Developing the Project Charter & Baseline Project Plan

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LECTURE OBJECTIVE

- **This lecture focuses on developing the project charter and project plan. The lecture objectives are the following:**
  - Describe the five (5) project management processes and how they support each phase of the project life cycle
  - Define the project management knowledge area called project integration management and describe its role in project plan development, project plan execution, and overall change control.
  - Develop a project charter and describe its relationship to the project plan
  - Identify the steps in the project planning framework and describe how this framework links the project's measurable organizational value (MOV) to the project's scope, schedule, and budget
  - Revisit PMBOK and identify tools that may be used for each knowledge area

Project Management Processes

- Processes are integral component of project management. They support all of the activities necessary to create and implement the product of the project.

- Project Management Processes are concerned with defining and coordinating the activities and controls needed to manage the project.

- Product-Oriented Processes focus on the tangible results of the project. They require specific domain knowledge, tools, and techniques in order to complete the work.

Project Management Process Groups

- Initiating – It signals the beginning of the project or phase. It requires an organization to make a commitment in terms of time and resources

- Planning – Covers project preparation. It should be in line with the size and the complexity of the project. Larger and more complex projects require greater planning efforts. Planning is required for each phase of the IT Project Methodology. However, the 2nd phase, the development of the project charter and project plan requires a lot of planning activities

Project Management Process Groups

- Executing – Putting the plan into action after project plans are developed and approved

- Controlling – The controlling process group allows for managing and measuring the progress towards the project's MOV and the scope.

- Closing – brings the project or project phase to a systematic and orderly completion.
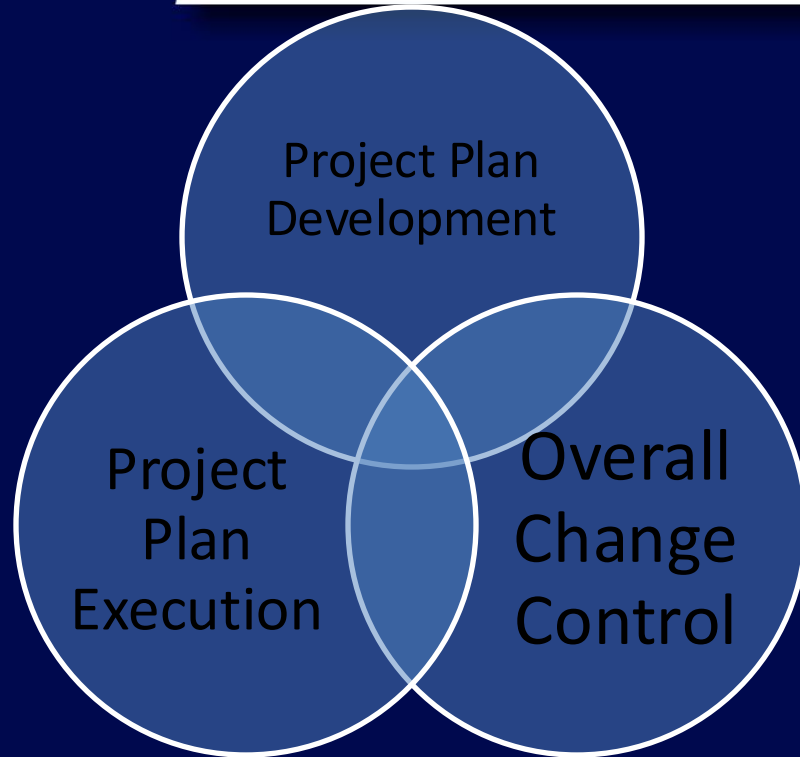
Project Management Processes

Project Integration Management

- Project Integration Management – PMBOK views PIM as one of the most important knowledge areas because it coordinates the other eight (8) knowledge areas.

- The target is to ensure that all activities and processes are coordinated in order for the project to meet or exceed its Measurable Organizational Value (MOV)

- All knowledge Areas must come together to support the development of the project plan, its execution, and overall change control.

