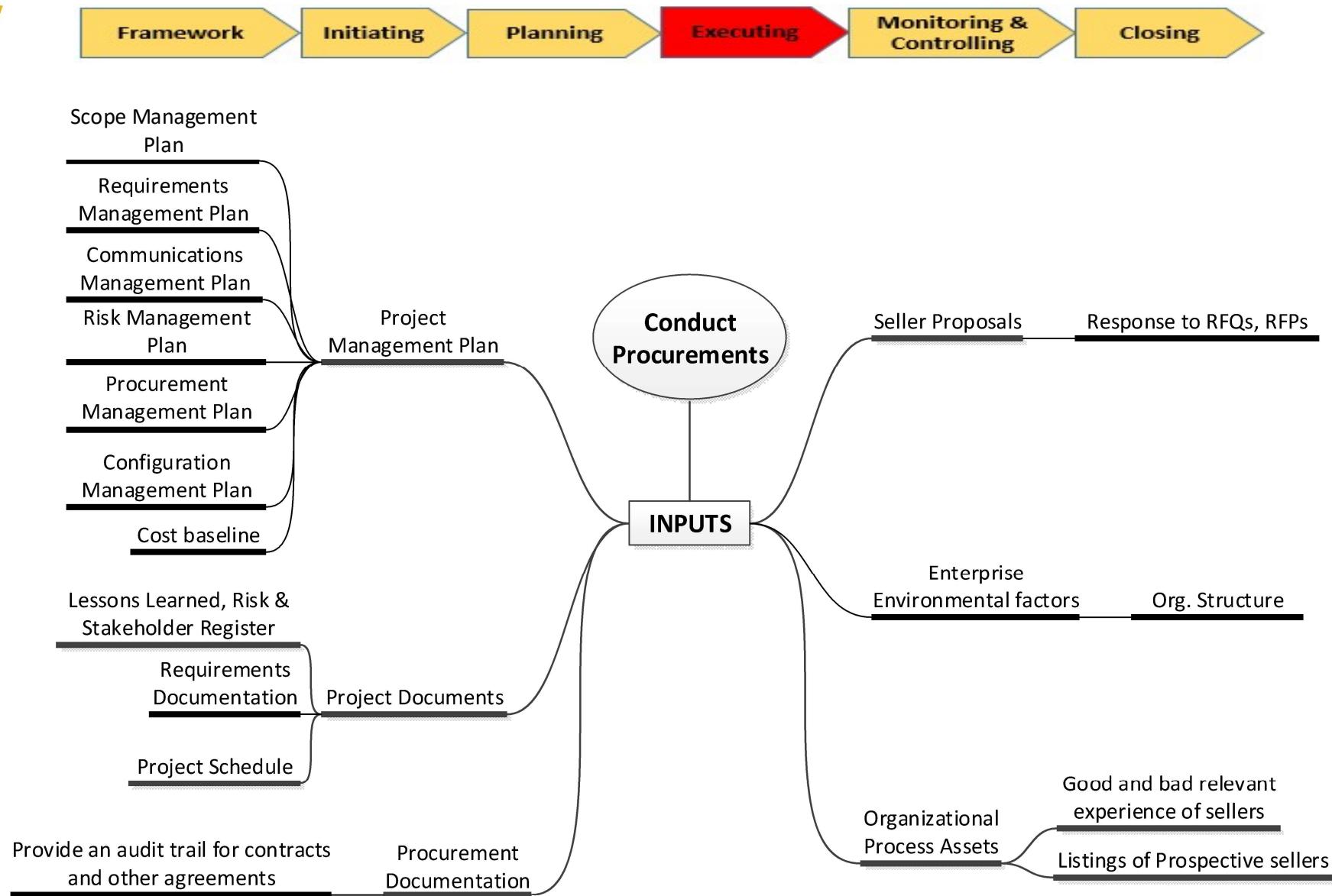


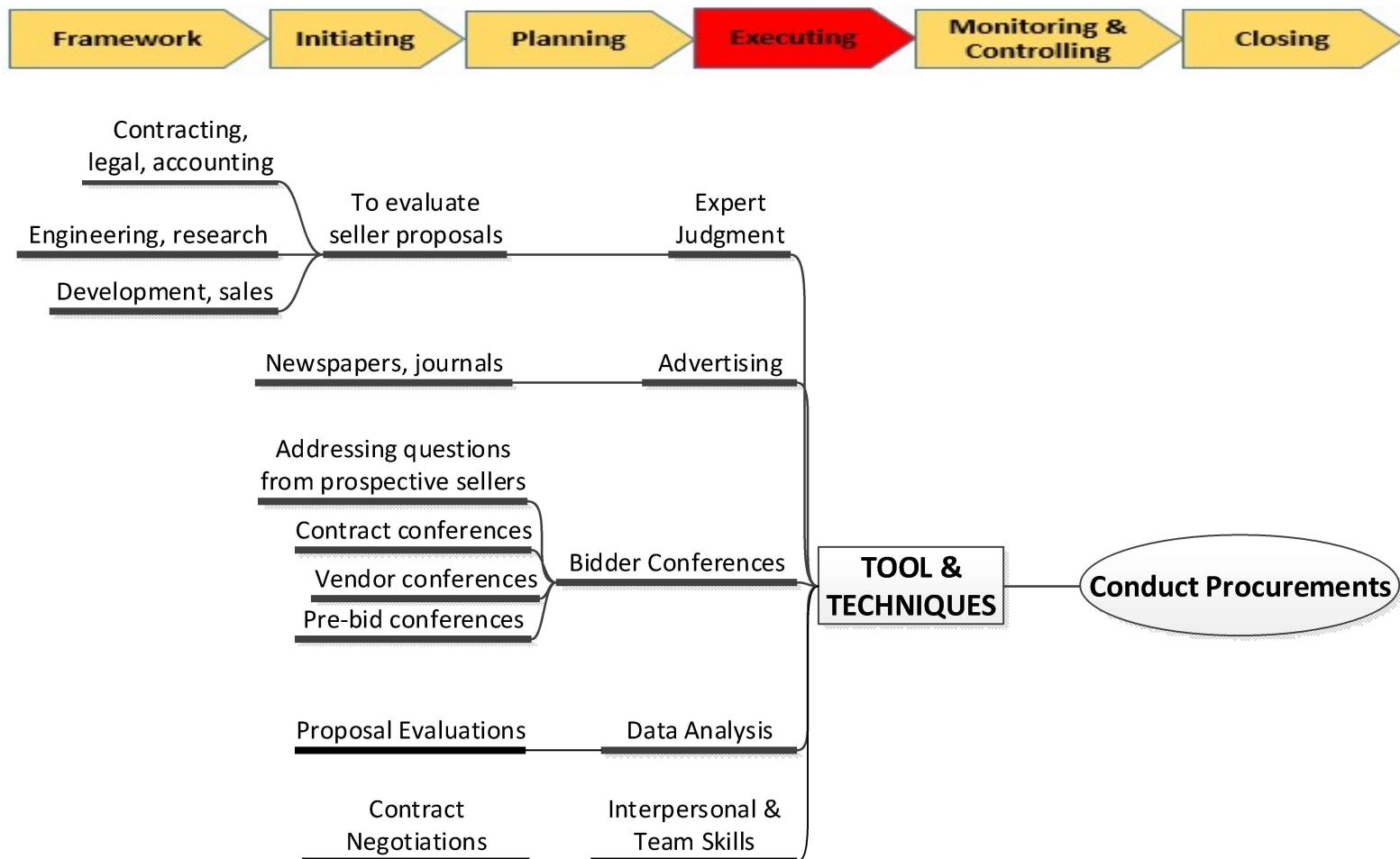


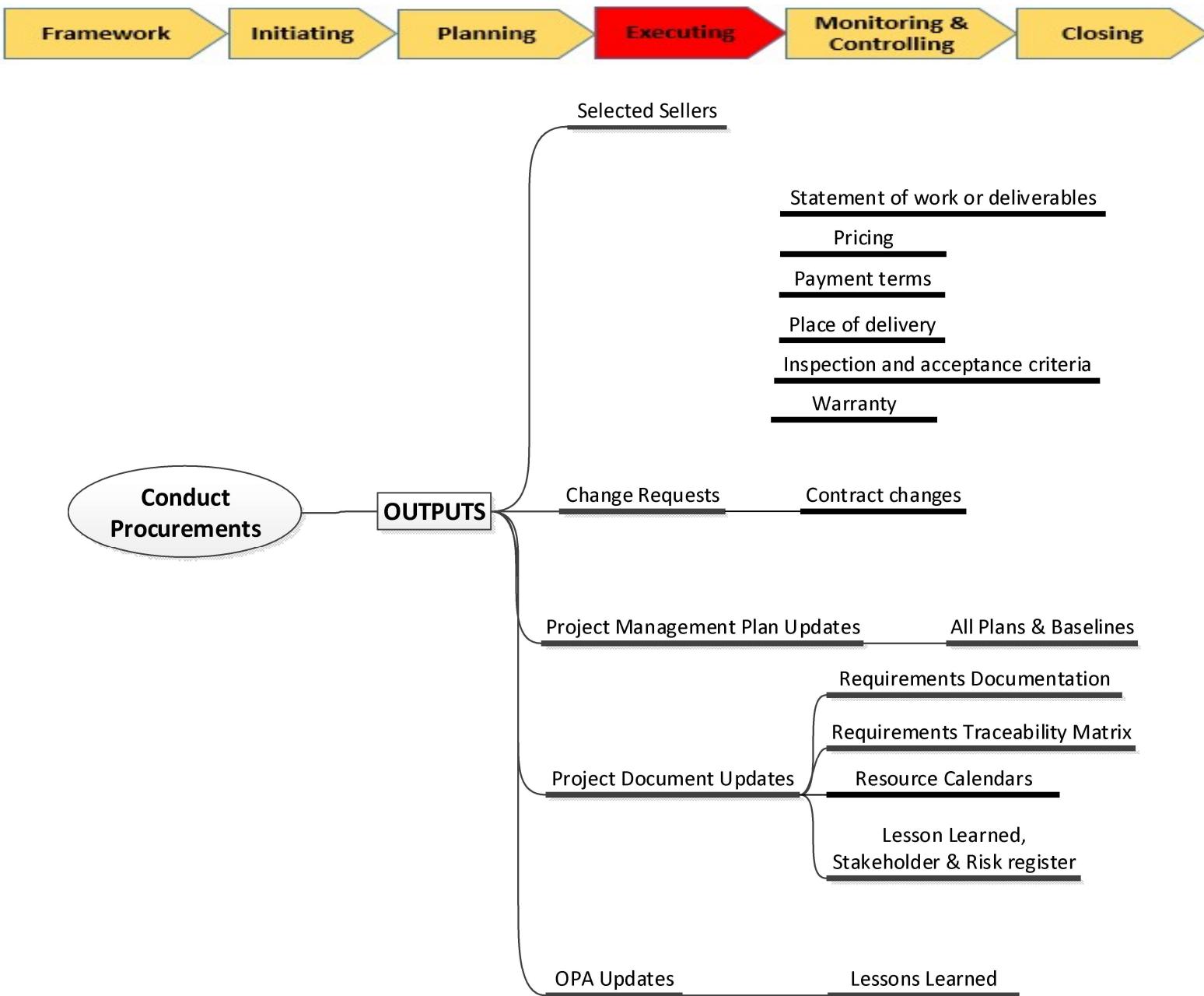


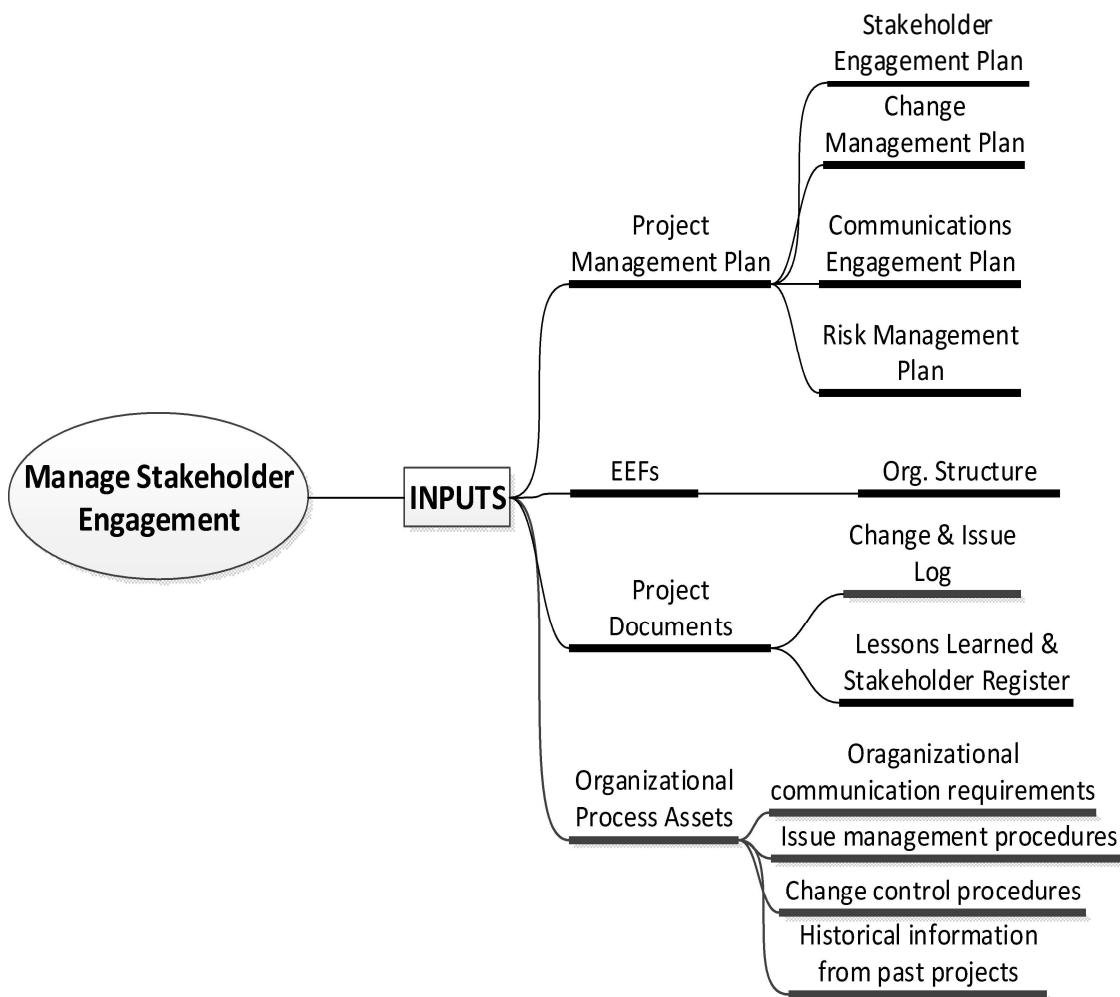


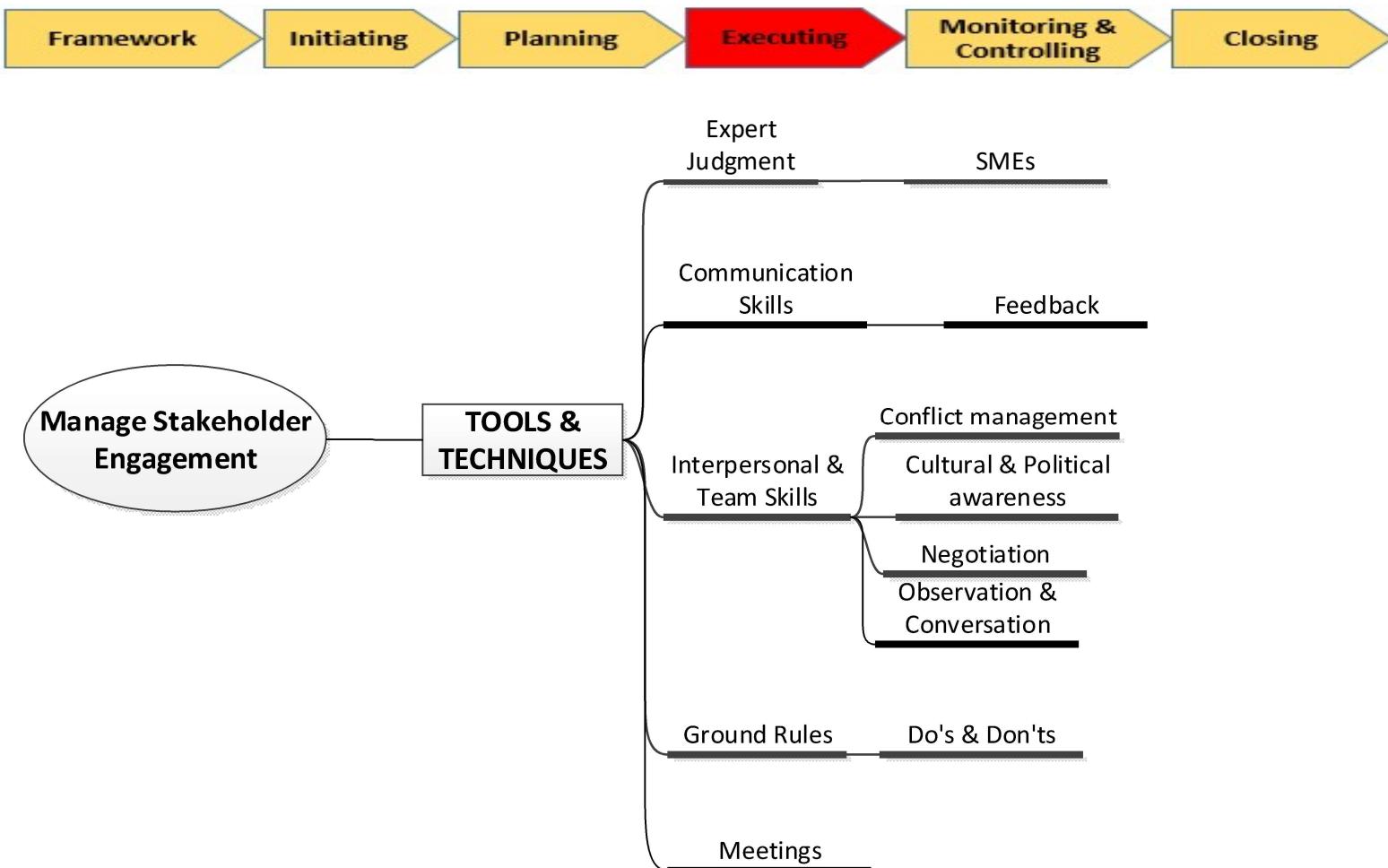


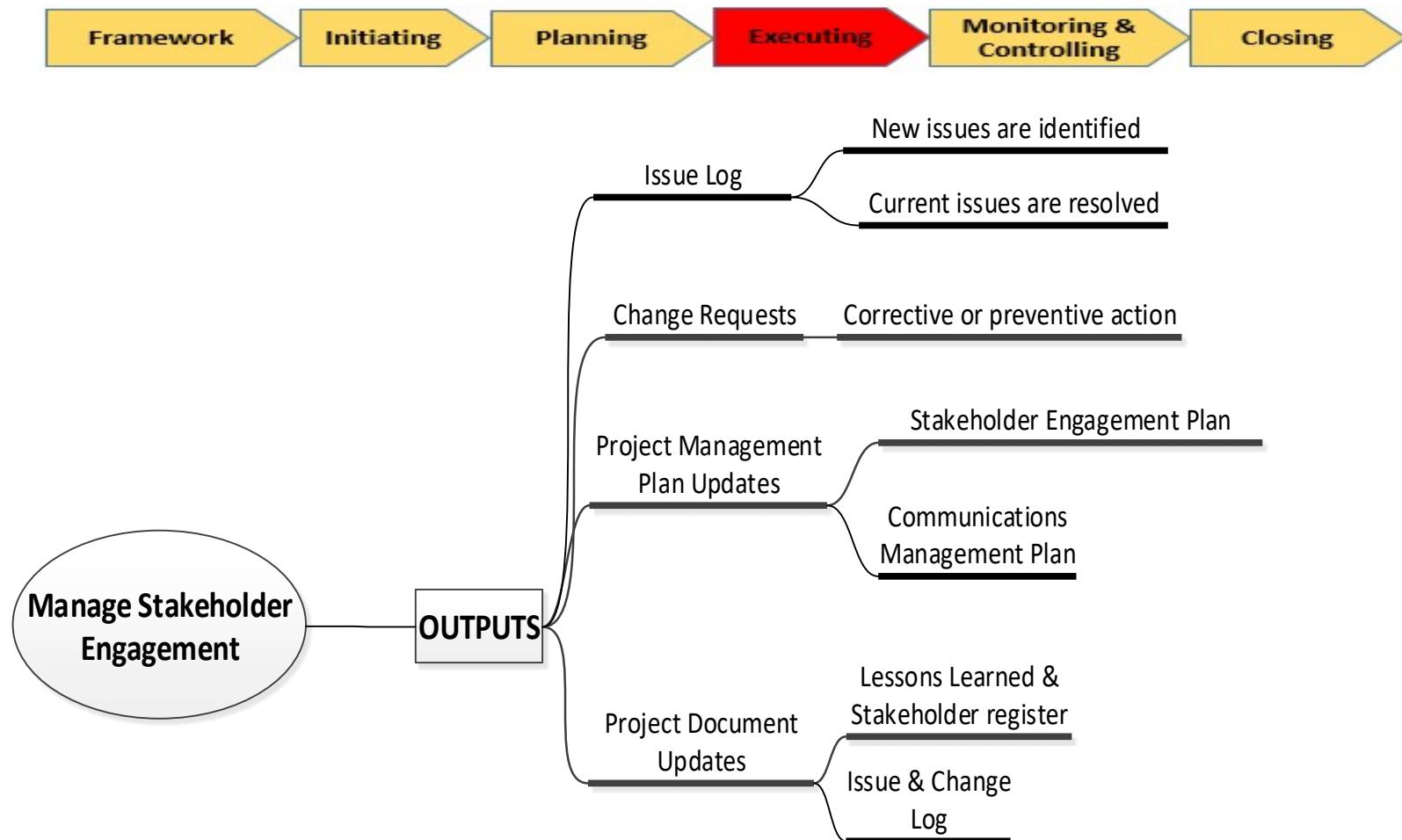


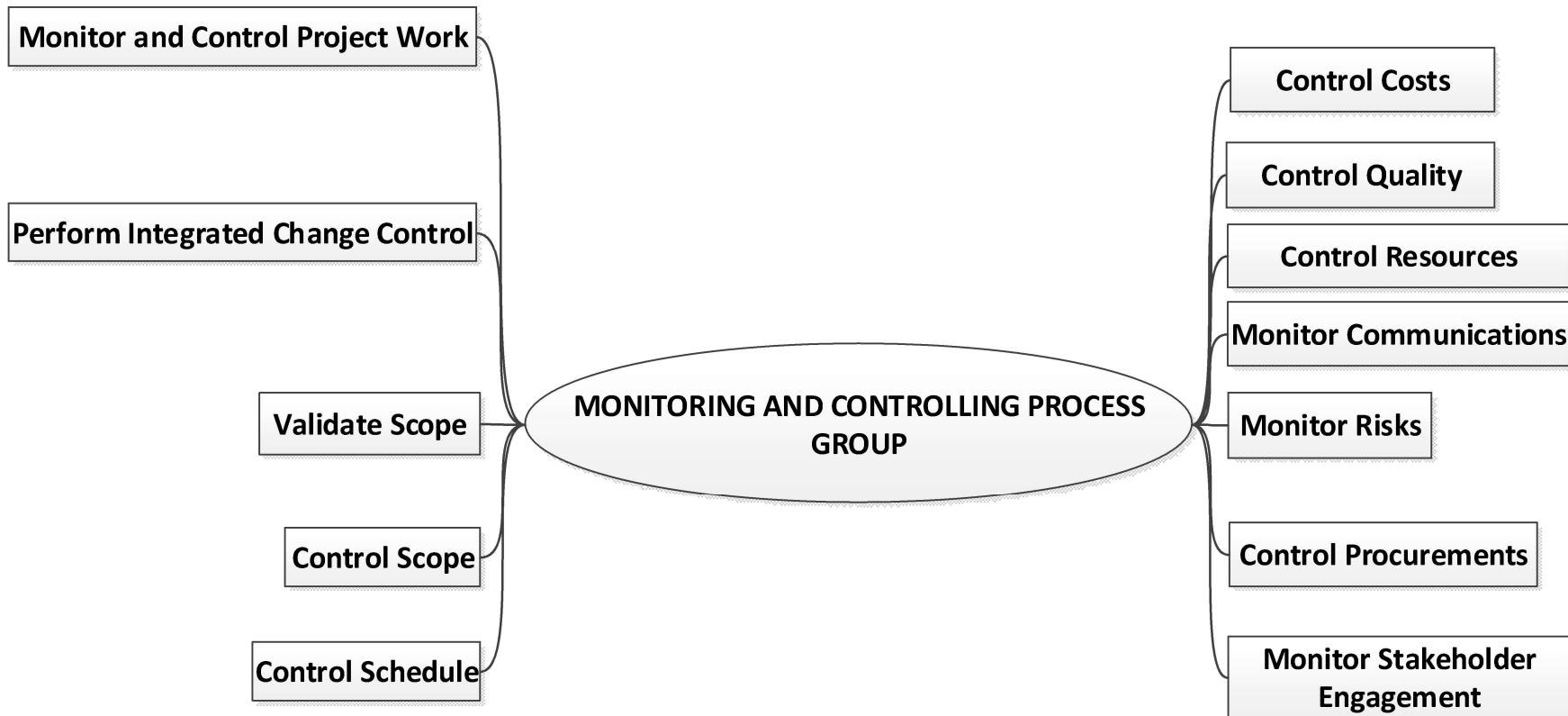


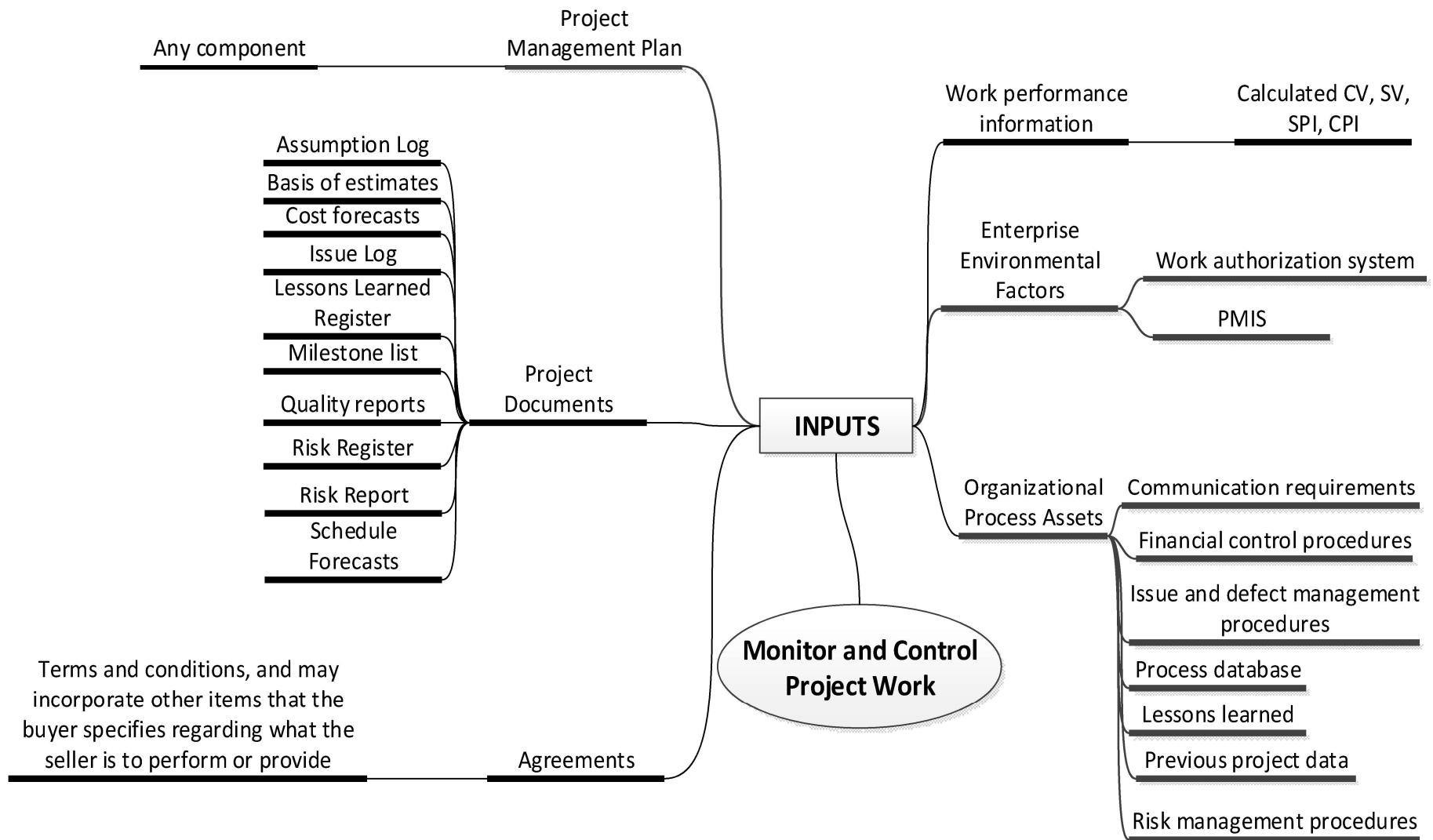














Consult experts for advise on project performance

Opinion on the actions to meet expectations

Expert Judgement

