

# Project Management Professional



## PMP PREPARATION COURSE

6<sup>TH</sup> EDITION

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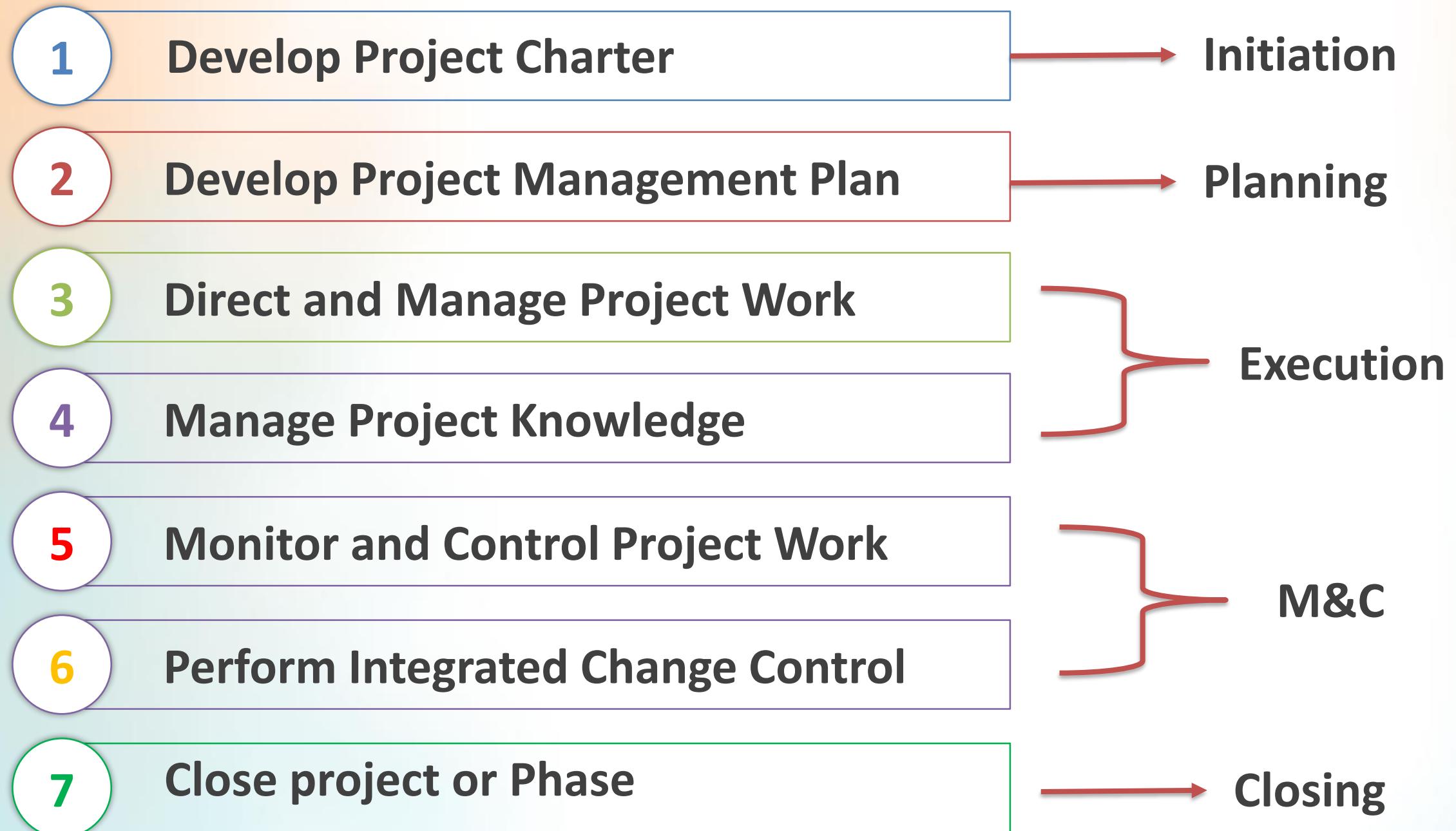
# Chapter 4

## Project Integration Management

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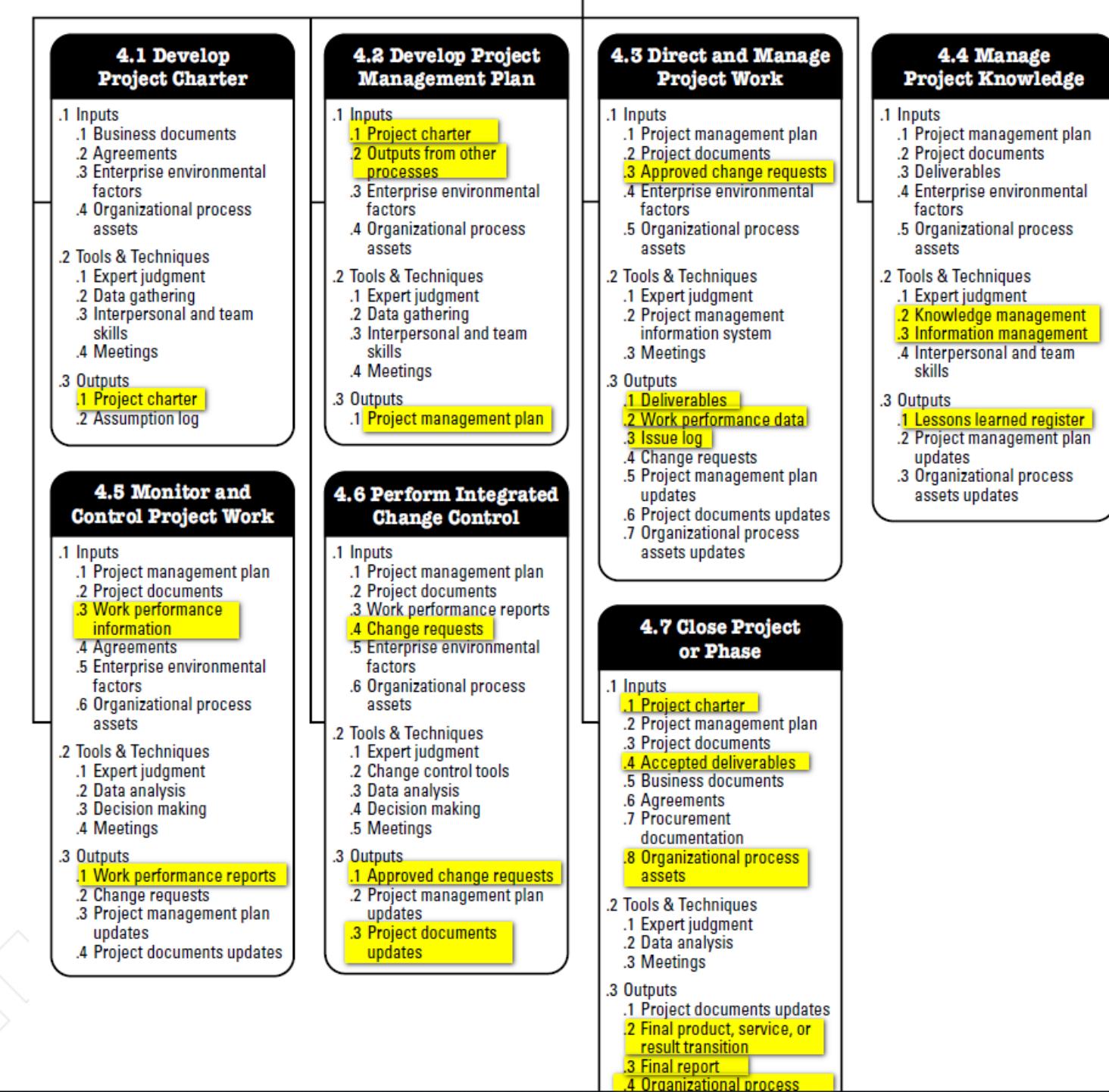
# Lecture 11: Project Integration Management

