PMI PROJECT MANAGEMENT FRAMEWORK OVERVIEW

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➢Portfolio, Program and Project definition

➢ Role of Project Manager

➢ Factors to influent project

➢Project life cycle

➢ Project Management Processes

➢Project Integration Management

What is a project?

"A project is a temporary endeavor undertaken to create a unique product, service or result"

- Have beginning and end

- The result may be tangible or intangible

- Unique in many aspects: location, design, stakeholder

Example:

- Develop a new product, service or result

- Construct a new building

- Implement and improving business processes and procedures

Relationship between Portfolio, Program and Project
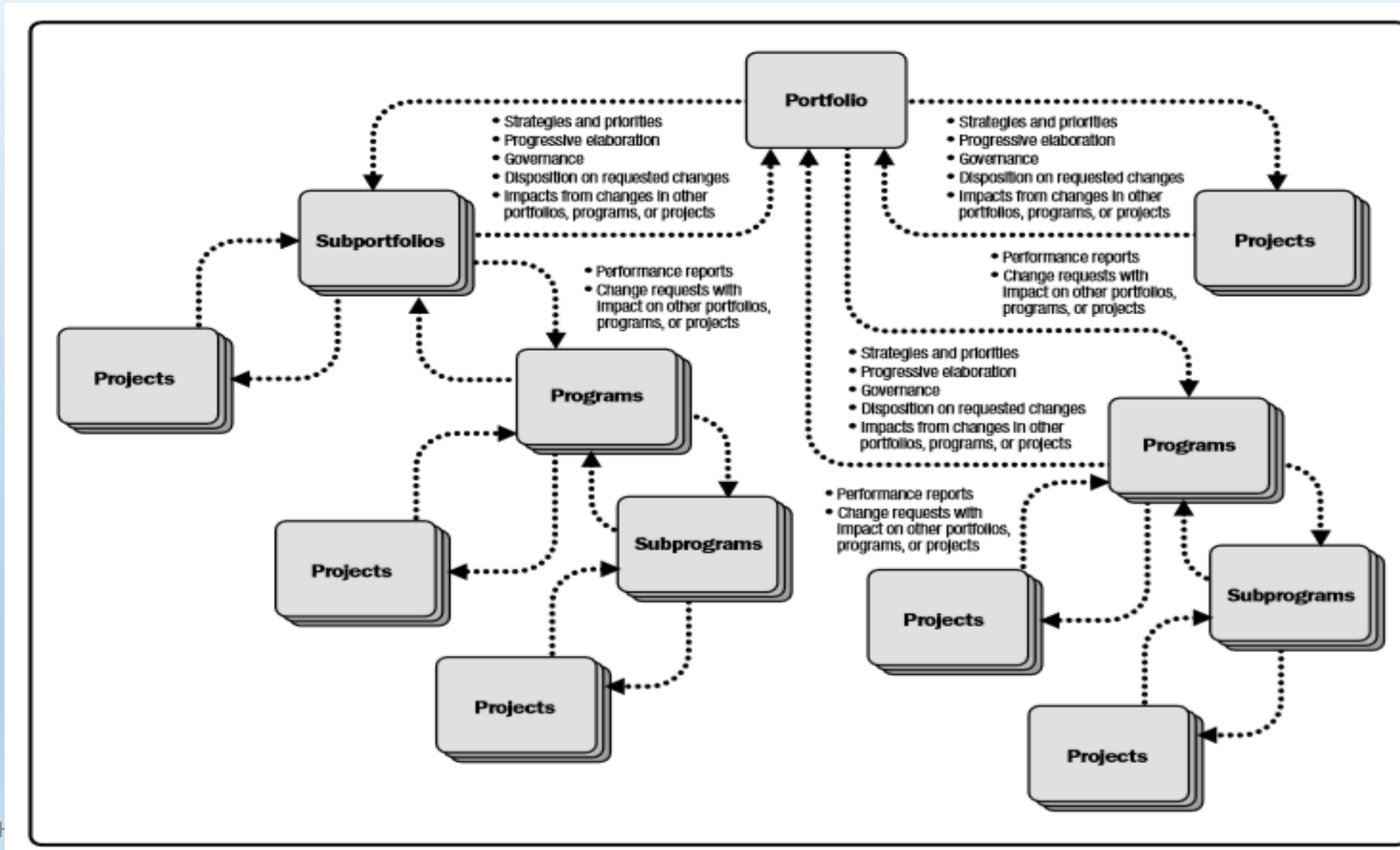
What is a project management?