Decision Making

Alternative Analysis

Cost Benefit Analysis

EVM Analysis

RCA

Trend Analysis

Variance Analysis

Data Analysis

Meetings

TOOLS & TECHNIQUES

OUTPUTS

Monitor and Control Project Work

Change Requests

Scope, Schedule or Cost changes

Corrective actions - to bring project performance back on track

Preventive actions - to minimize negative impacts

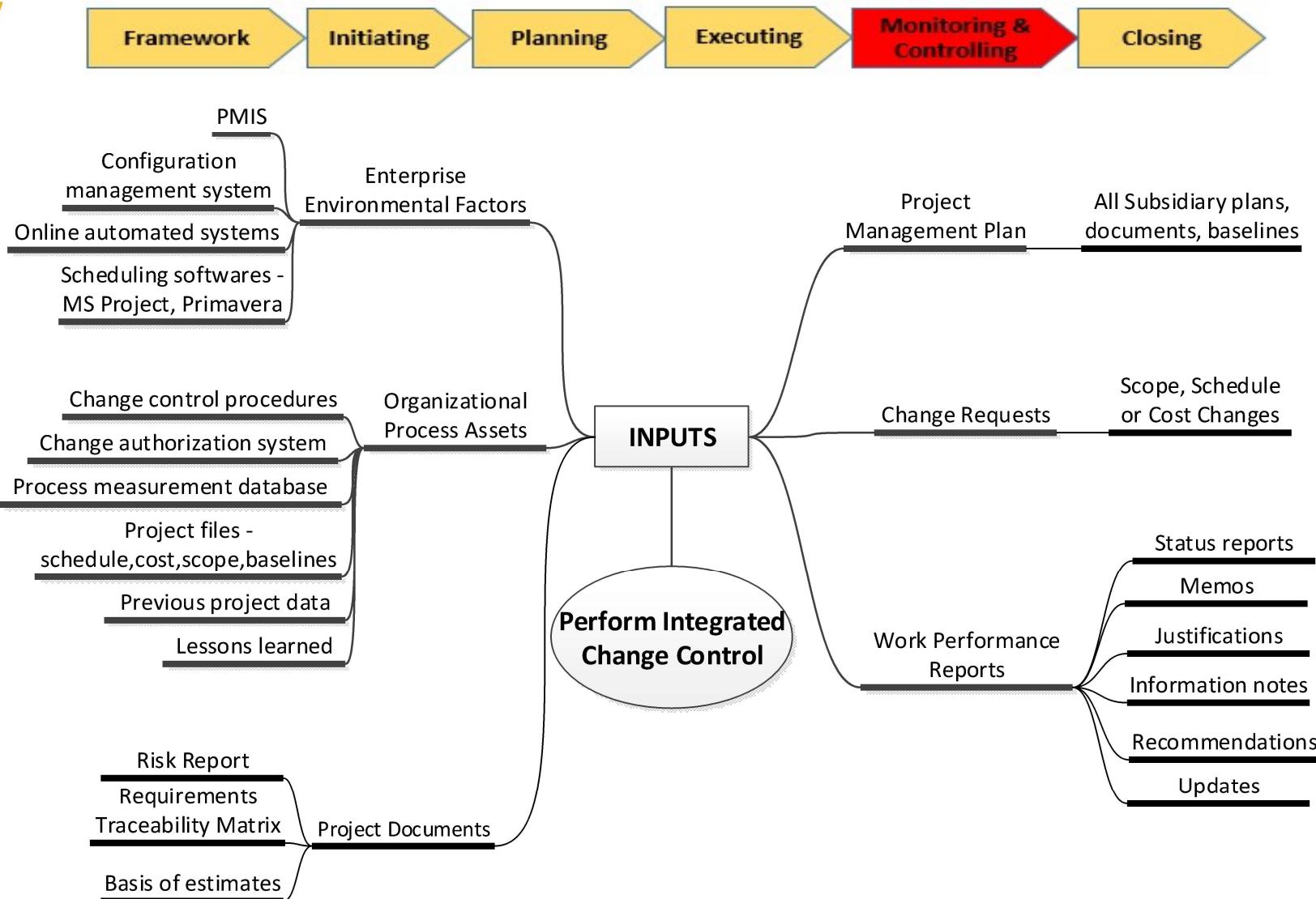
Defect repair - recommendation on fixing a defect