Project Integration Management

Project Plan Development

Project Plan Execution

Overall Change Control

Project Integration Management

- Project Plan Development – to create a usable, flexible, consistent, and logical document that will guide the work or activities of the project. It also provides control mechanism for coordinating changes across the entire project.

- Project Plan Execution – must have a work authorization system as a way of sanctioning or authorizing project team members to perform a specific activity.

- Overall Change Control – ensure that a process is in place to evaluate the value of the proposed change; determine whether an accepted change has been implemented; include procedures for handling emergencies; help the project manager manage change so that change does not disrupt the focus or work of the project

Project Management Body of Knowledge

TYPICAL

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

NEW

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

Project Management Body of Knowledge

- Project Integration Management – Covers all project activities from initiation to closure, ensuring alignment and coordination across all areas

- Project Scope Management – Defines the project's boundaries and ensures that the project delivers the required deliverables within this boundaries

- Project Time Management – Focuses on planning, scheduling, and controlling the project timeline to ensure timely completion

- Project Cost Management – Involves planning, estimating, budgeting, and controlling the project's financial resources

- Project Quality Management – Ensures that the project deliverables meet the required quality standards and stakeholder expectations

Project Management Body of Knowledge

- Project Resource Management – Deals with acquiring, assigning, and managing the project team and other resources effectively

- Project Communications Management – Focuses on planning, managing, and controlling the flow of information within the project team and with stakeholders

- Project Risk Management – Identifies, analyzes, and manages potential risks to the project's success

- Project Procurement Management – Manages the acquisition of goods and services from the external vendors of suppliers

- Project Stakeholder Management – Identifies, engages, and manages the expectations and influences of stakeholders throughout the project lifecycle

Project Integration Management Tools

- Project Network Diagram

- Data Flow Diagram

- Process Flow

- Kanban Boards

- Project Dashboard

- Agile Project Management

- Project Pipeline Management

Project Scope Management Tools

- Work Breakdown Structure (WBS)

- Gantt Chart

- PERT – Program Evaluation and Review Technique

- CPM – Critical Path Method

Project Time Management Tools

- Gantt Chart

- PERT – Program Evaluation and Review Technique

- CPM – Critical Path Method

Project Cost Management Tools

- Cost Breakdown Structure (CBS)
- Cost Benefit Analysis
- Earned Value Management
- Feasibility Study
- ROI
- Net Present Value
- MOV

Project Quality Management Tools

ISO Performance Evaluation Standards

- ISO 21500 – Project Management

- ISO 25010- Software Quality

- ISO 27001 – Information Security Management System

- ISO 14001 – Quality Management

Project Resource Management Tools

- Resource Breakdown Structure (RBS)
- RACI Chart – Responsible, Accountable, Consulted, and Informed
- Timesheets

Project Communication Management Tools

- Project Reports

- Kanban Boards

- Project Dashboard

- Agile Project Management

Project Risk Management Tools

- SWOT Analysis

- Fishbone Diagram

- Pareto Analysis

- Risk Register

- Risk Matrix

- Change Logs

- RAID Log – Risks, Assumptions, Issues, and Dependencies

Project Procurement Management Tools

- Resource Breakdown Structure (RBS)

- Work Breakdown Structure (WBS)

- Gantt Chart

- Timesheets

- Stakeholder Mapping

Project Charter

- Project Charter and Baseline Project provide a tactical plan for carrying out or executing the IT Project

- Project Charter serves as an agreement or contract between the project sponsor and project team

- It documents the project's MOV, Infrastructure definition, project summary, plan details, roles and responsibilities defintions, commitments, and project control mechanism

Project Charter Composition

- Project Identification
- Project Stakeholders
- Project Description
- Measurable Organizational Values
- Project Scope
- Project Schedule
- Project Budget

- Quality Issues
- Resources
- Assumptions and Risks
- Project Administration
- Acceptance and Approval
- References
- Terminology