"A project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirement"

There are 47 logical project management processes that are categorized to five groups:

1. Initiating
2. Planning
3. Executing
4. Monitoring and Controlling
5. Closing

What is included in managing a project?

- Identify the requirements

- Address the various needs, concerns and expectation of the stakeholders in the planning and executing the project

- Setting up the maintain the communication among the stakeholders

- Make sure to meet the stakeholder requirement and create the project deliverables

- Balancing the project constraints, including: Scope, Quality, Schedule, Budget, Resources and Risks

ROLE of project manager

A PM is a person assigned by the organization to lead the team to achieving the project objectives.

PM interpersonal skills:

- Leadership

- Team building

- Motivation

- Communication

- Influence

- Decision making

- Political and culture awareness

- Negotiation

- Trust building

- Conflict management

- Coaching

Organizational Culture and Style

- Shared vision, mission, values, beliefs and expectation

- Regulation, Policies, Method and Procedures

- Motivation and Reward system

- Risk tolerance

- View of leadership, hierarchy and authority relationship

- Code of conduct, work ethic, work hours

- Operation environment

Organizational Structures

| Organization Structure / Project Characteristics	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Who manages the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

Project Life Cycle

Projects vary in size and complexity. However, all projects can be mapped to generic life cycle structure:

- Starting the project
- Organizing and preparing
- Carrying out the project work
- Closing the project
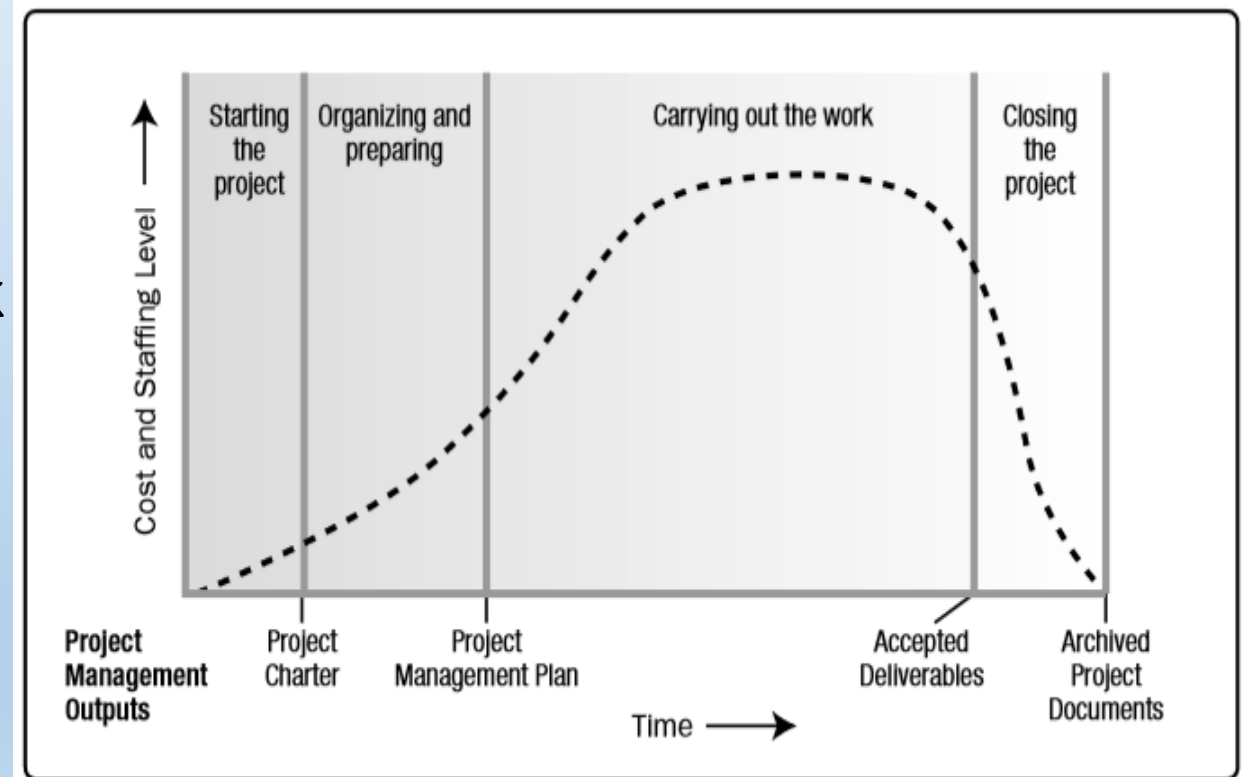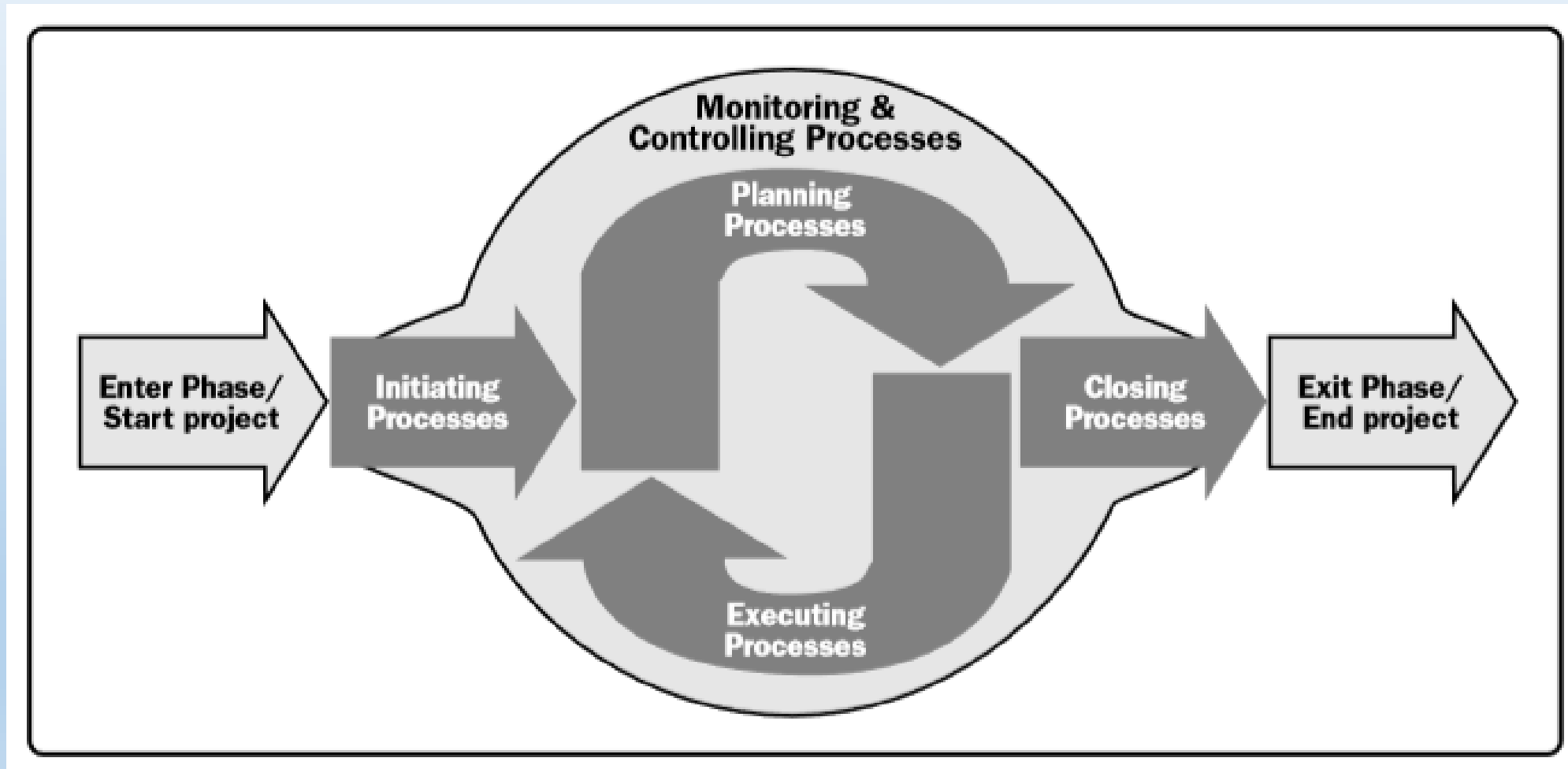
Project Life Cycle
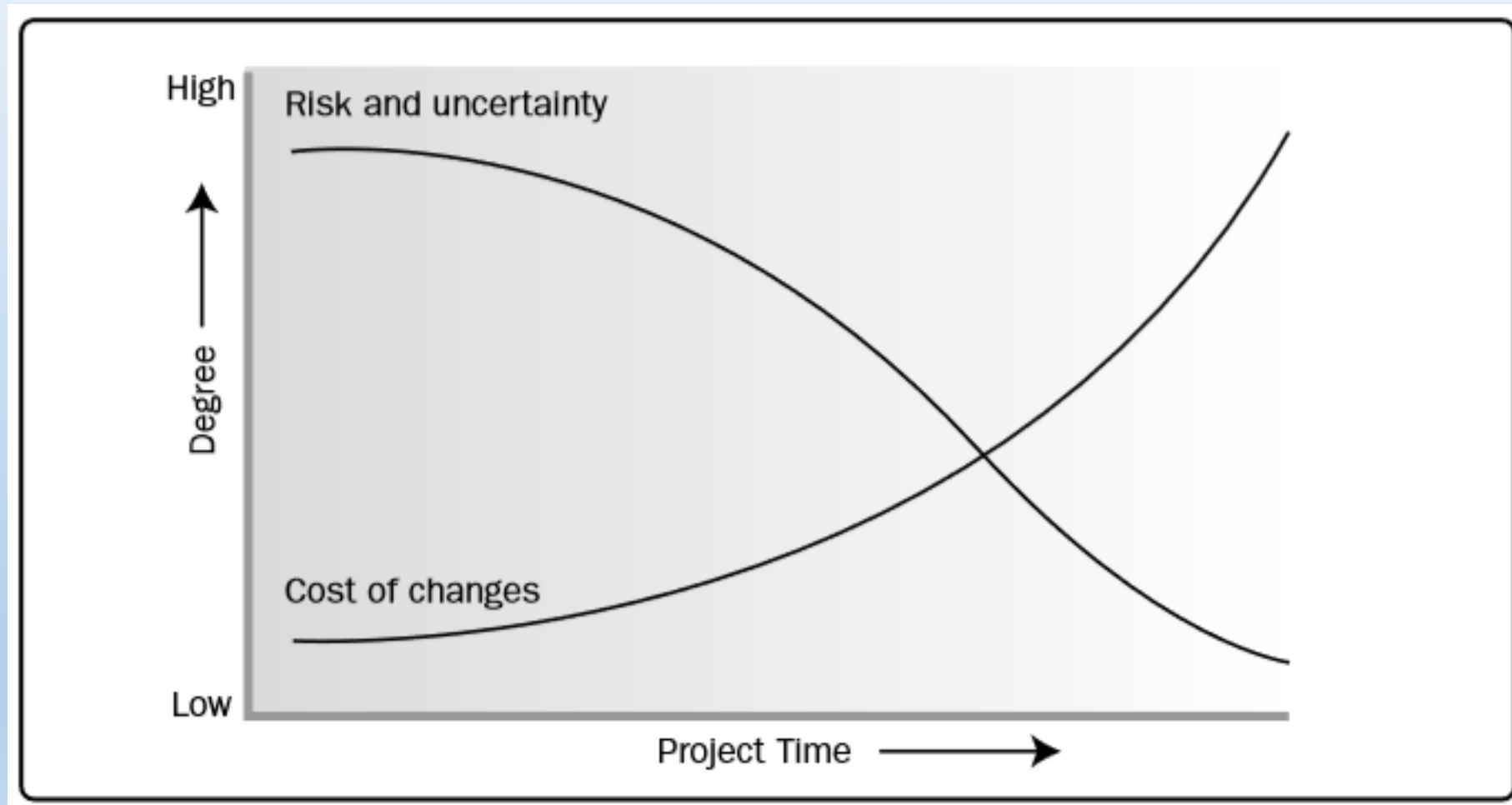
What is a Project Process?