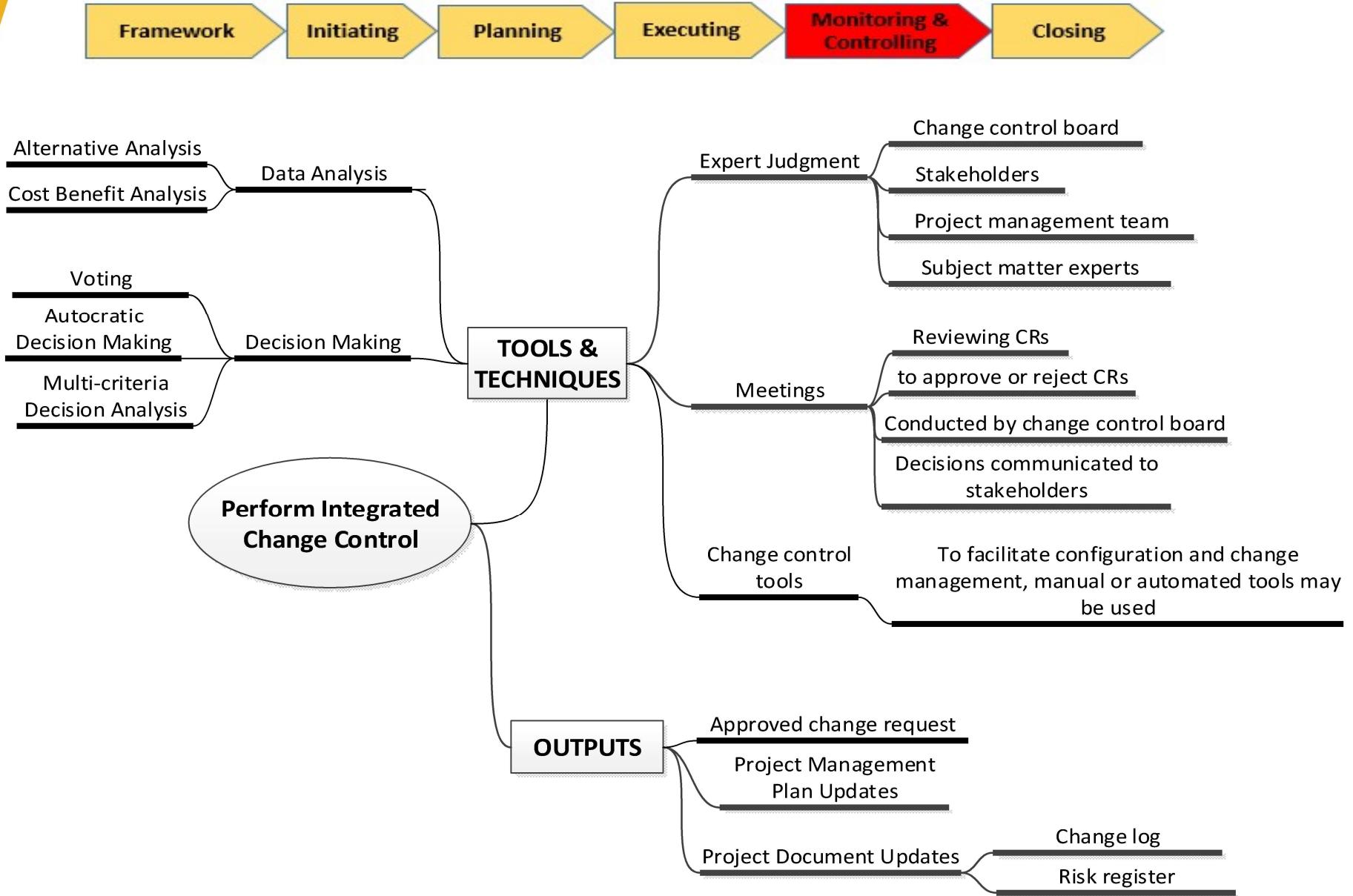
Status reports
Work performance reports

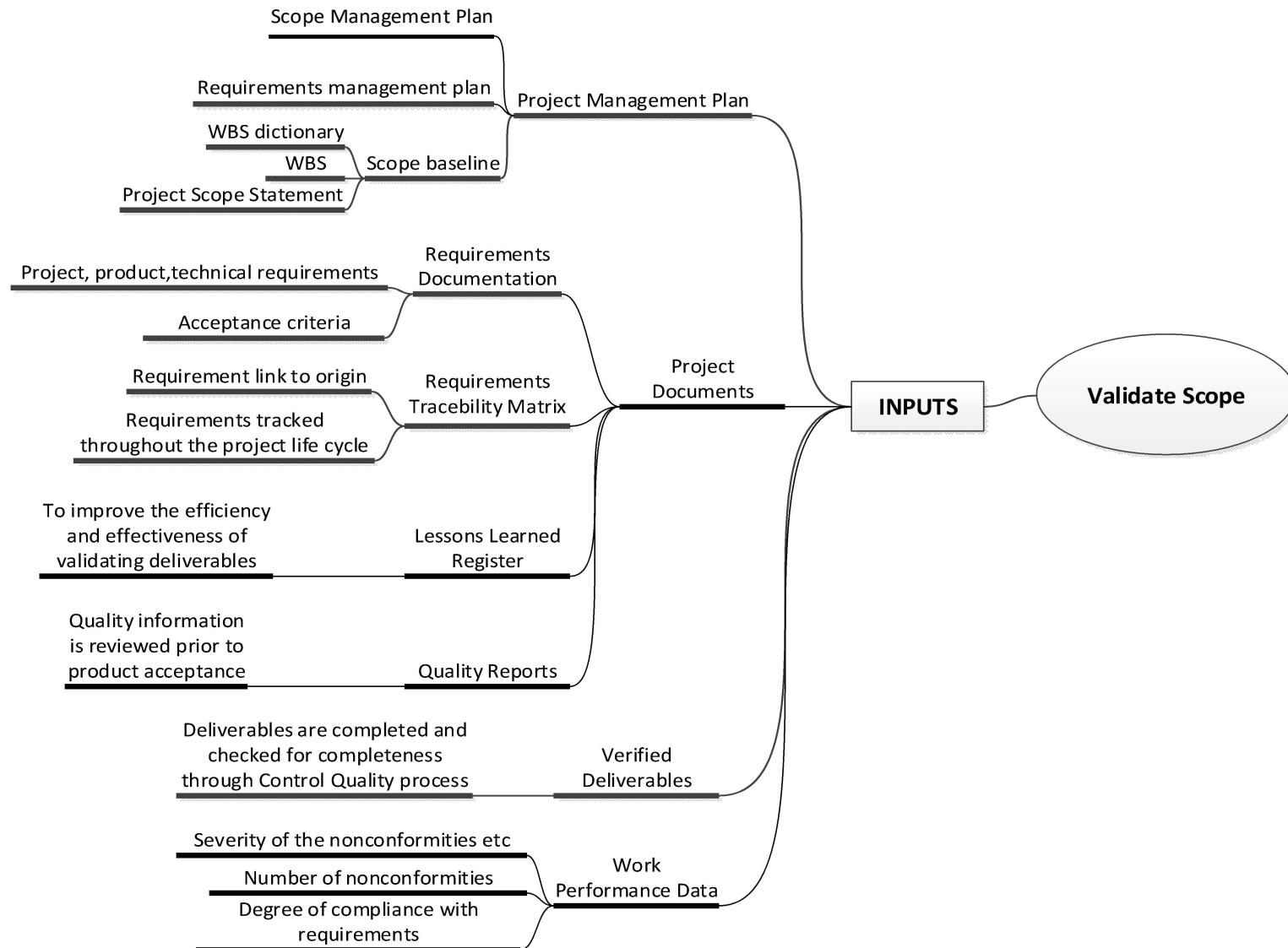
Memos
Updates
Justifications

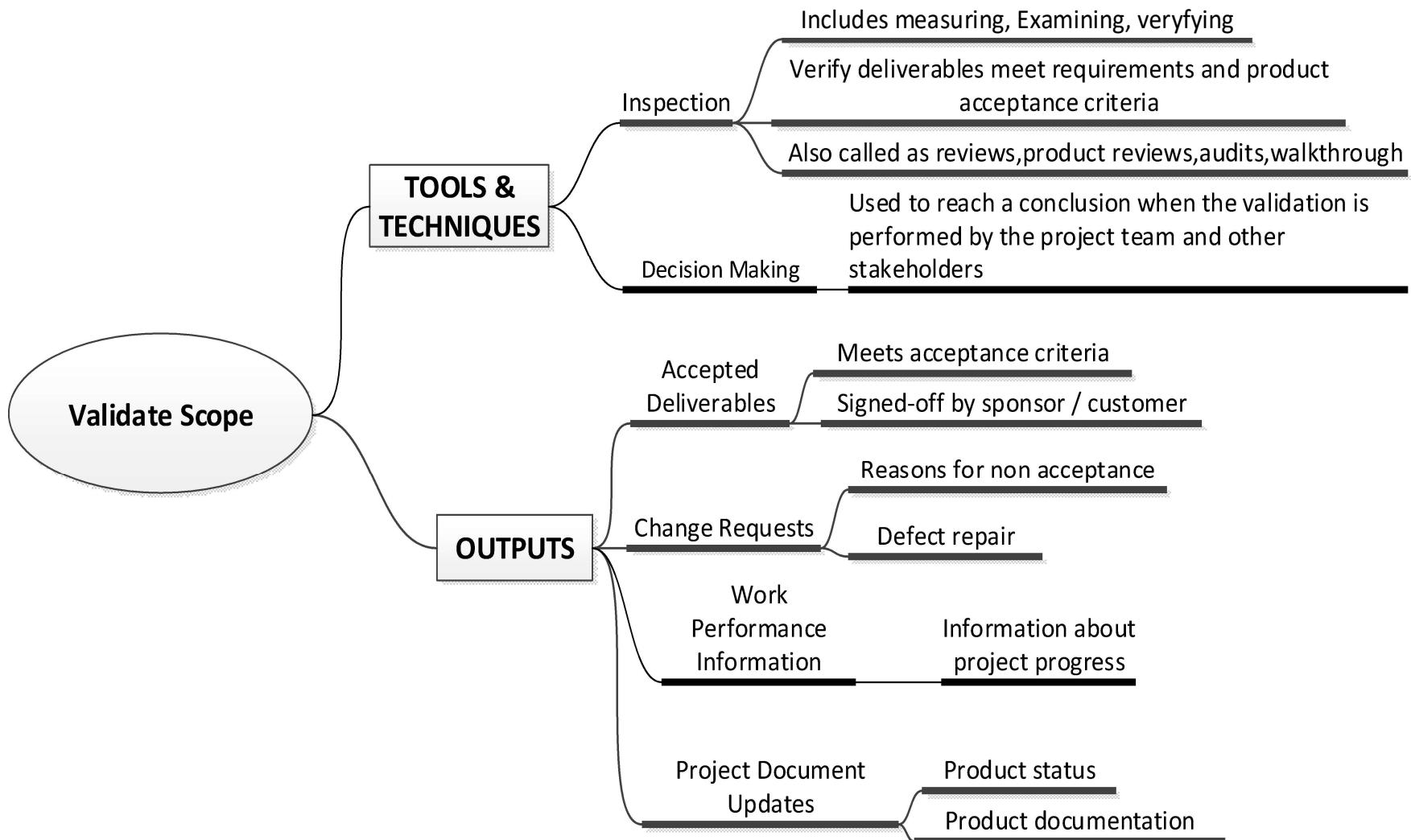
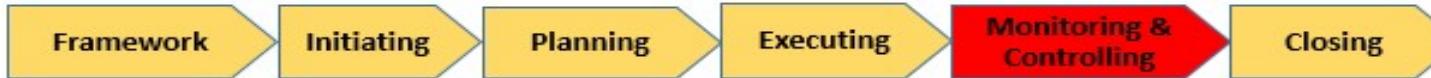
Project Management Plan Updates
Updates to component plans

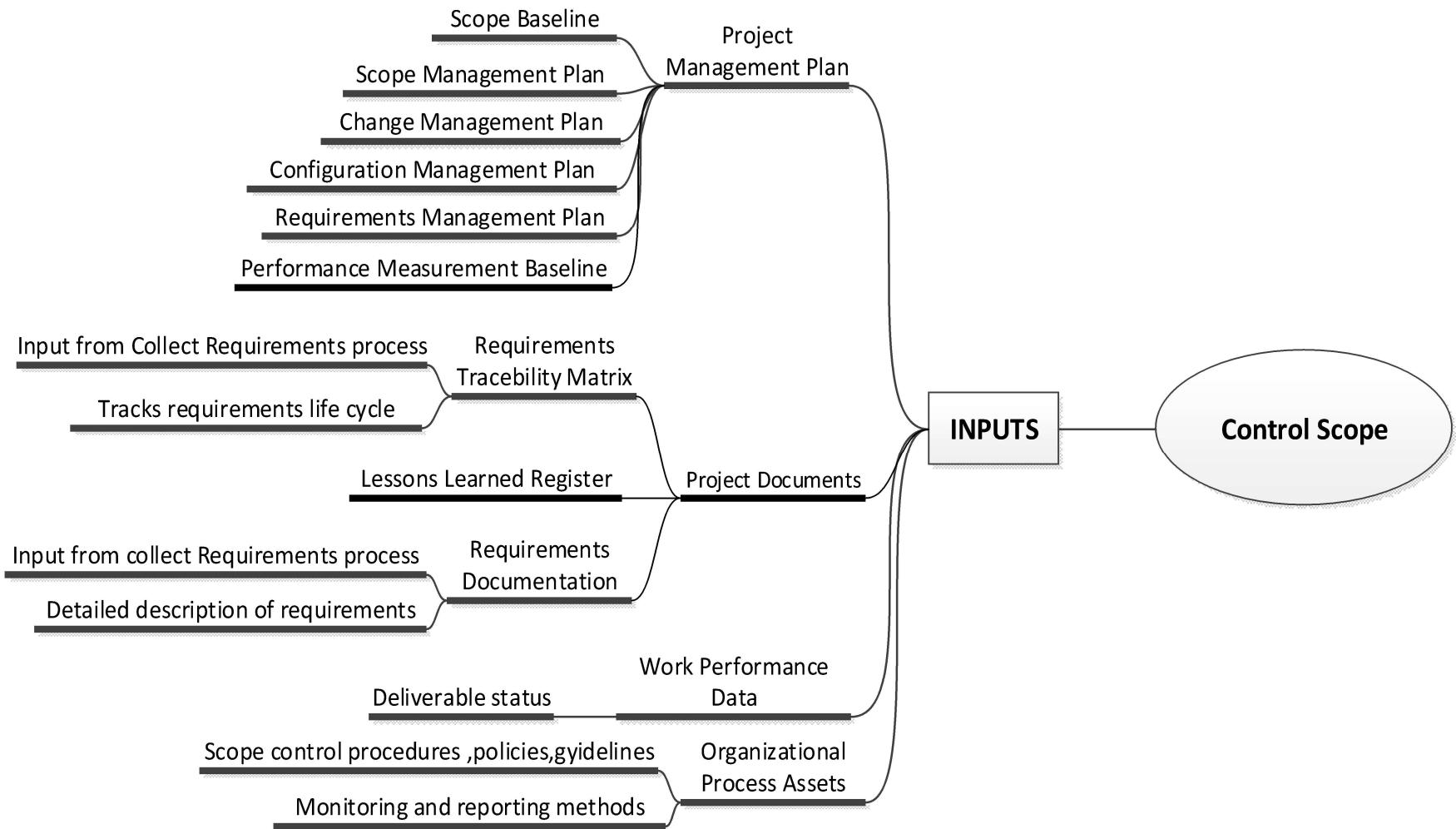
Project Document Updates
Performance reports
Issue logs
Forecasts