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## Project Integration Management Overview



# Lecture 11 : Project Integration Management

## 1. Develop Project Charter (Initiation)



# Lecture 11 : Project Integration Management

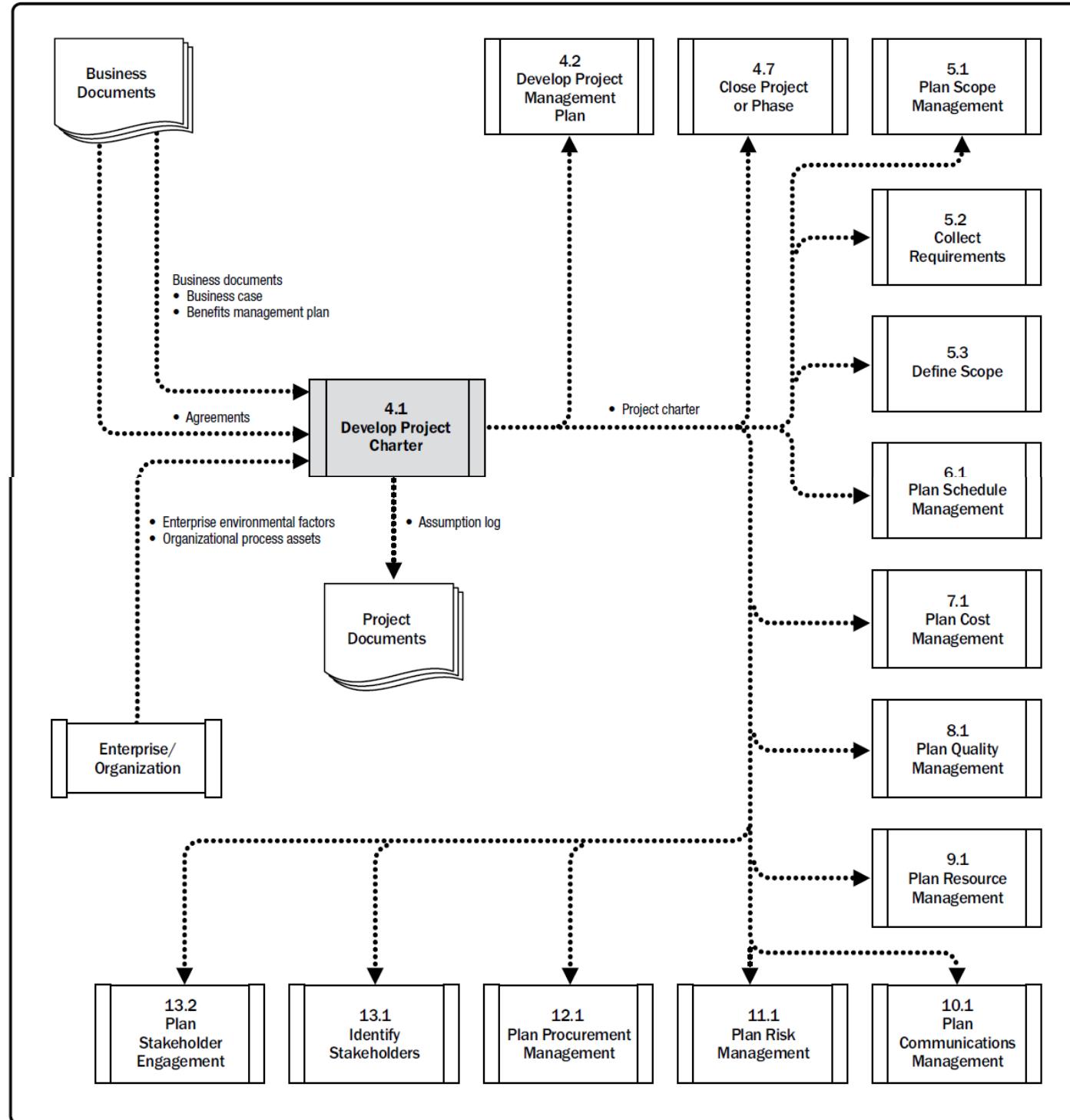
## 1. Develop Project Charter (Initiation)

### ➤ Develop Project Charter is the process of :

- تطوير الوثيقة التي تمنح الصلاحية رسمياً بنشوء مشروع.
- Developing a document that formally authorizes the **existence** of a project.
- Provides the project manager with the **authority** to apply organizational **resources** to project activities.  
تم مدیر المشروع بصلاحية استغلال موارد المؤسسة في أنشطة المشروع.

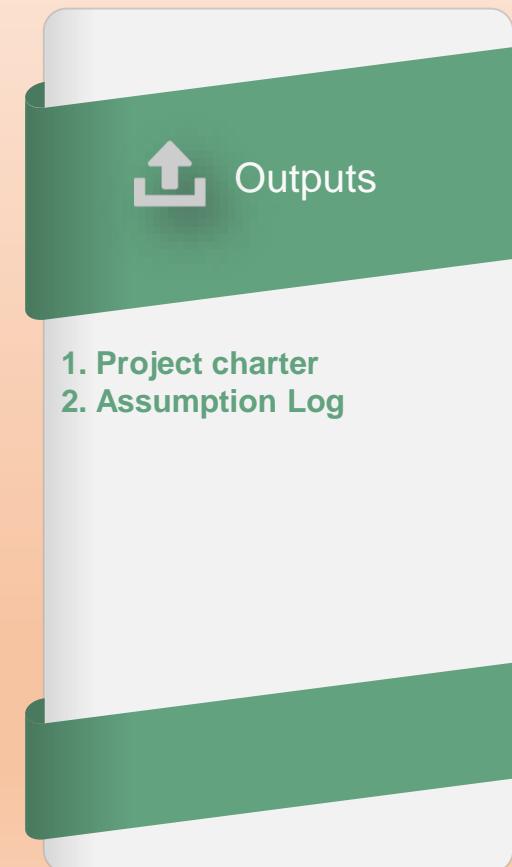
### ❖ The key benefit of this process:

- ✓ Provides a direct link between the project and the strategic objectives of the organization.  
✓ توفر رابطاً مباشراً بين المشروع والأهداف الاستراتيجية للمؤسسة.
- ✓ Creates a formal record of the project.  
✓ وتنشئ سجلاً رسمياً للمشروع.
- ✓ Shows the organizational commitment to the project.  
✓ وتعرض الالتزام التنظيمي بالمشروع
- ✓ This process is performed once or at predefined points in the project.  
✓ وتأدى هذه العملية مرة واحدة أو في نقاط محددة مسبقاً في المشروع.



# Project Integration Management

## ( 1 ) Develop Project Charter



# Lecture 11 : Project Integration Management

## 01. Develop Project Charter (Initiation)

Inputs

### BUSINESS DOCUMENTS

- The business case are **sources** of information about the project's objectives and **how** the project will contribute to the **business goals**.
- Although the business documents are developed **prior** to the project, they are **reviewed periodically**.

**Business case:** دراسة الأعمال.

- ✓ The approved business case is the business document most commonly used to **create** the project charter.
- ✓ It is commonly used for **decision making** by managers or executives above the project level.
- ✓ The **business need** and the **cost benefit analysis** are contained in the business case to **justify** and establish boundaries for the project.