"A Project process a set of interrelated actions and activities performed to create a pre-specified product, service or result."

Each process includes:

- Inputs

- Tool/techniques

- Output

In practice, the processes can interact and overlap each other.

Process Group: Five groups

Process Group Interact in Phase or Project

PROJECT INTEGRATION MANAGEMENT
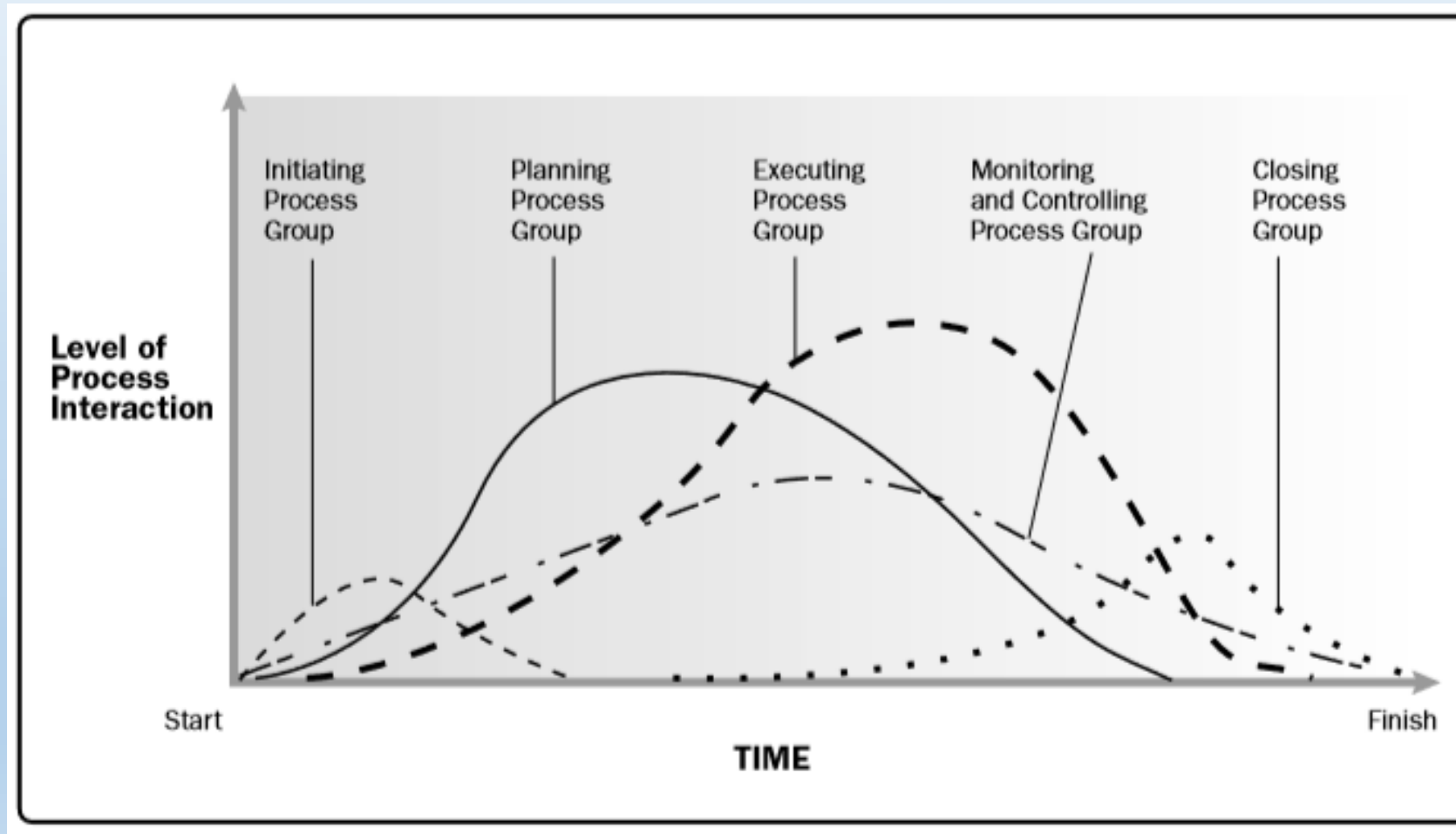
Include processes and activities to identify, define, combine, unify and coordinate the various processed and activities within process groups:

✓ Develop Project Charter

✓ Develop Project Management Plan

✓ Direct and Manage Project Work

✓ Monitor and Control Project work

✓ Perform integrated change control

✓ Close project or phase

The links between processes in the process groups are often iterative in nature.