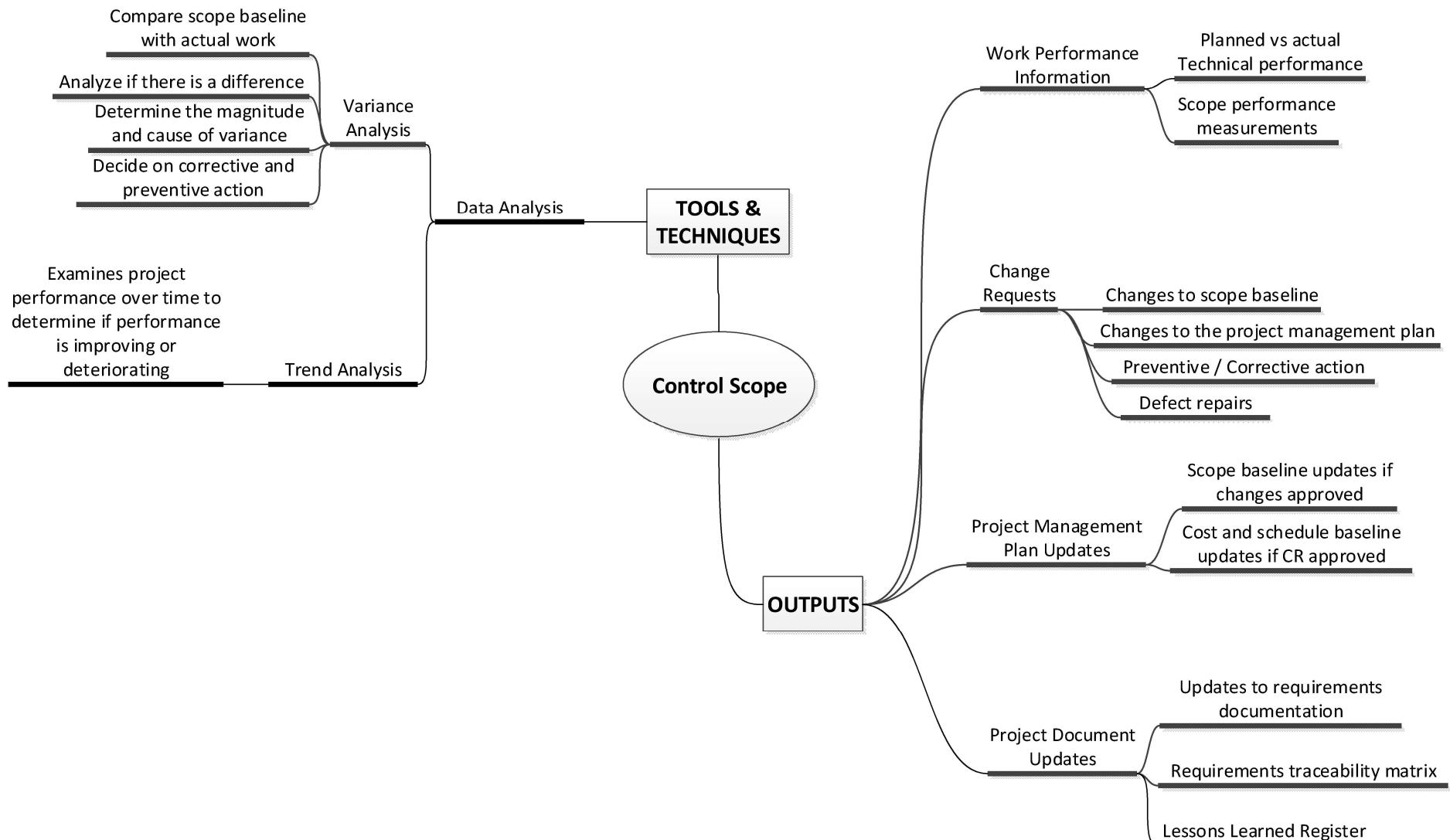












Framework

Initiating

Planning

Executing

Monitoring & Controlling

Closing

Schedule Management Plan describes how schedule will be controlled

Project schedule baseline is compared to actual results

Indicates complete activities, in-progress activities

Current project schedule

Project Management Plan

Project progress information

Project Schedule

Work Performance Data

A schedule model may require more than one project calendar to allow for different work periods for some activities to calculate the schedule forecasts

Project Calendars

Will be reviewed and updated in the Control Schedule process

Schedule Data

Monitoring and reporting method

Schedule control tools

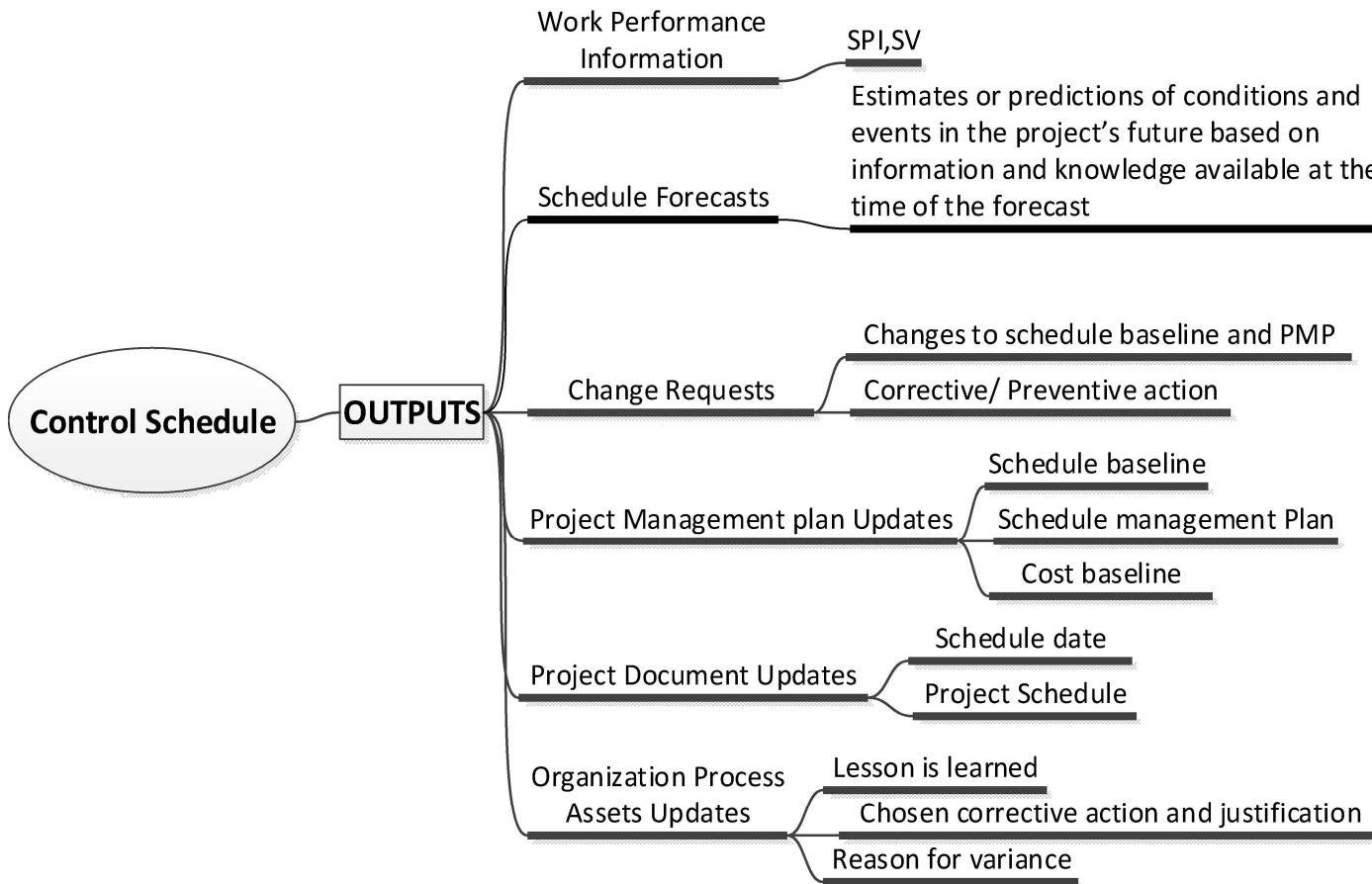
Procedures and guidelines for controlling project schedule

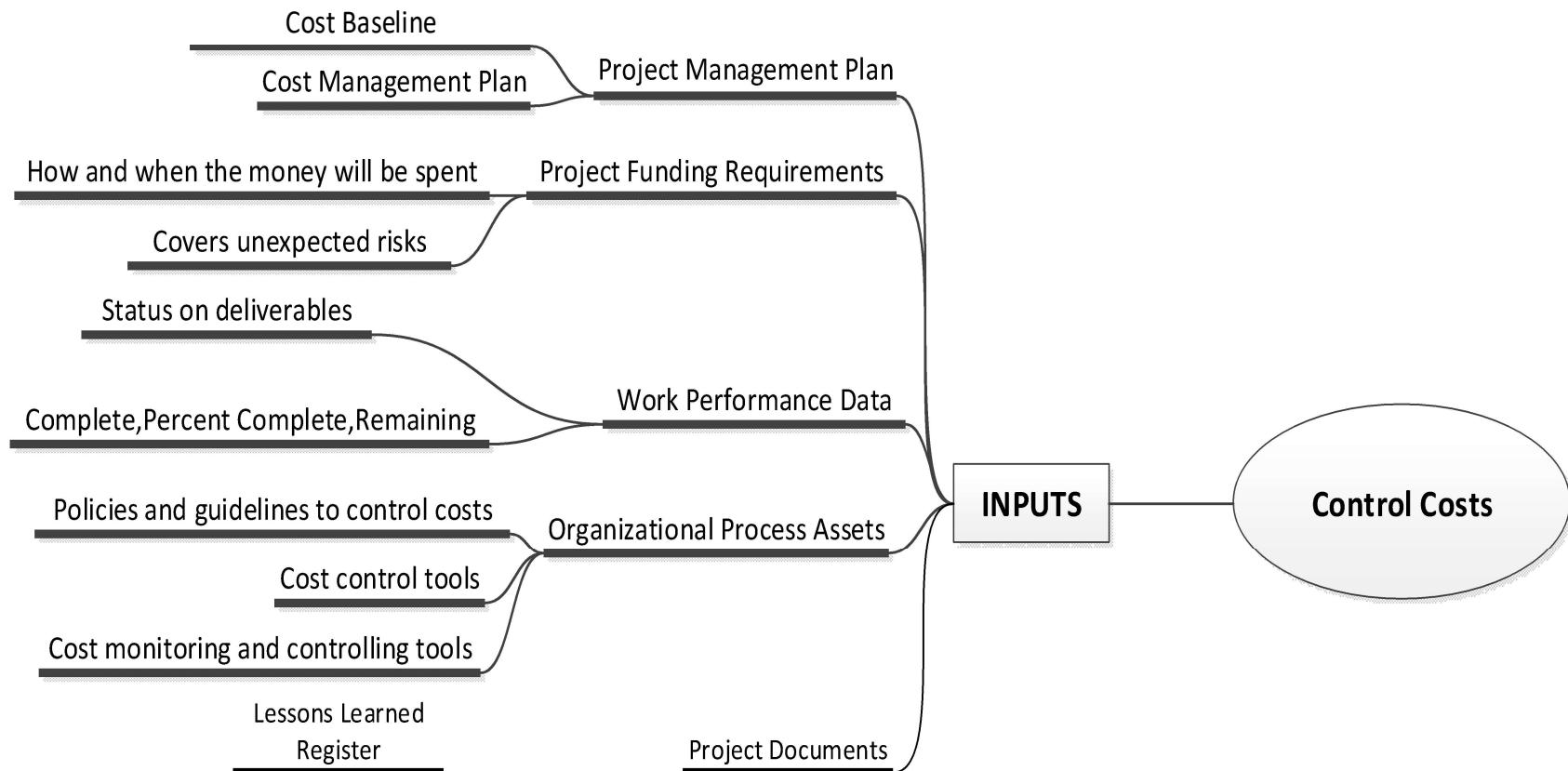
TOOLS & TECHNIQUES

INPUTS

Control Schedule

- Performance Reviews
 - Measuring, comparing and analyzing schedule performance
 - Determining if there is a variance
 - Analyzing if any corrective action is required
 - Identifying is available buffer is adequate
- Variance Analysis
 - uses SV, SPI to assess the variation to original schedule
 - Identifying reasons behind the schedule
 - Determining corrective / preventive action required
- Project Management Software
 - Helps quickly analyze impacts
 - e.g. Microsoft Project
 - Tracks planned vs actual date
- Resource Optimization Techniques
 - Scheduling of activities and the resources required by those activities while taking into consideration both the resource availability and the project time
- Modeling Techniques
 - Analyzes schedule to align the schedule with plan
- Leads and Lags
 - May be adjusted to reflect current reality
- Schedule Compression
 - Identifies ways to shorten the schedule to meet dates
 - Determines ways to bring back the schedule on track
- Scheduling Tool
 - Helps running scenarios to take decision
 - Quick and reliable







EAC forecast : ETC work performed at budget rate =
 $AC+BAC - EV$

EAC work performed at present CPI = $BAC / Cumulative CPI$

EAC work performed considering CPI and SPI = $AC + \{[BAC - EV] / (CPI * SPI)\}$

Variance analysis
Trend analysis
Earned value performance

Forecasting

TOOLS & TECHNIQUES

Control Costs

Earned Value Management

Integrates scope,schedule and cost for performance assessment

Key dimensions -

Planned value - PV = $BAC * planned percent complete$

Earned value - EV = $BAC * actual percent complete$

Actual cost - AC

Variances

Schedule variance - SV= EV- PV

Cost variance - CV = EV - AC

Efficiency Indices

Schedule performance index - SPI = EV/PV

Cost Performance index - CPI = EV/AC

To-Complete Performance Index (TCPI)