# Lecture 11 : Project Integration Management

## 01. Develop Project Charter (Initiation)

Inputs

BUSINESS DOCUMENTS

### Business case:

The business case is created as a result of one or more of the following:

- Market demand
  - Organizational need
  - Customer request
  - Technological advance
  - Legal requirement
  - Ecological impacts
  - Social need
- 
- طلب السوق
  - حاجة المؤسسة
  - طلب العملاء
  - التطور التكنولوجي
  - المتطلبات القانونية
  - الآثار البيئية
  - الحاجة الاجتماعية
- ❖ The project manager **does not update or modify** the business documents since they are not project documents; however, the project manager may make recommendations.

# Lecture 11 : Project Integration Management

## 01. Develop Project Charter (Initiation)

Inputs

Agreements

- ✓ Used to define **initial intentions** for a project. ✓ تُستخدم الاتفاقيات لتحديد الأهداف المبدئية للمشروع.
- ✓ Agreements may take the form of **contracts, letters of intent, verbal agreements, email, or other written agreements**. ✓ تأخذ الاتفاقيات شكل العقود أو خطابات النوايا أو الاتفاقيات الشفهية أو البريد الإلكتروني.
- ✓ A contract is used when a project is being performed for an external customer. ✓ يُستخدم العقد عند تنفيذ المشروع لصالح عميل خارجي.



# Lecture 11 : Project Integration Management

## 01. Develop Project Charter (Initiation)

### Outputs

### Project Charter

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>1 Project purpose</li><li>2 Measurable project objectives</li><li>3 High-level requirements</li><li>4 High-level project description and deliverables</li><li>5 Overall project risk</li><li>6 Summary milestone schedule</li></ul> | <ul style="list-style-type: none"><li>7 Preapproved financial resources;</li><li>8 Project approval requirements</li><li>9 Key Stakeholder list</li><li>10 Project exit criteria</li><li>11 Assigned project manager, responsibility, and authority level</li><li>12 Name and authority of the sponsor or other person(s) authorizing the project charter.</li></ul> |
|---|--|

# Lecture 11 : Project Integration Management

## 02. Develop Project Management Plan (Planning)



# Lecture 11 : Project Integration Management

## 02. Develop Project Management Plan (Planning)

**Develop Project Management Plan is the process of :**

Defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan.

✓ عملية تحديد وإعداد وتنسيق جميع مكونات الخطة ودمجها في خطة متكاملة لإدارة المشروع.

❖ **The key benefit of this process:**

✓ Production of a comprehensive document that defines the basis of all project work and how the work will be performed.

✓ إصدار وثيقة شاملة تحدد أساس جميع أعمال المشروع وطريقة أداء العمل.



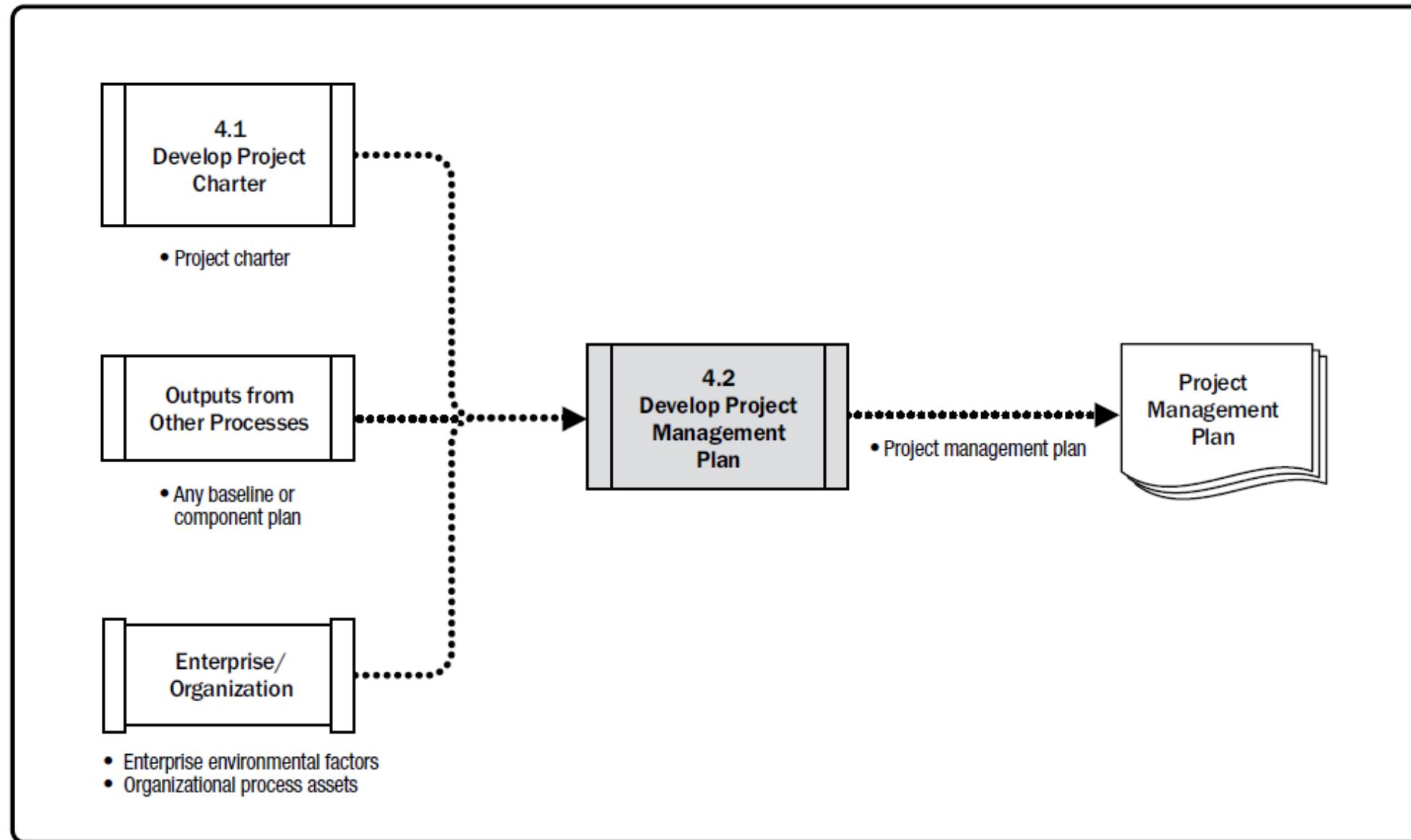
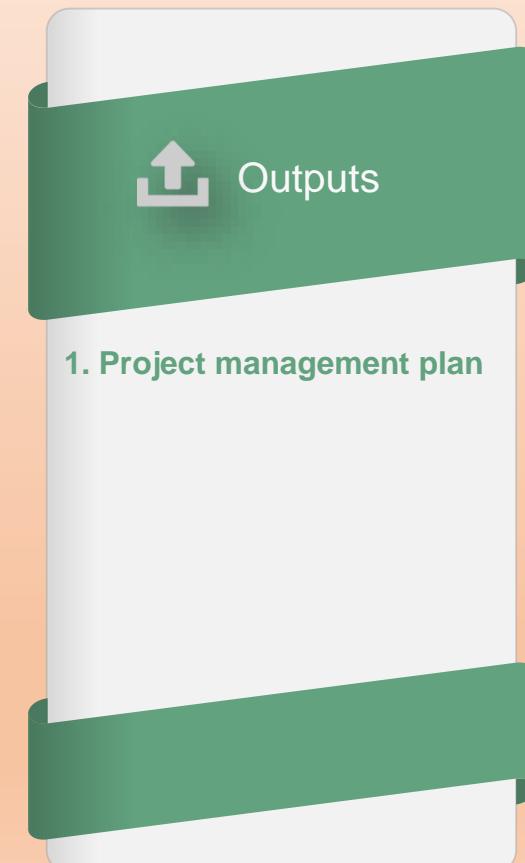
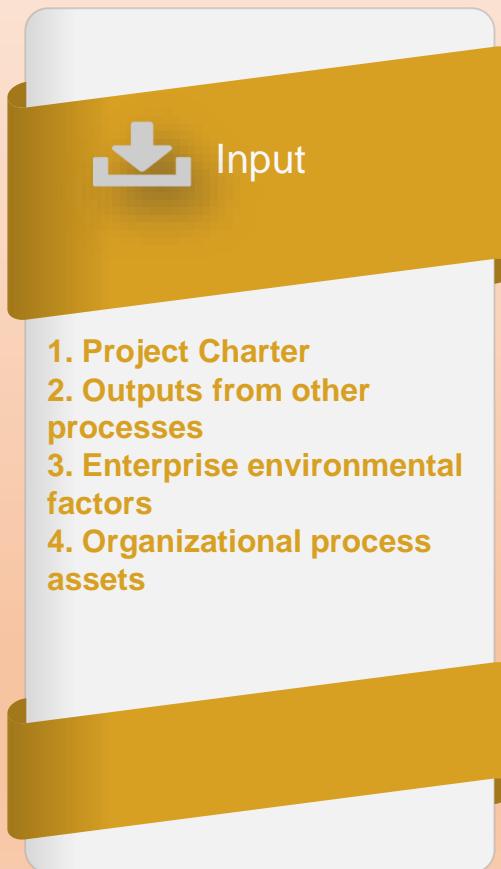