Example:

- The Planning Process Group provides the Execute Process Group the project management plan early in the project then update the project plan if change occurs as the project processes.
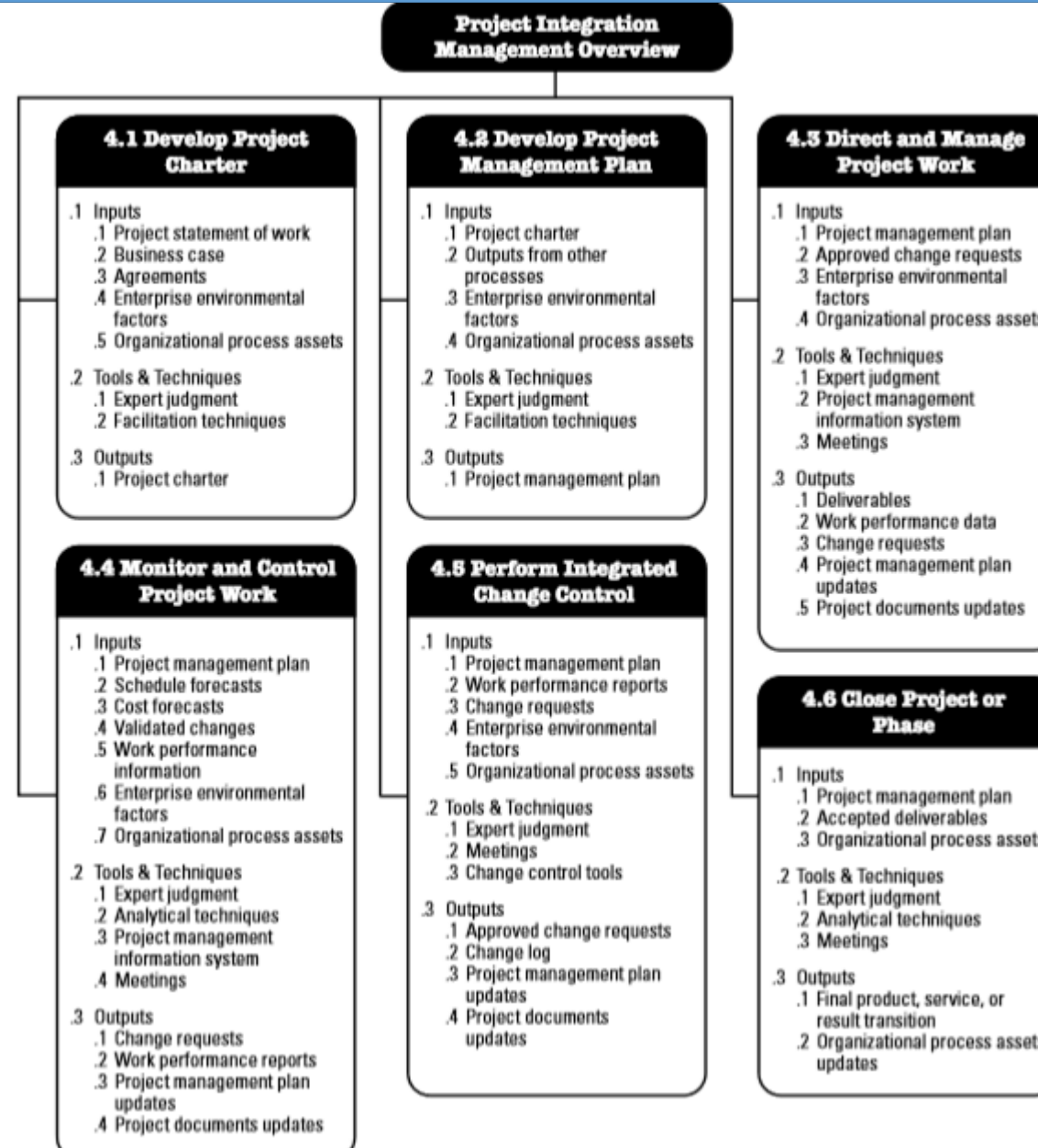
What is a Project Charter?