Cost performance required for the remaining work to meet the BAC or EAC

TCPI based on EAC = $(BAC - EV) / EAC - AC$

TCPI based on BAC = $(BAC-EV) / (BAC-AC)$

Reserve Analysis

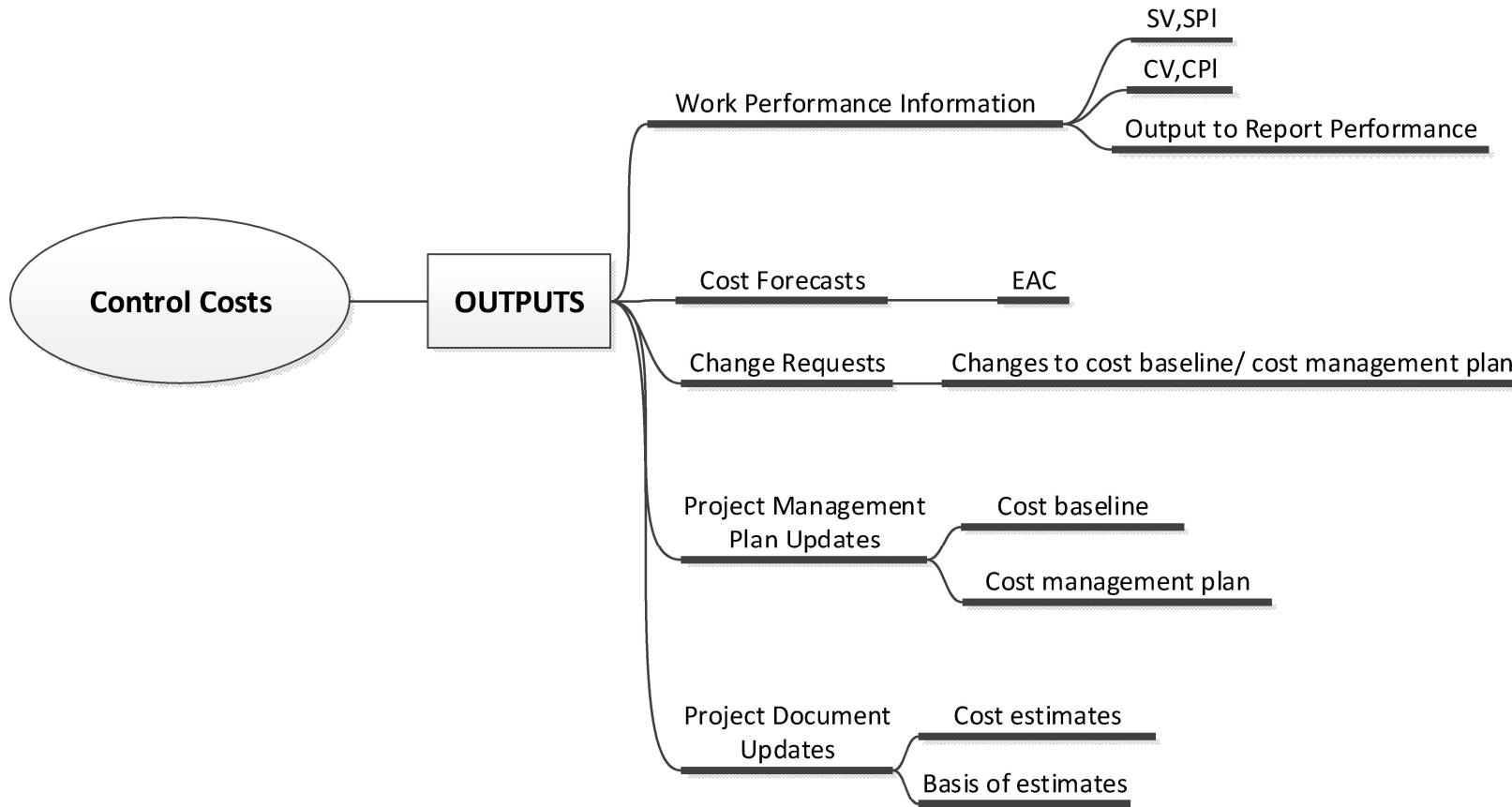
Used to monitor the status of contingency and management reserves for the project to determine if these reserves are still needed or if additional reserves need to be requested