Figure 4-5. Develop Project Management Plan: Data Flow Diagram

# Project Integration Management

## ( 2 ) Develop Project Management Plan



# Lecture 11 : Project Integration Management

## 02. Develop Project Management Plan (Planning)

TT

### 4.2.2.4 MEETINGS

For this process, meetings are used to discuss the project approach, determine how work will be executed to accomplish the project objectives, and establish the way the project will be monitored and controlled.

The project kick-off meeting is usually associated with the end of planning and the start of executing. Its purpose is to communicate the objectives of the project, gain the commitment of the team for the project, and explain the roles and responsibilities of each stakeholder. The kick-off may occur at different points in time depending on the characteristics of the project:

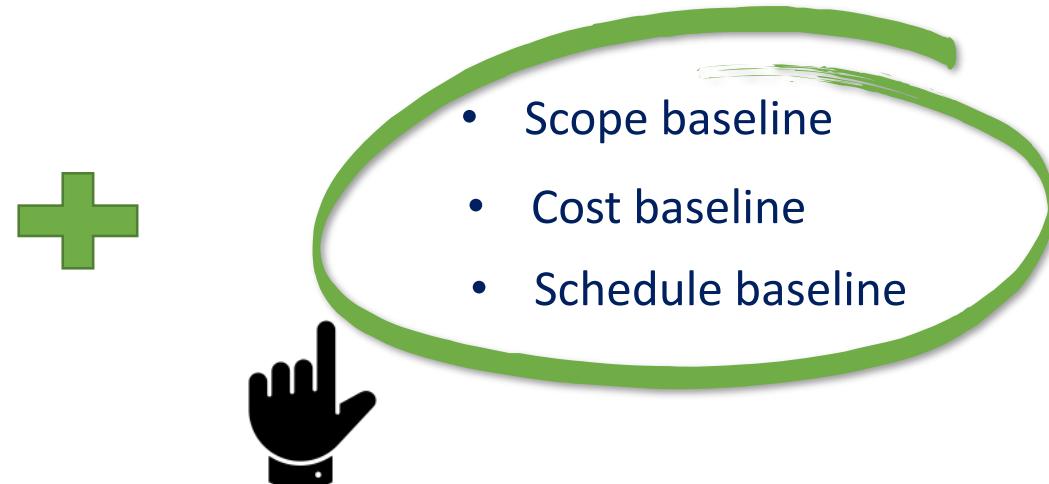
- ◆ For small projects, there is usually only one team that performs the planning and the execution. In this case, the kick-off occurs shortly after initiation, in the Planning Process Group, because the team is involved in planning.
- ◆ In large projects, a project management team normally does the majority of the planning, and the remainder of the project team is brought on when the initial planning is complete, at the start of the development/implementation. In this instance, the kick-off meeting takes place with processes in the Executing Process Group.

Multiphase projects will typically include a kick-off meeting at the beginning of each phase.

# Lecture 11 : Project Integration Management

## 02. Develop Project Management Plan (Planning)

Outputs  project management plan

- ✓ Is the document that describes **how** the project will be **executed, monitored and controlled**, and **closed**.
  - ✓ It integrates and consolidates all of the subsidiary management plans and baselines, and other information necessary to manage the project.
- Project management plan components include but are not limited to:
- Scope management plan.
  - Requirements management plan..
  - Schedule management plan.
  - Cost management plan.
  - Quality management plan.
  - Resource management plan.
  - Communications management
  - Procurement management plan..
  - Stakeholder engagement plan
- 

# Lecture 11 : Project Integration Management

## 02. Develop Project Management Plan (Planning)

### Outputs

project management plan

- ✓ **Change management plan.** Describes how the change requests throughout the project will be formally authorized and incorporated.
- ✓ **Configuration management plan.** Describes how the information about the items of the project (and which items) will be recorded and updated so that the product, service, or result of the project remains consistent and operative.
- ✓ **Performance measurement baseline.** An integrated scope-schedule-cost plan for the project work against which project execution is compared to measure and manage performance.
- ✓ **Project life cycle.** Describes the series of phases that a project passes through from its initiation to its closure.

# Lecture 11 : Project Integration Management

## 02. Develop Project Management Plan (Planning)

Table 4-1. Project Management Plan and Project Documents

Project Management Plan	Project Documents	
1. Scope management plan	1. Activity attributes	19. Quality control measurements
2. Requirements management plan	2. Activity list	20. Quality metrics
3. Schedule management plan	3. Assumption log	21. Quality report
4. Cost management plan	4. Basis of estimates	22. Requirements documentation
5. Quality management plan	5. Change log	23. Requirements traceability matrix
6. Resource management plan	6. Cost estimates	24. Resource breakdown structure
7. Communications management plan	7. Cost forecasts	25. Resource calendars
8. Risk management plan	8. Duration estimates	26. Resource requirements
9. Procurement management plan	9. Issue log	27. Risk register
10. Stakeholder engagement plan	10. Lessons learned register	28. Risk report
11. Change management plan	11. Milestone list	29. Schedule data
12. Configuration management plan	12. Physical resource assignments	30. Schedule forecasts
13. Scope baseline	13. Project calendars	31. Stakeholder register
14. Schedule baseline	14. Project communications	32. Team charter
15. Cost baseline	15. Project schedule	33. Test and evaluation documents
16. Performance measurement baseline	16. Project schedule network diagram	
17. Project life cycle description	17. Project scope statement	
18. Development approach	18. Project team assignments	