A project charter is a document that officially authorizes the existence of a project and provide the project manager the authority to apply the organization resources and activities.

The Project charter is authored by project sponsor.

DEVELOP A PROJECT CHARTER

Inputs

- **Project Statement of Work** (SOW): the description of product, service or result that will be delivered by a project. For internal project, the sponsor provides the statement of work based on the business needs, product or service requirements. For external project, the statement of work is provided by customer as in bid documents or as part of the contract.
  - Business need
  - Product scope description
  - Strategic plan

- **Business Cases**: the reason to start this project. The decision is made based in market demand, customer request, technological advance, legal requirement, Social needs, …

Inputs (Cont.)

- **Agreements**: the agreement may be in the form of:
    - Contract
    - Service Level Agreement
    - Letter of agreement
    - Letter of intent
    - Verbal agreement
    - Email
    - Other written documents

- **Enterprise Environmental Factors:** industry standard, regulation, culture, marketplace condition

- **Organizational Process Assets:** policies, templates, historical information

DEVELOP A PROJECT CHARTER

Tools and Techniques

- **Expert Judgment:** Consultants, Stakeholders, SMEs, PMOs

- **Facilitation techniques:** workshop, brainstorming, meeting

Outputs

The output is the project charter issued by sponsor or project initiator, include:

- Project purposes

- Measurable project objectives and related acceptance criteria

- High level requirement

- Assumption and Constraint

- High Level risks

- Summary milestones and schedule

- Summary budget

- Stakeholder list

- Assigned project manager

- Sponsor or other person authorizing the project charter

Develop project management plan is the process of defining, preparing and coordinating all subsidiary plans and integrate them to a comprehensive project management plan.

The project management plan defines how the project is executed, monitored, controlled and closed.

Inputs
- .1 Project charter
- .2 Outputs from other processes
- .3 Enterprise environmental factors
- .4 Organizational process assets

Tools & Techniques
- .1 Expert judgment
- .2 Facilitation techniques

Outputs
- .1 Project management plan
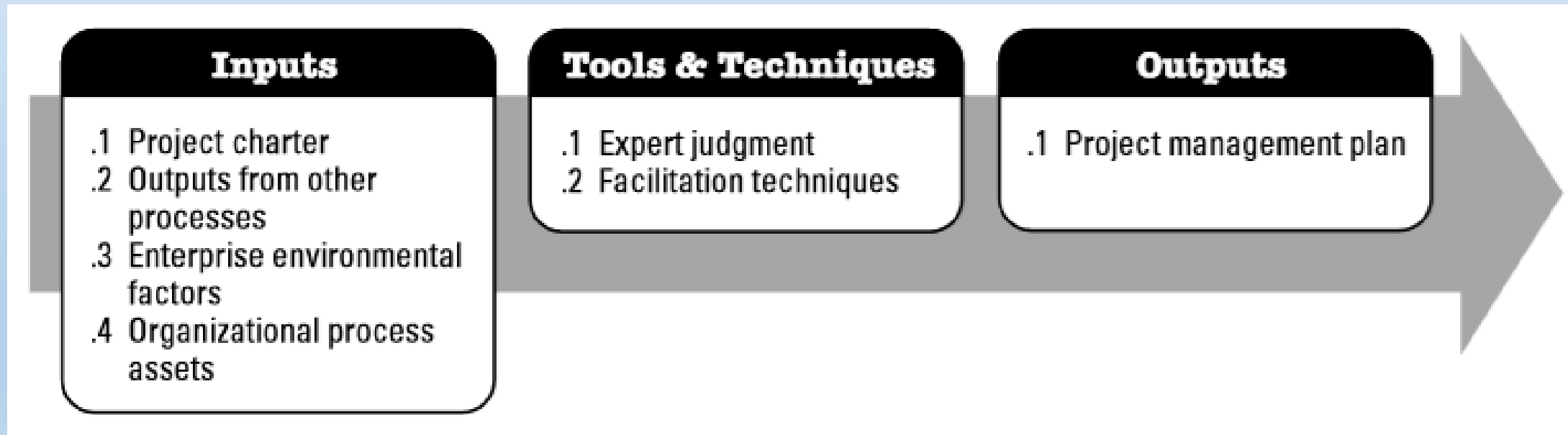
Inputs