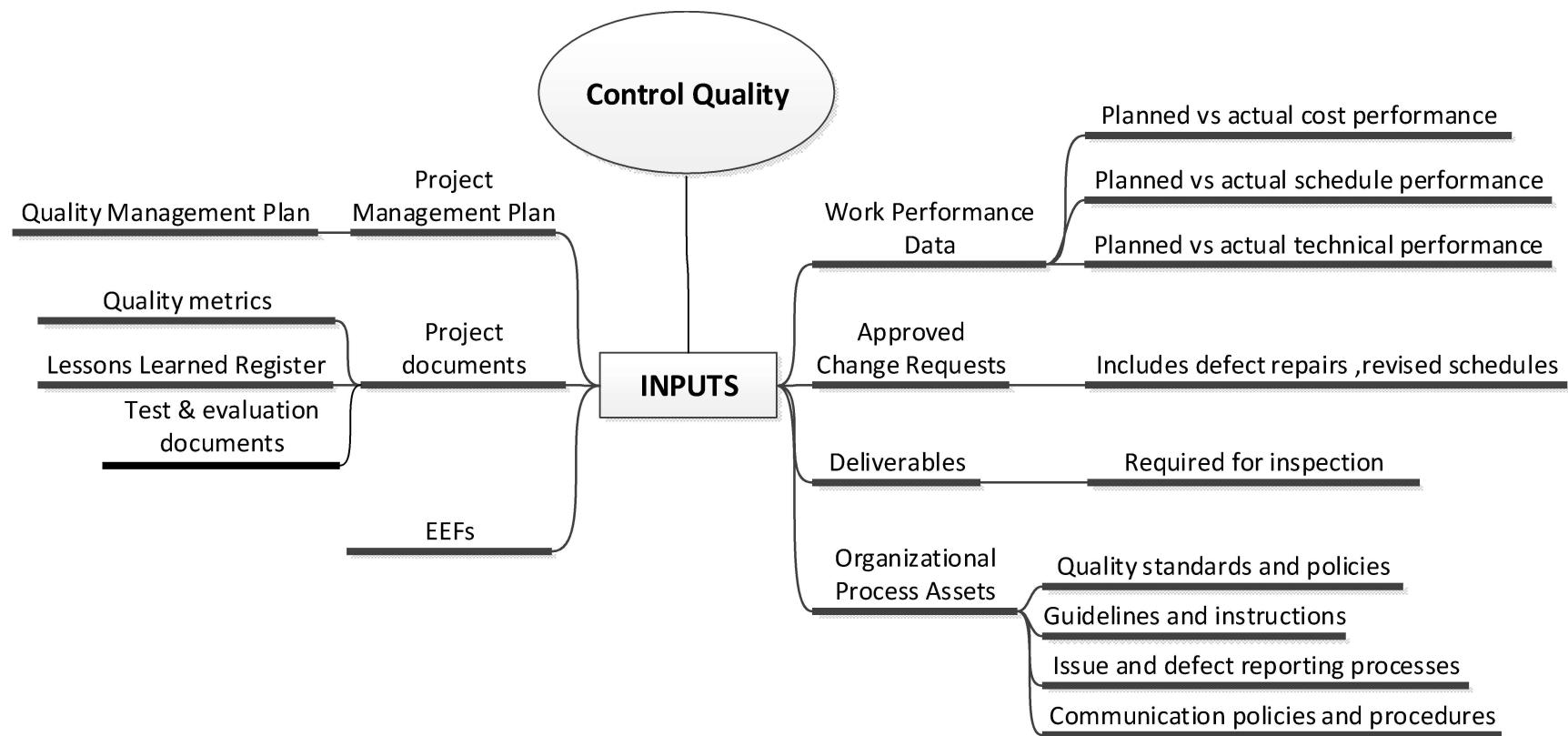
PMIS

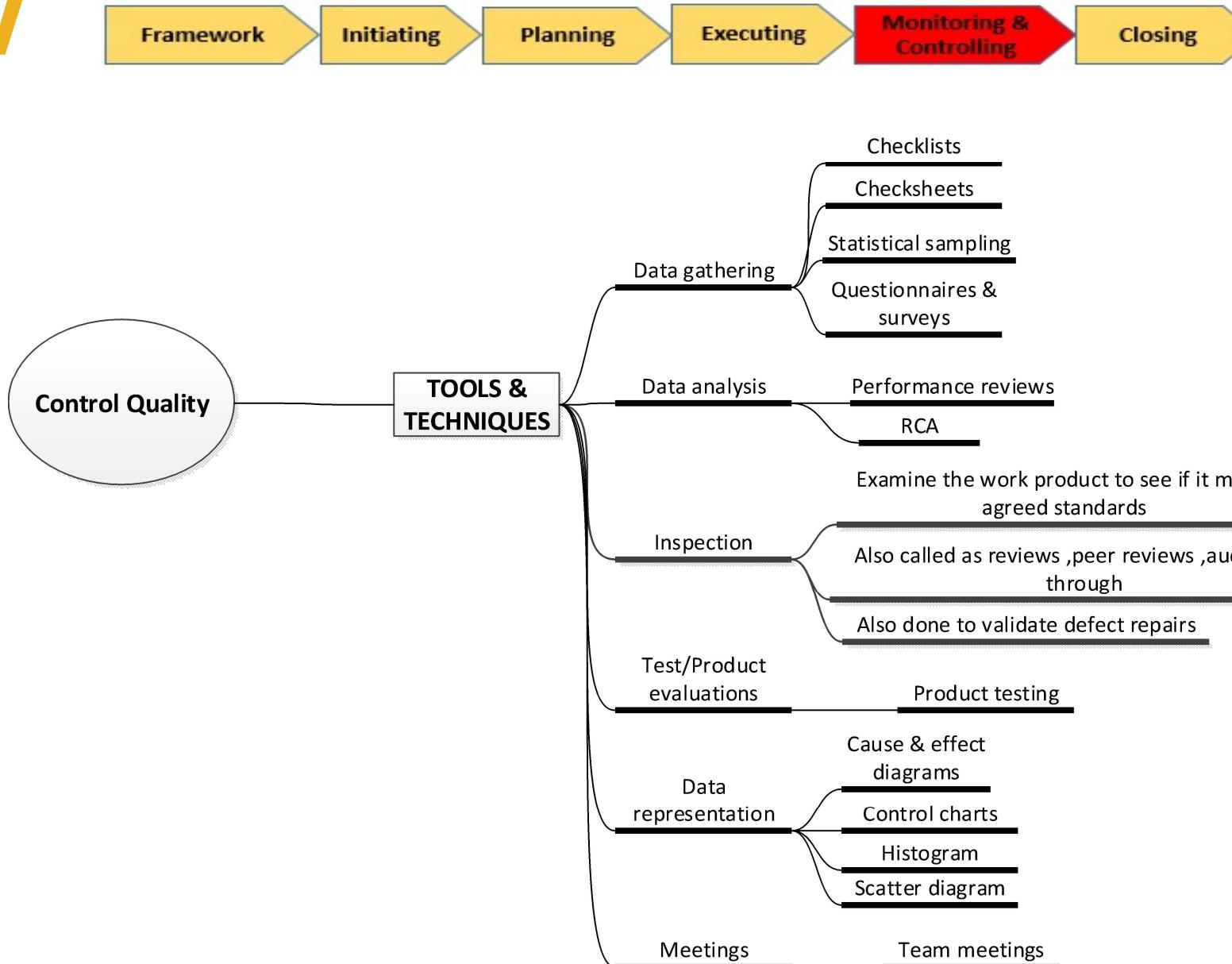
Monitors PV,AC,EV

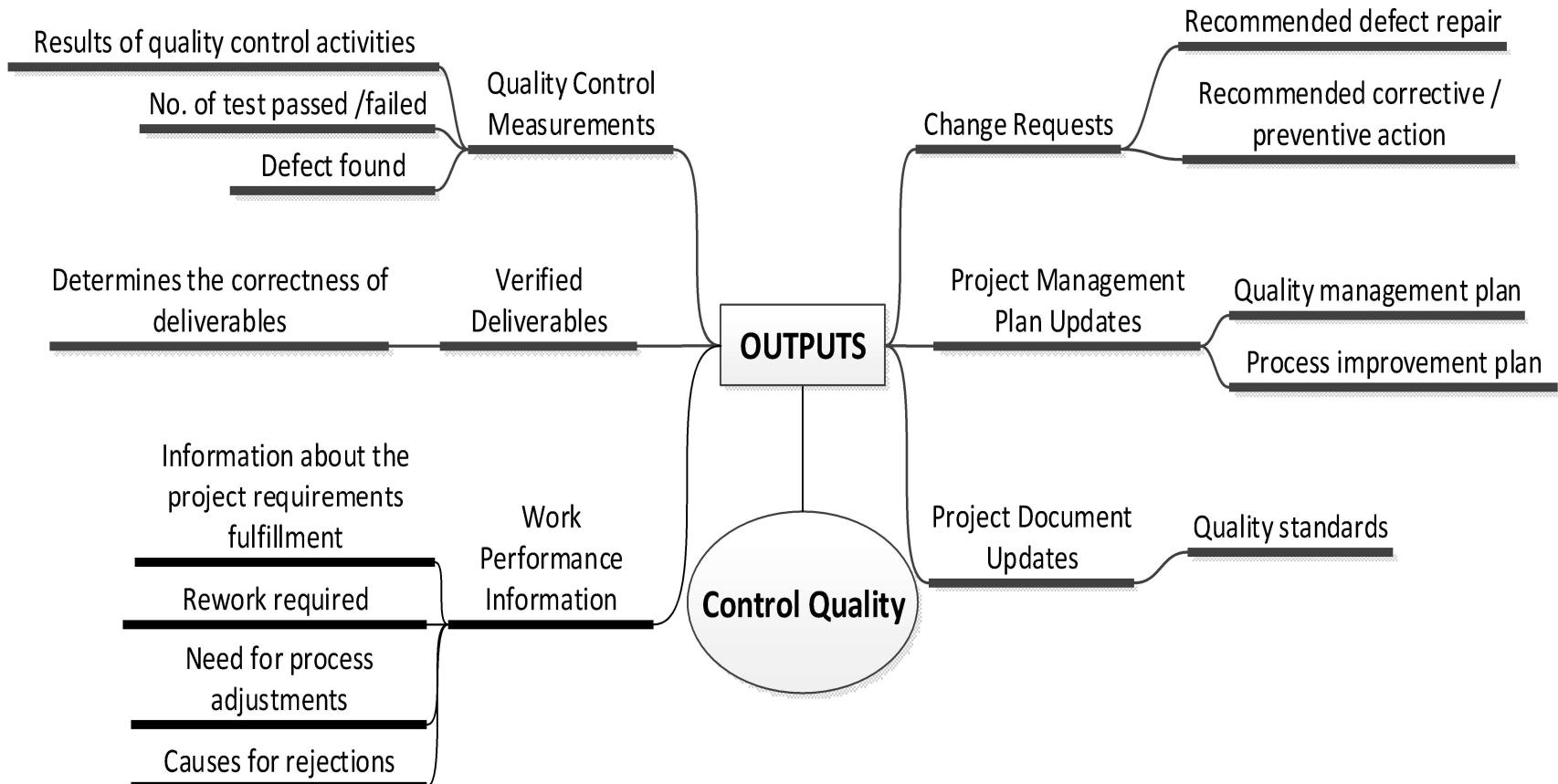
Displays graphical trends

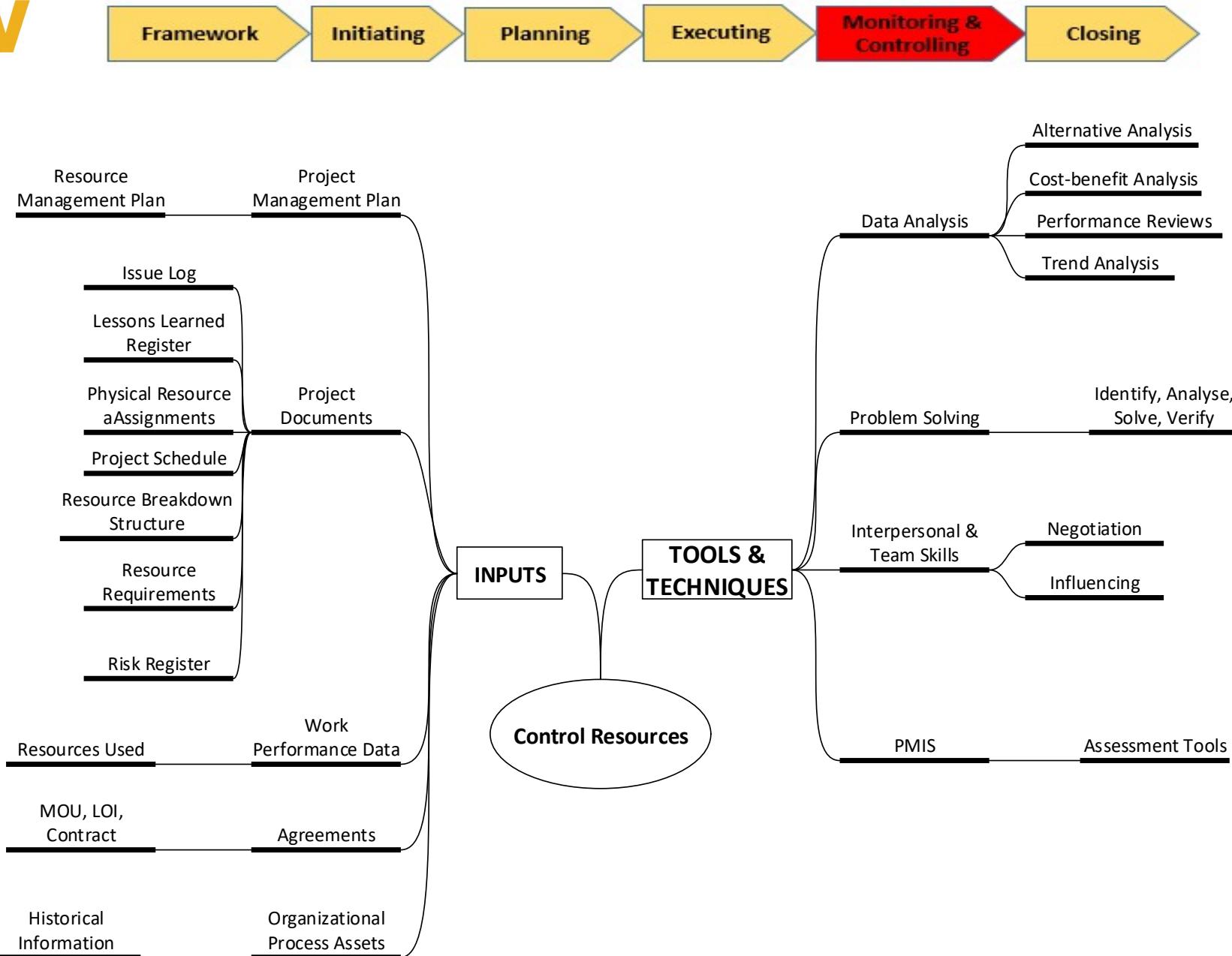
Forecasting

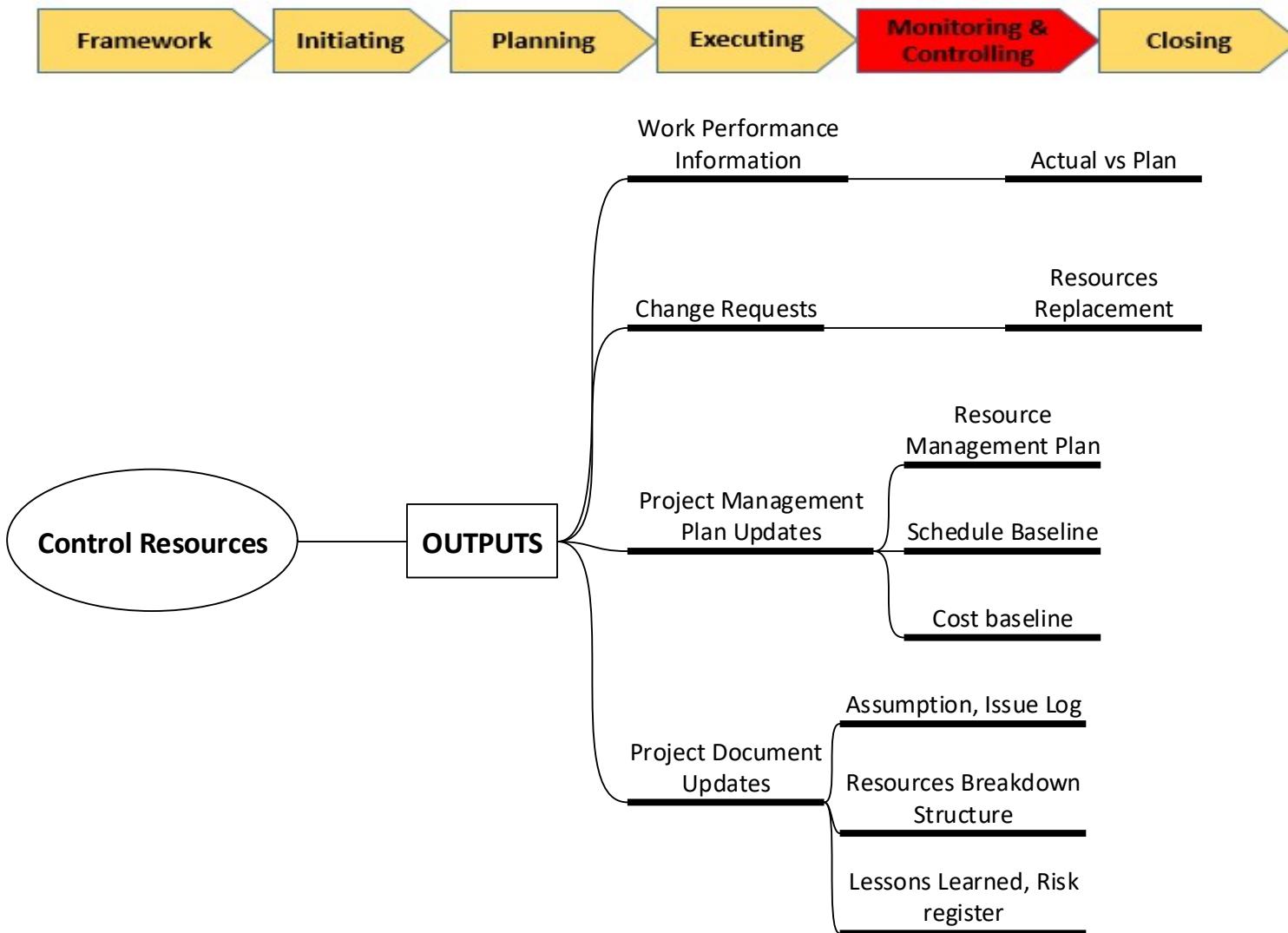


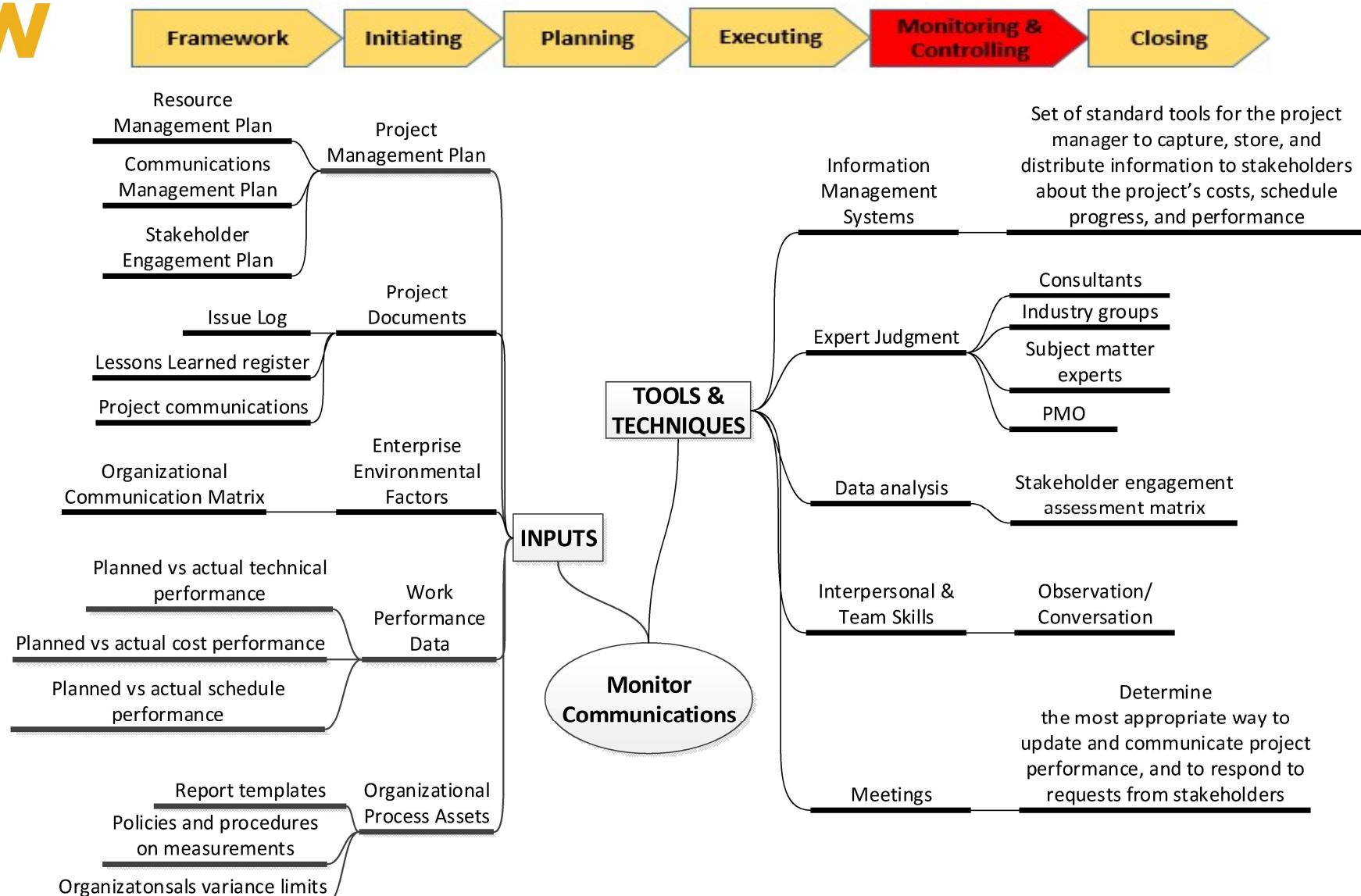


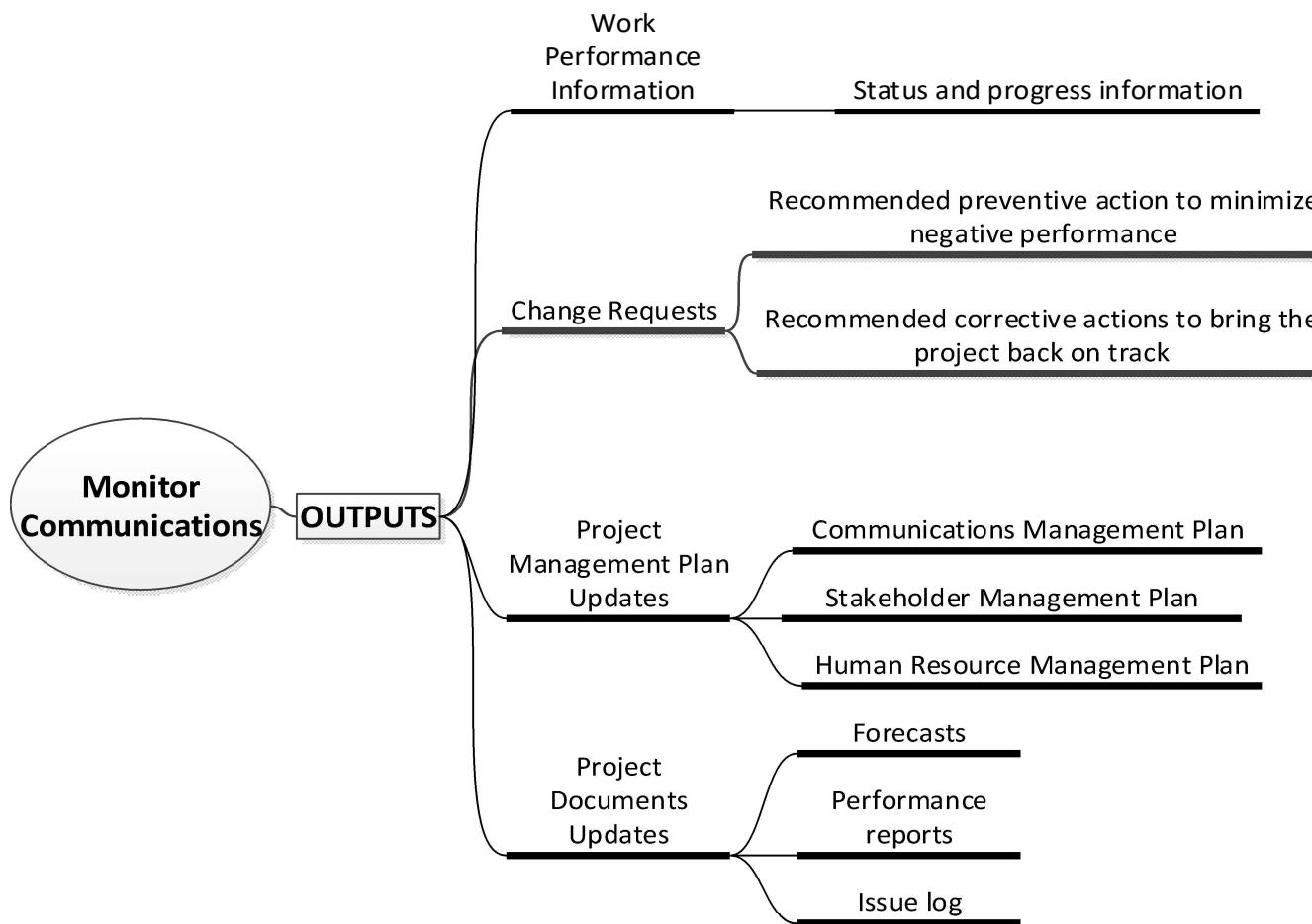


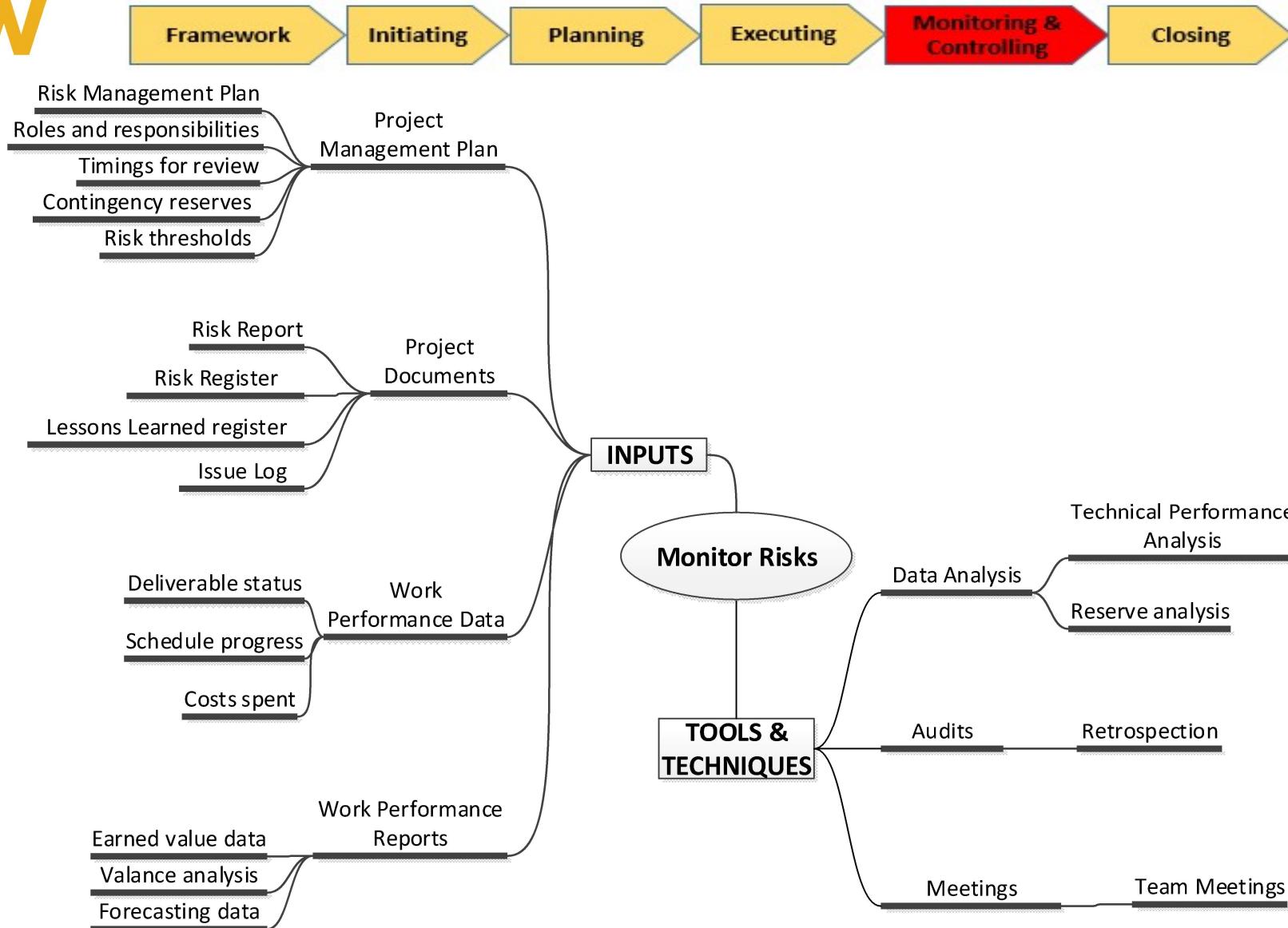


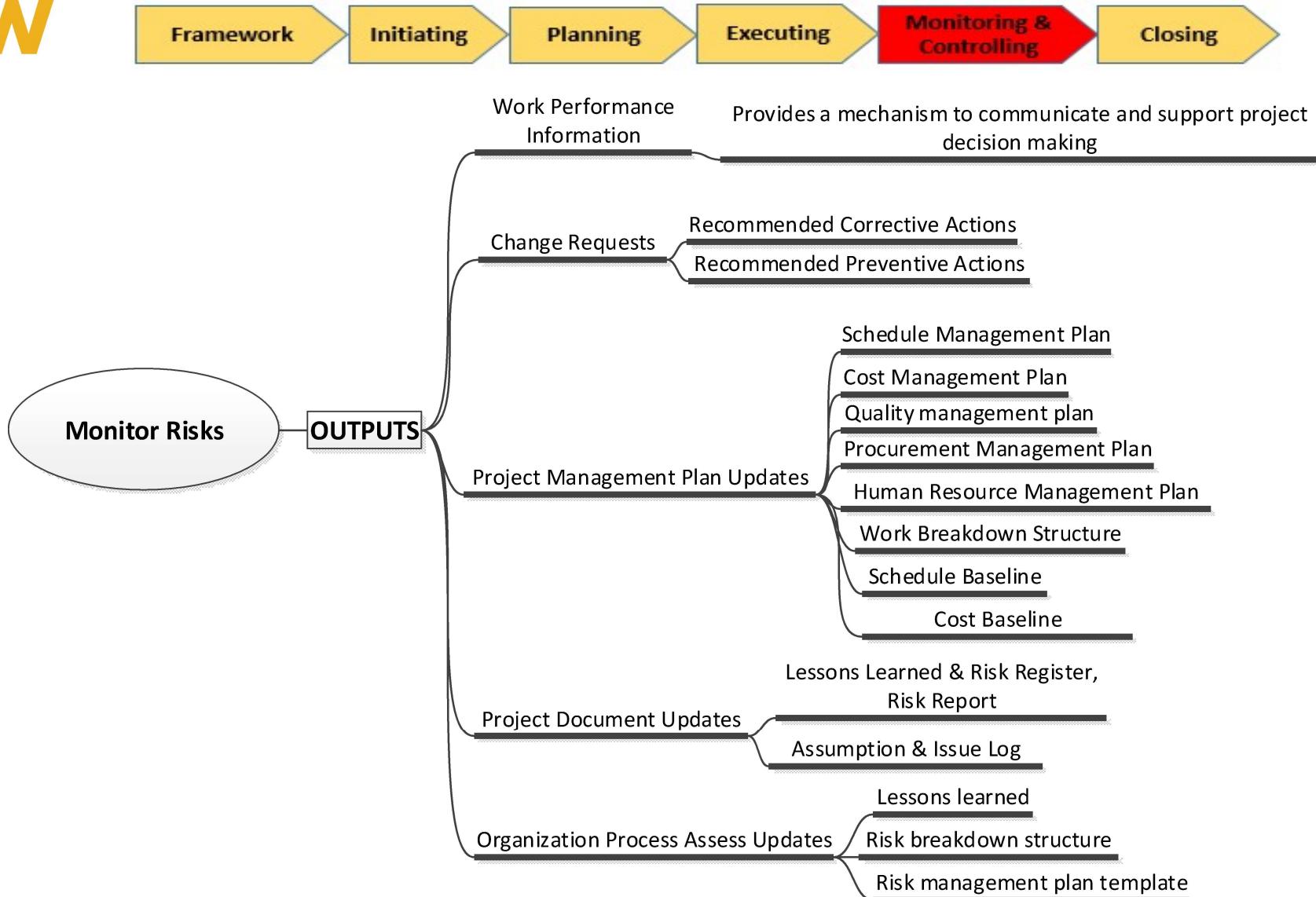


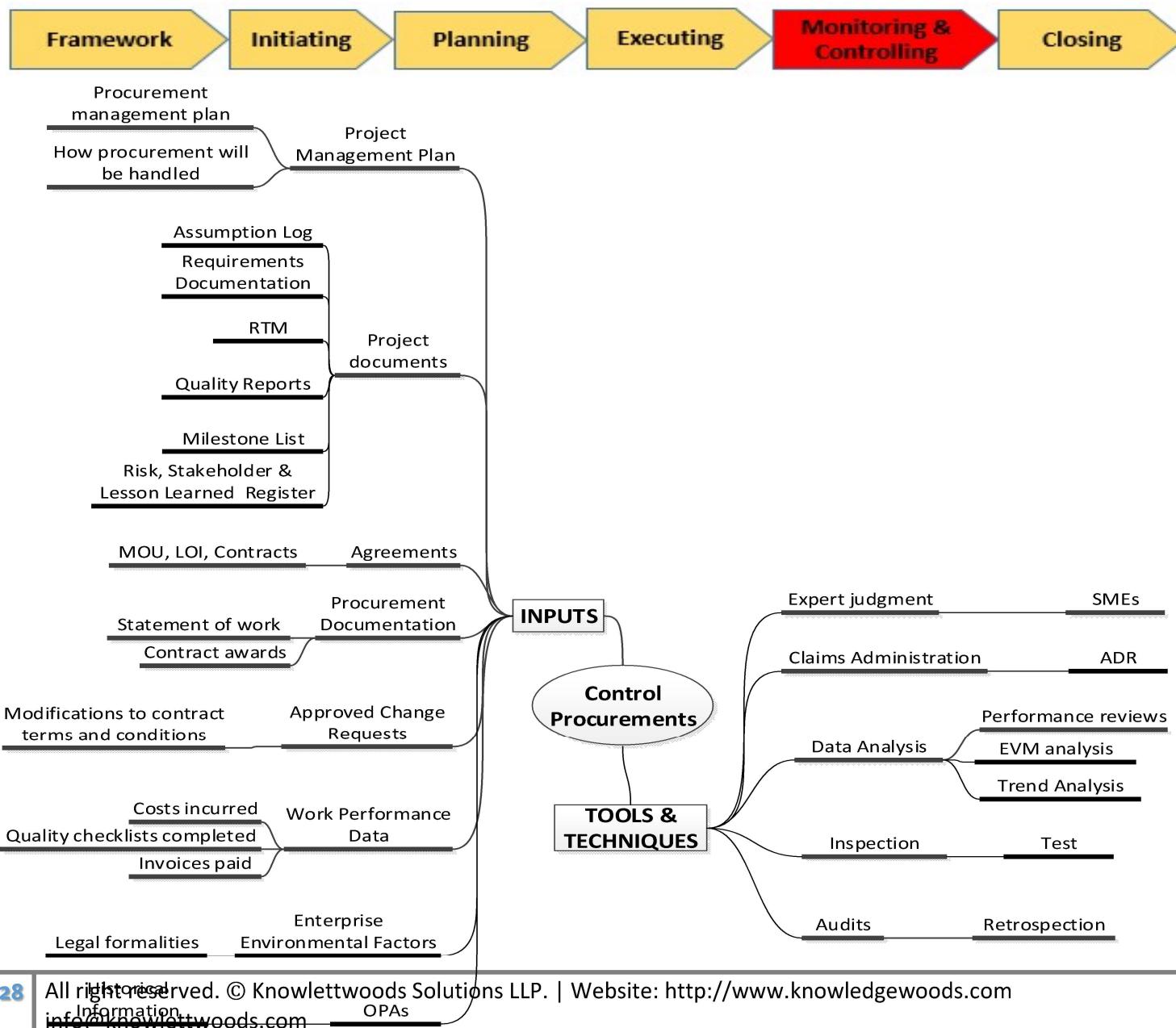