# Lecture 11 : Project Integration Management

## 03. Direct and Manage Project Work (Execution)



# Lecture 11 : Project Integration Management

## 03. Direct and Manage Project Work (Execution)

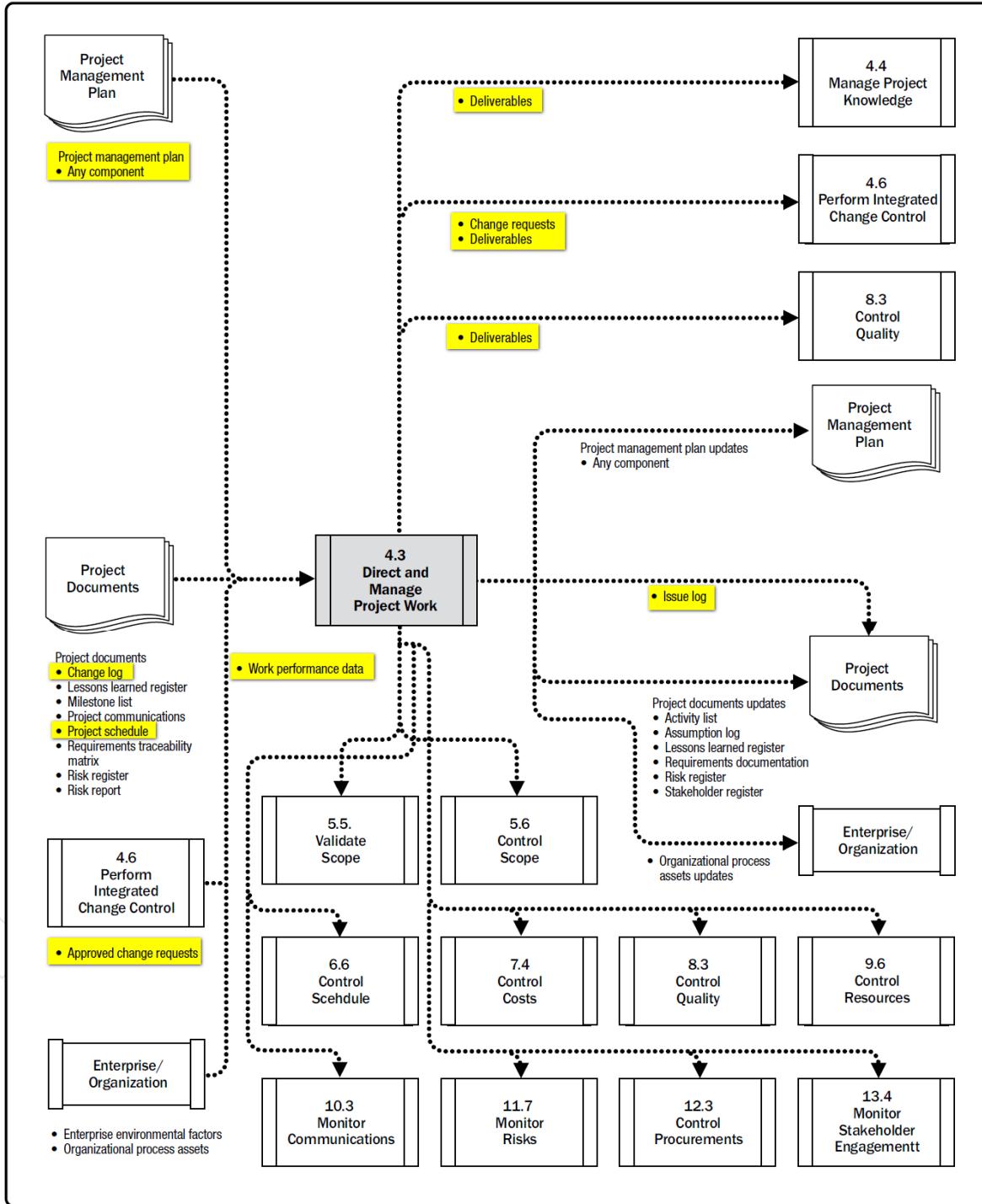
**Direct and Manage Project Work is the process of :**

- **Leading and performing** the work defined in the project management plan. ✓ عملية قيادة وإنجاز العمل المحدد في خطة إدارة المشروع.
- Implementing approved changes to achieve the project's objectives. ✓ تطبيق التغييرات المعتمدة لتحقيق أهداف المشروع.

❖ **The key benefit of this process:**

- ✓ It provides overall management of the project work and deliverables. ✓ توفر إدارة شاملة للعمل والتسليمات في المشروع.
- ✓ Improving the probability of project success. ✓ يحسن من احتمال نجاح المشروع.





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# Project Integration Management

## ( 3 ) Direct and Manage Project Work



# Lecture 11 : Project Integration Management

## 03. Direct and Manage Project Work (Execution)

### O Deliverables

- ✓ A deliverable is any **unique** and **verifiable** product, result, or capability to perform a service that is required to be produced to **complete** a process, phase, or project.
- ✓ Deliverables are typically the **outcomes** of the project.



### O Work Performance Data

- ✓ The raw observations and measurements identified during activities being performed to carry out the project work.
- ✓ Data is gathered through work execution and passed to the controlling processes for further analysis.



#### ❖ Examples of work performance data include:

- Work completed.
- Actual start and finish dates of schedule activities.
- Actual costs incurred, actual durations
- Deliverables status.
- Number of change requests.
- Number of defects

# **Lecture 11 : Project Integration Management**

## **03. Direct and Manage Project Work (Execution)**

O  Issue Log

سجّل الإشكالات

- The issue log is a project document where all the issues are recorded and tracked.
  - The issue log will help the project manager effectively track and manage issues, ensuring that they are investigated and resolved.

❖ Data on issues may include:

- ✓ Issue type.
  - ✓ Who raised the issue and when.
  - ✓ Description.
  - ✓ Priority.
  - ✓ Who is assigned to the issue.
  - ✓ Target resolution date.
  - ✓ Status.
  - ✓ Final solution.

نوع الإشكالية ✓

#### ✓ من المتسبب في الإشكالية ومتى

الوصف.

الأولوية ✓

✓ من الشخص المكلف بحل الإشكالية،

## ✓ تاريخ الحل المستهدف

الحالة ✓

✓ الحل النهائي

# Issue Log Template

# Issue Log Template

# ISSUE LOG

Project Title: \_\_\_\_\_ Date Prepared: \_\_\_\_\_

Issue ID	Type	Issue Description	Priority	Impact on Objectives

Responsible Party	Status	Res. Date	Final Resolution	Comments

# Lecture 11 : Project Integration Management

## 04. Manage Project Knowledge (Execution)



# Lecture 11 : Project Integration Management

## 04. Manage Project Knowledge (Execution)

**Manage Project Knowledge is the process of :**

- Using existing knowledge and creating new knowledge to achieve the project's objectives and contribute to organizational learning.
- ✓ استخدام المعرفة الحالية وتكوين معرفة جديدة لتحقيق أهداف المشروع والمساهمة في التعلم المؤسسي.

❖ **The key benefit of this process:**

- ✓ Prior organizational knowledge is leveraged to produce or improve the project outcomes.

✓ رفع المعرفة التنظيمية المسبقة لإنتاج أو تحسين نواتج المشروع.
- ✓ knowledge created by the project is available to support organizational operations and future projects or phases.

✓ إتاحة المعرفة التي أنشأها المشروع لدعم العمليات التنظيمية والمشاريع أو المراحل المستقبلية.