Project Charter Framework/Template

- Project Identification
- Project Stakeholders
  - Names
  - Titles or Roles
  - Phone Numbers
  - Email Addresses
- Project Description
  - Background
  - Description of the Challenges or Opportunities
  - Overview of the Desired Impact
- Measurable Organizational Values
  - Statement or Table Format

- Project Scope
  - What will be the scope of this project?
  - What will be considered outside the scope of this project
- Project Schedule Summart
  - Project Start Date
  - Project End Date
  - Timeline of project phases and milestone
  - Project Reviews and review dates
- Project Budget Summary
  - Total Project Budget
  - Budget Breakdown by Phase

Project Charter Framework/Template

- Quality Issues
  - Specific Quality Requirements
- Resources Required
  - People
  - Technology
  - Facilities
  - Other
  - Resources to be provided
    - Resource
    - Name of Resource Provider
    - Date to be Provided
- Assumptions and Risks
  - Assumptions used to develop estimates

  - Key Risks, probability of occurrence, and impact constraints
  - Dependencies on other projects or areas within or outside the organization
  - Assessment project's impact on the organization
  - Outstanding issues
- Project Administration
  - Communications Plan
  - Scope Management Plan
  - Quality Management Plan
  - Change Management Plan
  - Resource Management Plan
  - Implementation and Project Closure Plan

Project Charter Framework/Template

- Acceptance and Approval
  - Names
  - Signatures
  - Approval Date
- References
- Terminology or glossary
- Appendices as required

- KICK-OFF MEETING

  - Once the project charter and project plan are approved, many organizations hold a kick-off meeting to officially start work on the project

  - It is useful to bring closure to the planning phase and also indicates the initiation of the next phase of the IT Project Methodology

  - It also serves as a way of communicating to everybody what the project is all about

CLASS ACTIVITY / GROUP PROJECT

(Project Charter for Hotel Management Information System)

- Using the Project Charter Framework provided in the previous slide, create your own Project Charter for the project that you are currently working with. The Project Charter must contain all the specifics indicated in the framework complete with all the required details and using available project management tools as provided in the previous slide. Assign a task to each and every member of the team and designate a Project Manager. Use a common document (Preferably Office 365, Google Docs is also okay). I will serve as the Organization/End-User who will approve your Proposal/Project Charter.

- Give me access to the document so that I can monitor the activities of the group.

- Its ok to make assumptions and estimates for the financial components of the project.

- This will form part of your requirement for the course at the end of the semester.
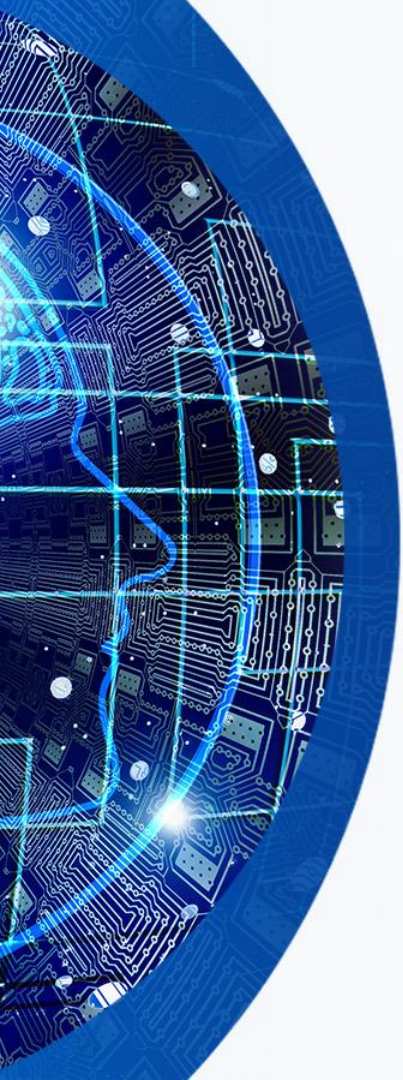
Thank You!

See you during the Kick-off Meeting !