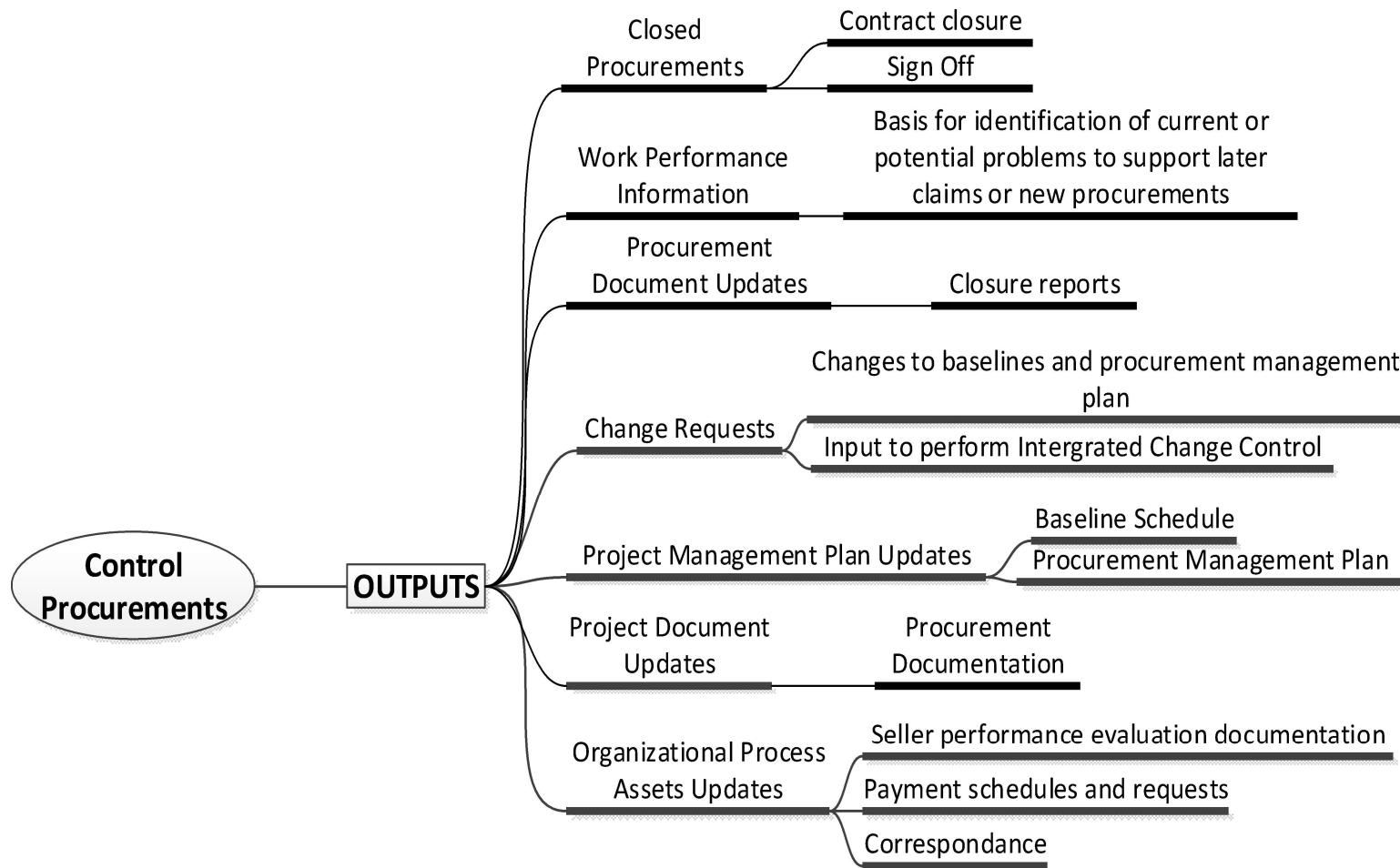














How work will be executed to accomplish the project objectives

Needs and techniques for communication among stakeholders

Project Management Plan

Percentage of work completed

Start and finish dates of schedule activities

Technical performance measures

Number of change requests

Number of defects

Actual costs

Actual durations

Work Performance Data

Project Documents

Lessons Learned, Risk & Stakeholder Register