# Lecture 11 : Project Integration Management

## 04. Manage Project Knowledge (Execution)

Explicit knowledge المعرفة الصريحة	Tacit knowledge المعرفة الضمنية
<ul style="list-style-type: none"><li>• Using words</li><li>• Pictures</li><li>• Numbers</li></ul>	<p>Personal and difficult to express, such as</p> <ul style="list-style-type: none"><li>• beliefs</li><li>• Insights</li><li>• experience,</li><li>• “know-how”</li></ul>
<ul style="list-style-type: none"><li>• Shared by <b>documenting</b> it.</li><li>• Obtaining lessons learned at the end of the project.</li></ul>	<ul style="list-style-type: none"><li>• Must be shared through <b>conversations</b> and <b>interactions</b> between people.</li></ul>
<ul style="list-style-type: none"><li>• Can be shared using <b>information management</b> Tools and techniques</li></ul>	<ul style="list-style-type: none"><li>• Can be shared using <b>knowledge management</b> Tools and techniques</li></ul>

# Project Integration Management

## ( 4 ) Manage Project Knowledge



Input

1. Project management plan
2. Project documents
3. Deliverables
4. Enterprise environmental factors
5. Organizational process assets



Tools &  
Techniques

1. Expert Judgement
2. Knowledge management
3. Information management
4. Interpersonal & Team skills



Outputs

1. Lessons Learned Register
2. Project management plan updates
3. Organization Process Assets updates

# Lecture 11 : Project Integration Management

## 04. Manage Project Knowledge (Execution)

TT

□ Knowledge management

إدارة المعرفة

### Knowledge Management Techniques

01



Storytelling – team members and experts explain tacit knowledge

02



Knowledge fairs and cafes – participants move between “tents” to learn fast lessons

03



Work shadowing – you follow, or “shadow” an expert

04



Reverse shadowing – the expert follows you; the expert offers coaching

05



Creativity and ideas management techniques

### Knowledge Management Techniques

06



Discussion forums and focus groups

07



Networking with colleagues to learn from their experiences

08



Communities of practice and special interest groups

09



Meetings to discuss project, application, and a uniform approach

10



Training events to share knowledge to a group for uniformity

# Lecture 11 : Project Integration Management

## 04. Manage Project Knowledge (Execution)

TT

### Information management

إدارة المعلومات

- Used to create and connect people to information. تستخدم لإنشاء المعلومات وربط الأشخاص بها
- Effective for sharing simple, unambiguous, codified explicit knowledge. فعالة لمشاركة معرفة بسيطة وغير غامضة ومدونة وواضحة

#### ❖ Tools and techniques include but are not limited to:

- Lessons learned register سجل الدروس المستفادة
- Information gathering, for example, web searches and reading published articles. جمع المعلومات على سبيل المثال، البحث في الويب وقراءة المقالات المنشورة
- Project management information system (PMIS).
  - ✓ Project management information systems often include document management systems.

# Lecture 11 : Project Integration Management

## 04. Manage Project Knowledge (Execution)

### o lessons learned register

سجل الدروس المستفادة

- The lessons learned register is created as an **output** of this process **early in the project**. Thereafter it is used as an **input** and updated as an **output** in many processes throughout the project.
- The persons or teams involved in the work are also involved in **capturing the lessons learned**.
- Knowledge can be documented using videos, pictures, audios.
- At the end of a project or phase, the information is transferred to an organizational process asset called a **lessons learned repository**.

وفي نهاية المشروع أو المرحلة، تُنقل المعلومات إلى أحد مصادر العملية التنظيمية تدعى مخزون الدروس المستفادة

# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)



# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

## Monitoring Vs. Controlling

### Monitoring

Collecting

Measuring

Assessing measurements and trends for process improvements

Health of the project

Identify areas that require special attention

### Controlling

Determining corrective actions

Determining preventive actions

Replanning

Follow up on action plans

Confirming actions have improved performance issues

# Lecture 11 : Project Integration Management

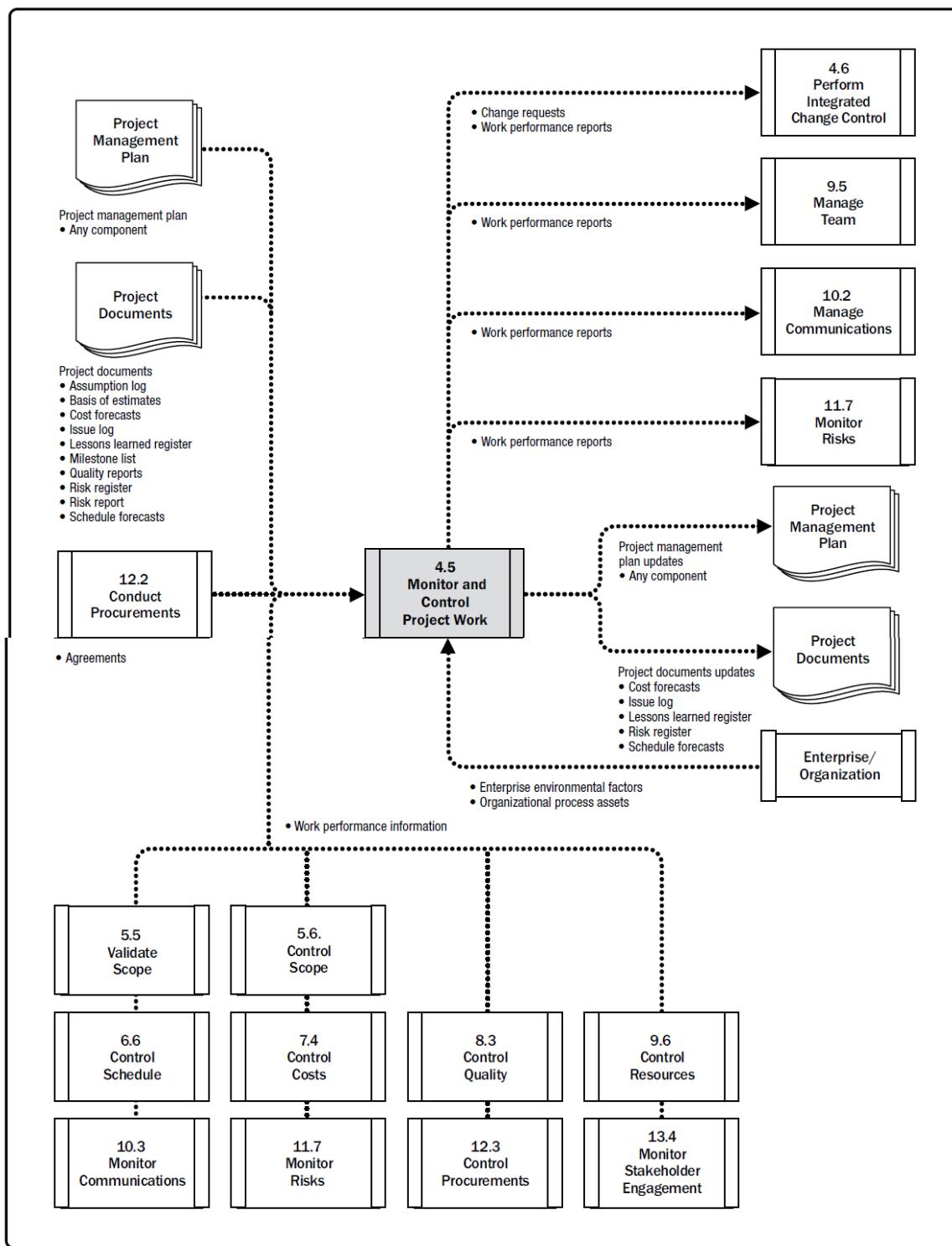
## 05. Monitor and Control Project Work (M/C)

Monitor and Control Project Work is the process of :

- Tracking, reviewing, and reporting the overall progress to meet the performance objectives defined in the project management plan.
- ✓ متابعة ومراجعة وإعداد تقرير ما يحرز من تقدم كلي نحو تحقيق أهداف الأداء المحددة في خطة إدارة المشروع.