- **Project charter**

- **Outputs from other processes**

- **Enterprise Environmental Factors:** industry standard, regulation, culture, marketplace condition

- **Organizational Process Assets:** policies, templates, historical information

Tools and techniques

- **Expert Judgment:**

- **Facilitation techniques:**

Outputs

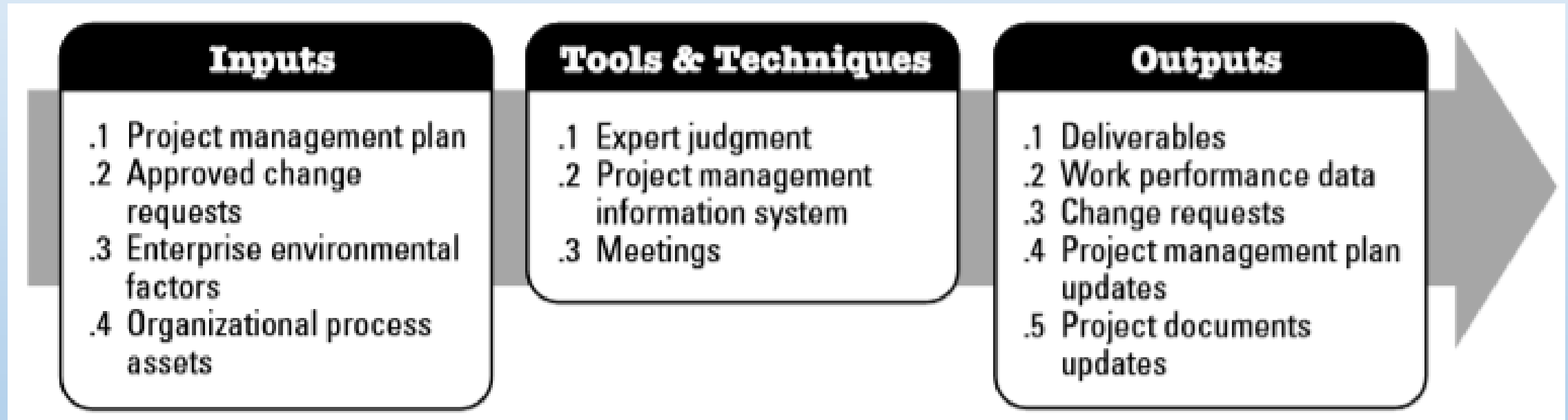The output is the Project Management Plan document that includes the baselines:

- Scope baseline

- Schedule baseline

- Cost baseline

And subsidiary plans: Scope management plan, Requirement management plan, Schedule management plan, Cost management plan, Quality management plan, Human resource management plan, Communication management plan, Risk management plan, Procedure management plan, Stakeholder management plan

Direct and manage the project work is the process of leading and performing the project work defined in the project management plan and implement the approved changes to achieve the project's objectives.

Inputs	Tools & Techniques	Outputs
.1 Project management plan	.1 Expert judgment	.1 Deliverables
.2 Approved change requests	.2 Project management information system	.2 Work performance data
.3 Enterprise environmental factors	.3 Meetings	.3 Change requests
.4 Organizational process assets		.4 Project management plan updates
		.5 Project documents updates

Monitor and control the project work is the process of tracking, reviewing and reporting the progress to meet the performance objective defined in the project plan.

Inputs

.1 Project management plan
.2 Schedule forecasts
.3 Cost forecasts
.4 Validated changes
.5 Work performance information
.6 Enterprise environmental factors
.7 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Analytical techniques
.3 Project management information system
.4 Meetings

Outputs

.1 Change requests
.2 Work performance reports
.3 Project management plan updates
.4 Project documents updates

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

Inputs	Tools & Techniques	Outputs
.1 Project management plan .2 Schedule forecasts .3 Cost forecasts .4 Validated changes .5 Work performance information .6 Enterprise environmental factors .7 Organizational process assets	.1 Expert judgment .2 Analytical techniques .3 Project management information system .4 Meetings	.1 Change requests .2 Work performance reports .3 Project management plan updates .4 Project documents updates