Project Communications

Issue Log

Enterprise Environmental Factors

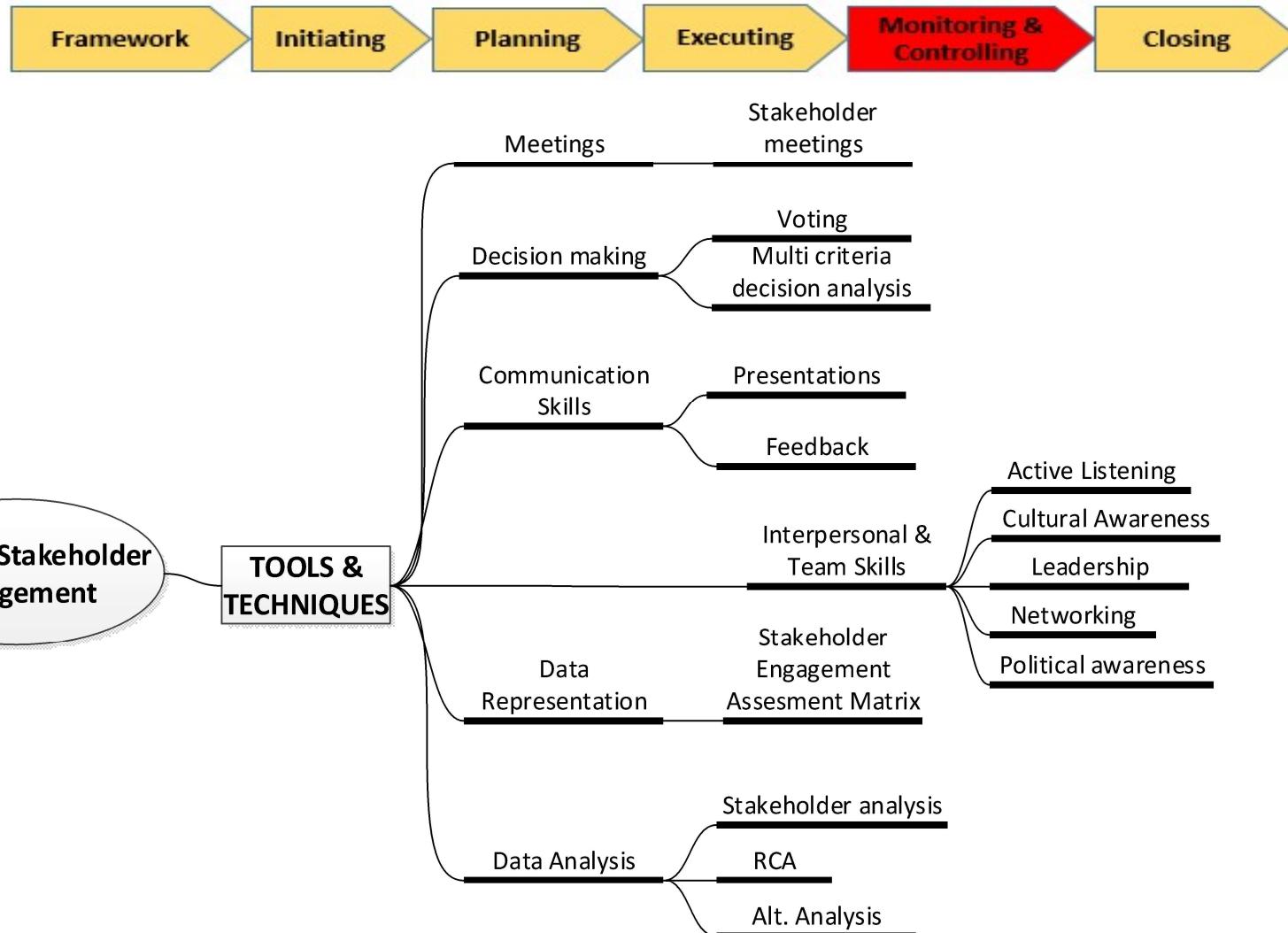
Org. Structure

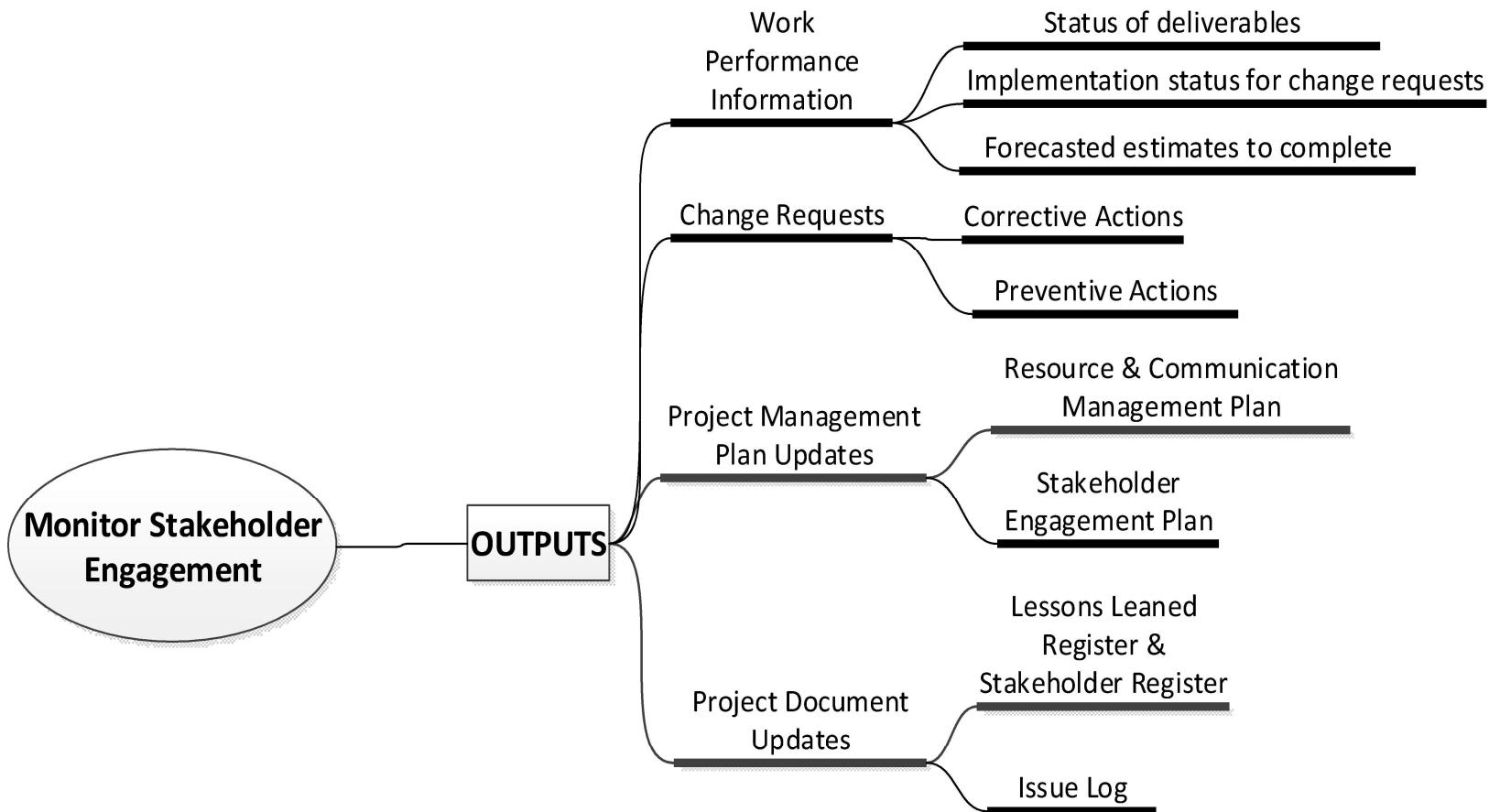
OPA

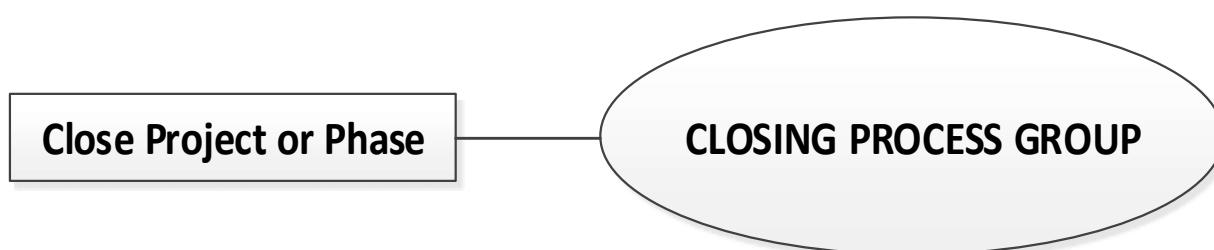
Historical Information

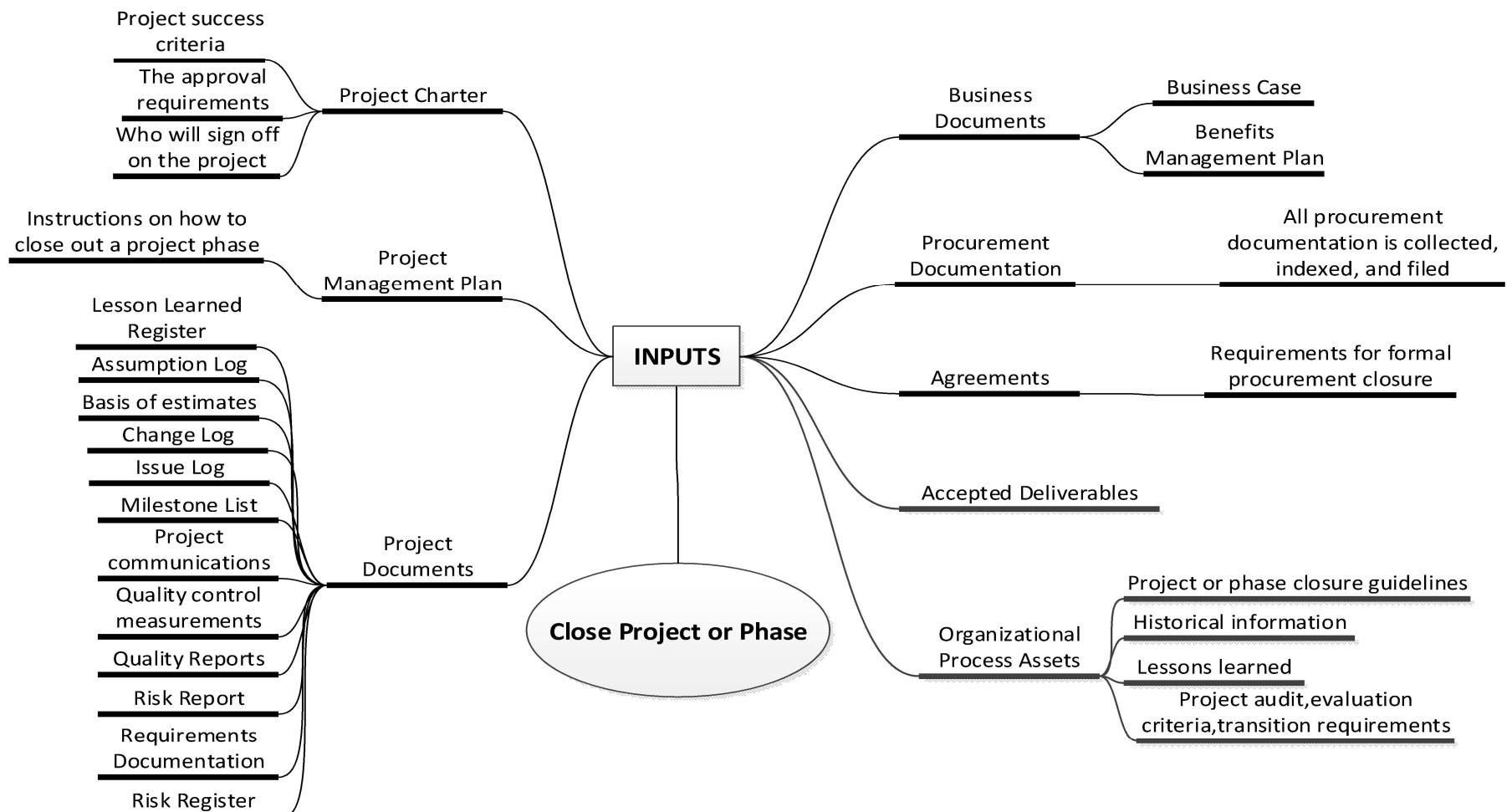
INPUTS

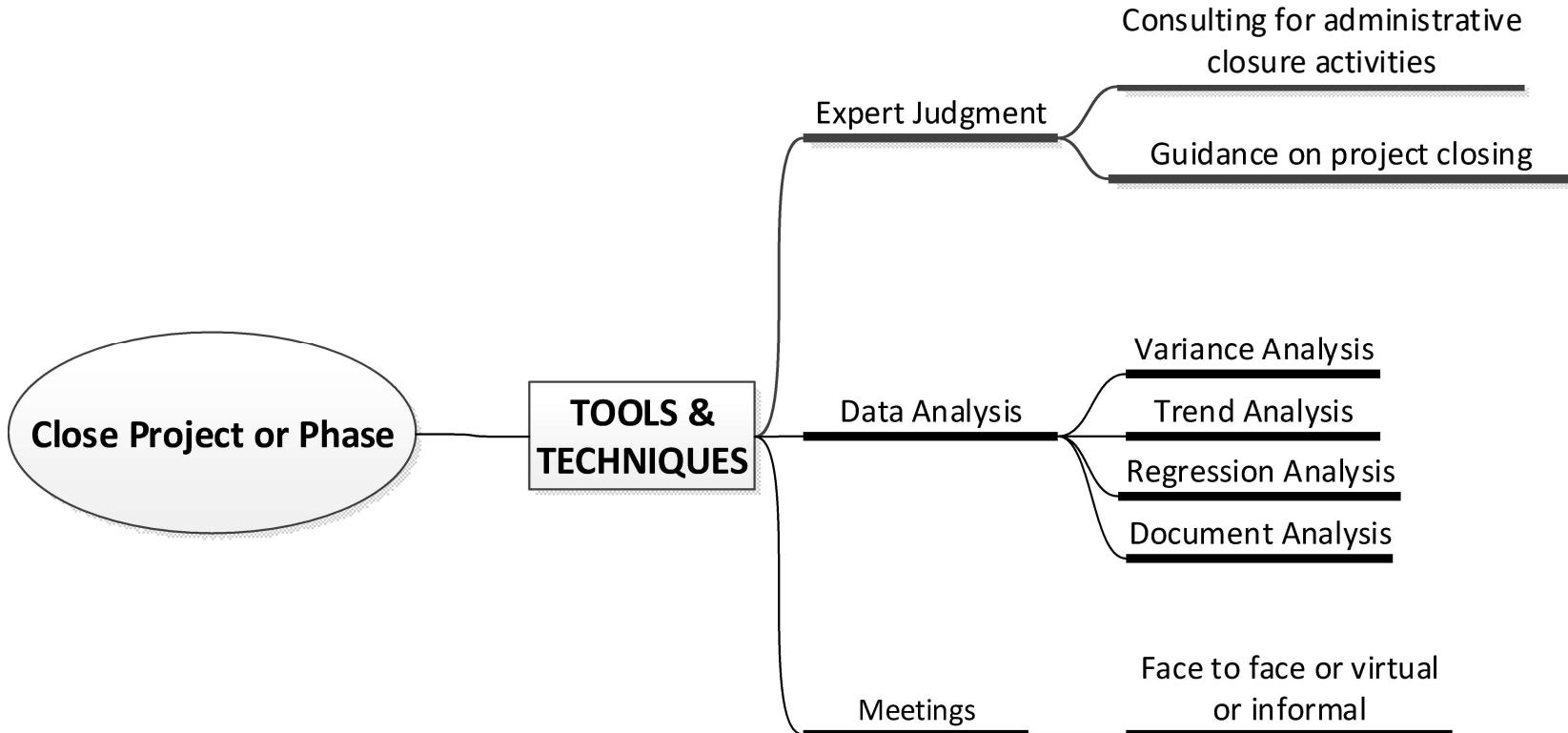
Monitor Stakeholder Engagement

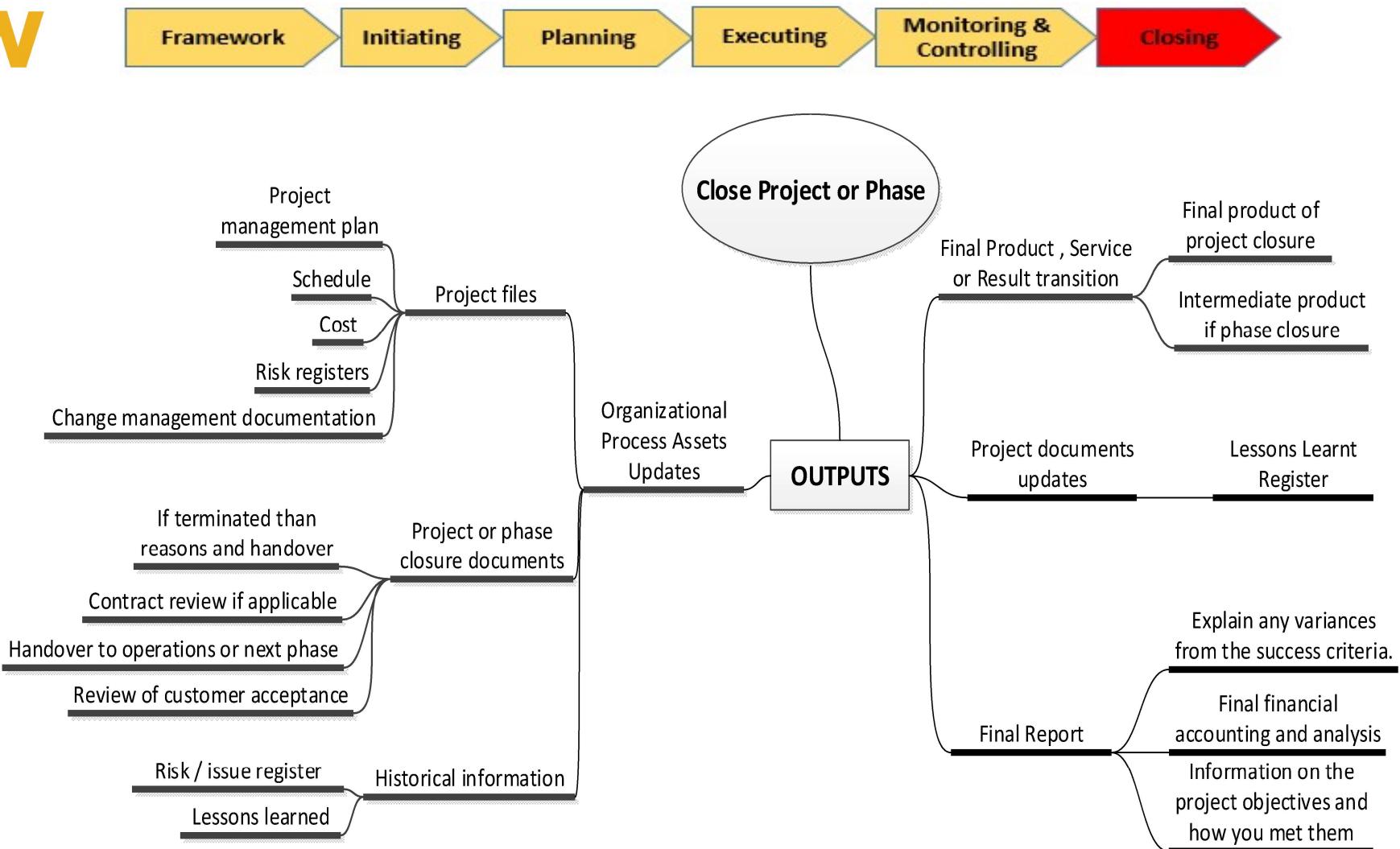












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