❖ The key benefit of this process:

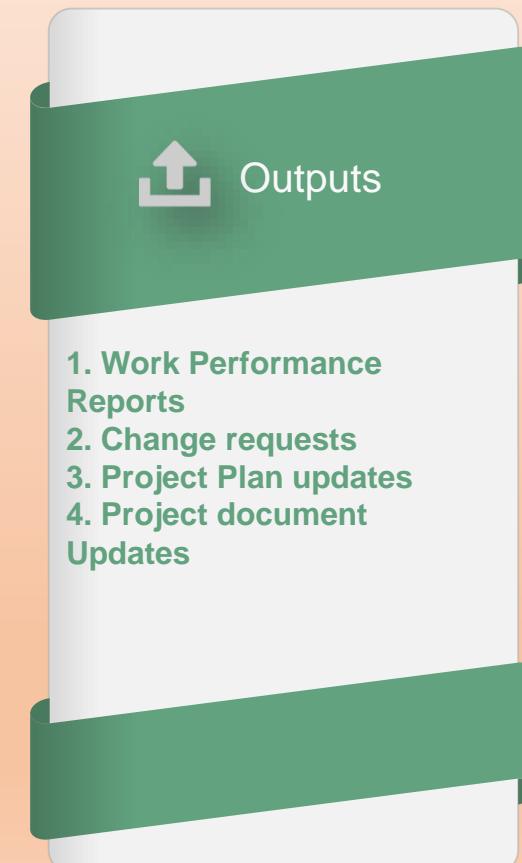
- ✓ It allows stakeholders to understand the current state of the project.  
✓ تتيح للمعنيين بالمشروع فهم الحالة الحالية للمشروع.
- ✓ To recognize the actions taken to address any performance issues.  
✓ التعرف على الإجراءات التي اُتُخذَت لمعالجة أي إشكالات تتعلق بالأداء.
- ✓ To have visibility into the future project status with cost and schedule forecasts.  
✓ امتلاك الرؤية حول حالة المشروع المستقبلية مع توقعات التكلفة والجدول الزمني.



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# Project Integration Management

## ( 5 ) Monitor and Control Project Work



# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

### Notes

- Monitoring is an aspect of project management performed throughout the project.  
المتابعة هي أحد جوانب إدارة المشروع التي تؤدي على مدار المشروع
- Monitoring includes collecting, measuring, and assessing measurements and trends to effect process improvements.  
وتشمل المتابعة جمع المقاييس والاتجاهات التي تؤثر على تحسينات العمليات وقياسها وتقييمها.
- Continuous monitoring gives the project management team insight into the health of the project and identifies any areas that may require special attention.  
وتتيح المتابعة المستمرة لفريق المشروع رؤية بشأن جدوى المشروع وتحدد أي المجالات التي تتطلب مزيداً من الاهتمام
- Control includes determining corrective or preventive actions or replanning and following up on action plans to determine whether the actions taken resolved the performance issue  
وتشمل عملية التحكم تحديد الإجراءات التصحيحية أو الوقائية أو إعادة التخطيط ومتابعة خطط العمل لتقرير ما إذا كانت الإجراءات المتخذة ساعدت في حل مشاكل الأداء

# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

### The Monitor and Control Project Work process is concerned with:

- Comparing actual project performance against the project management plan.
- Assessing performance **periodically** to determine whether any corrective or preventive actions are indicated. then recommending those **actions** as necessary.
- Checking the **status** of individual project **risks**.
- Providing **information** to support status reporting, progress measurement forecasting.
- Providing **forecasts** to update current cost and current schedule information.
- Monitoring implementation of approved changes as they occur.
- Providing appropriate reporting on project progress and status to program management when the project is part of an overall program.
- Ensuring that the project stays **aligned** with the **business needs**.

# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

Inputs  Work performance Information

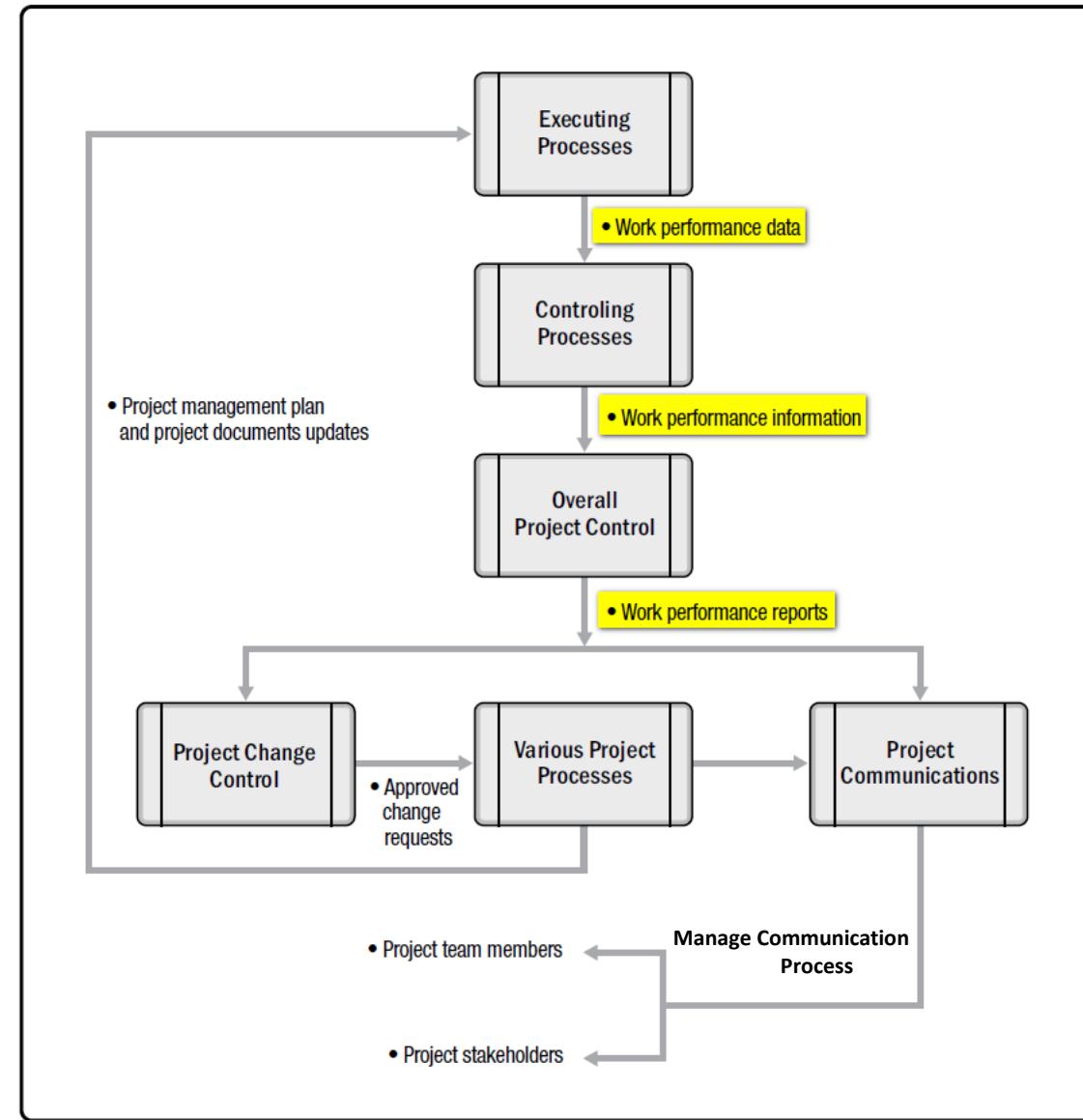


Figure 1-7. Project Data, Information, and Report Flow

BY: EL-Sayed Mohsen , PMP®, PMI- RMP®

# **Work Performance data & Information Report**

## **Work performance data**

بيانات أداء العمل

- Raw observations and measurements.

Ex:

- Start and finish dates.
- Number of change requests.
- Number of defects.
- Actual costs, Actual durations.

## **Work performance information**

معلومات أداء العمل

- Analyzed Work Performance Data
- Status of deliverables.
- Implementation status for change requests.
- Forecast estimates to complete.

## **Work performance reports**

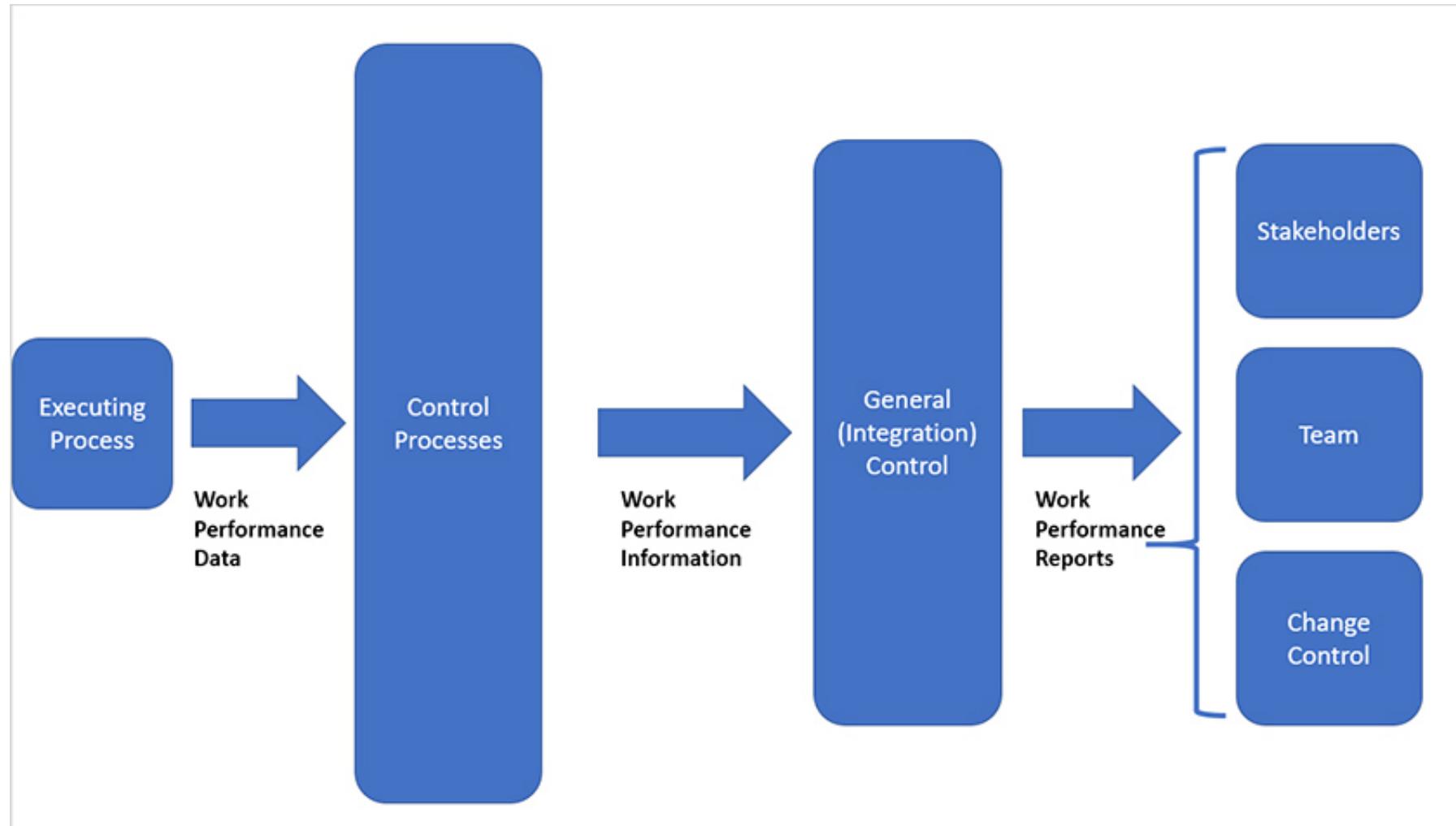
تقارير أداء العمل

- Status reports.
- Memos, justifications.
- Electronic dashboards.
- Recommendations
- Help Stakeholders Make Decisions

# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

Inputs  Work performance Information



# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

Inputs  Agreements

- A procurement agreement includes **terms** and **conditions**, and may incorporate other items that the buyer specifies regarding what the seller is to perform or provide.
- If the project is **outsourcing** part of the work, the project manager needs to oversee the contractor's work to make certain that all the agreements **meet** the specific needs of the project while **adhering** to organizational procurement **policies**.



# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

TT

### Data Analysis



#### ➤ Alternatives analysis

تحليل البدائل.

- Used to select the corrective actions or a combination of corrective and preventive actions to implement when a deviation occurs.

▪ يستخدم تحليل البدائل لاختيار الإجراءات التصحيحية أو مجموعة من الإجراءات التصحيحية والوقائية لتنفيذها عند وقوع انحراف

#### ➤ Cost-benefit analysis.

تحليل التكلفة-المنفعة.

- Helps to determine the best corrective action in terms of cost in case of project deviations.

▪ يساعد تحليل التكلفة والمنفعة في تحديد أفضل إجراء تصحيحي من حيث التكلفة في حالة انحرافات المشروع.

#### ➤ Variance analysis

تحليل التباين.

- Reviews the differences (or variance) between planned and actual performance.

▪ يراجع تحليل التباين الاختلافات أو التباين بين الأداء المخطط له والفعلي

# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

### Outputs

#### Work Performance Reports

- Work performance information is combined, recorded, and distributed in a physical or electronic form in order to create awareness and generate decisions or actions.
  - تُدمج معلومات أداء العمل وتُسجل وتُوزع في صورة مادية أو إلكترونية لخلق الوعي واتخاذ قرارات أو إجراءات
- They are circulated to the project stakeholders through the communication processes as defined in the project communications management plan.
  - ويجري تداولها إلى المعنيين بالمشروع من خلال عمليات الاتصال المحددة في خطة إدارة اتصالات المشروع.

#### ❖ Examples of work performance reports include:

- ✓ Status reports and progress reports. تقارير الحالة وتقارير تقدم سير العمل
- ✓ Earned value graphs and information مخططات ومعلومات القيمة المكتسبة
- ✓ Trend lines and forecasts خطوط وتوقعات الاتجاه



# Lecture 11 : Project Integration Management

## 05. Monitor and Control Project Work (M/C)

### Outputs

#### Change Requests



- As a result of comparing planned results to actual results Change requests may be issued to expand, adjust, or reduce project scope, product scope, or quality requirements and schedule or cost baselines.  
قد يترتب على مقارنة النتائج المخطط لها بالنتائج الفعلية إصدار طلبات التغيير لتوسيع أو تعديل أو تقليل نطاق المشروع أو نطاق المنتج أو متطلبات الجودة والخطوط المرجعية للجدول الزمني أو التكلفة.
- Changes can impact the project management plan, project documents, or product deliverables.  
يمكن أن تؤثر التغييرات على خطة إدارة المشروع أو وثائق المشروع أو تسليمات المنتج.

### ❖ Changes may include but are not limited to:

- ✓ Corrective action. An intentional activity that realigns the performance of the project work with the project management plan.  
✓ نشاط يعمد إلى إعادة ضبط أداء العمل في المشروع ليكون متماشياً مع خطة إدارة المشروع.
- ✓ Preventive action. An intentional activity that ensures the future performance of the project work is aligned with the project management plan.  
✓ نشاط متعمد يضمن تماشي الأداء المستقبلي لعمل المشروع مع خطة إدارة المشروع.
- ✓ Defect repair. An intentional activity that modifies a nonconforming product or product component.  
✓ نشاط متعمد يُعدّل المنتج غير المطابق أو أحد مكوناته.

# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)



# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

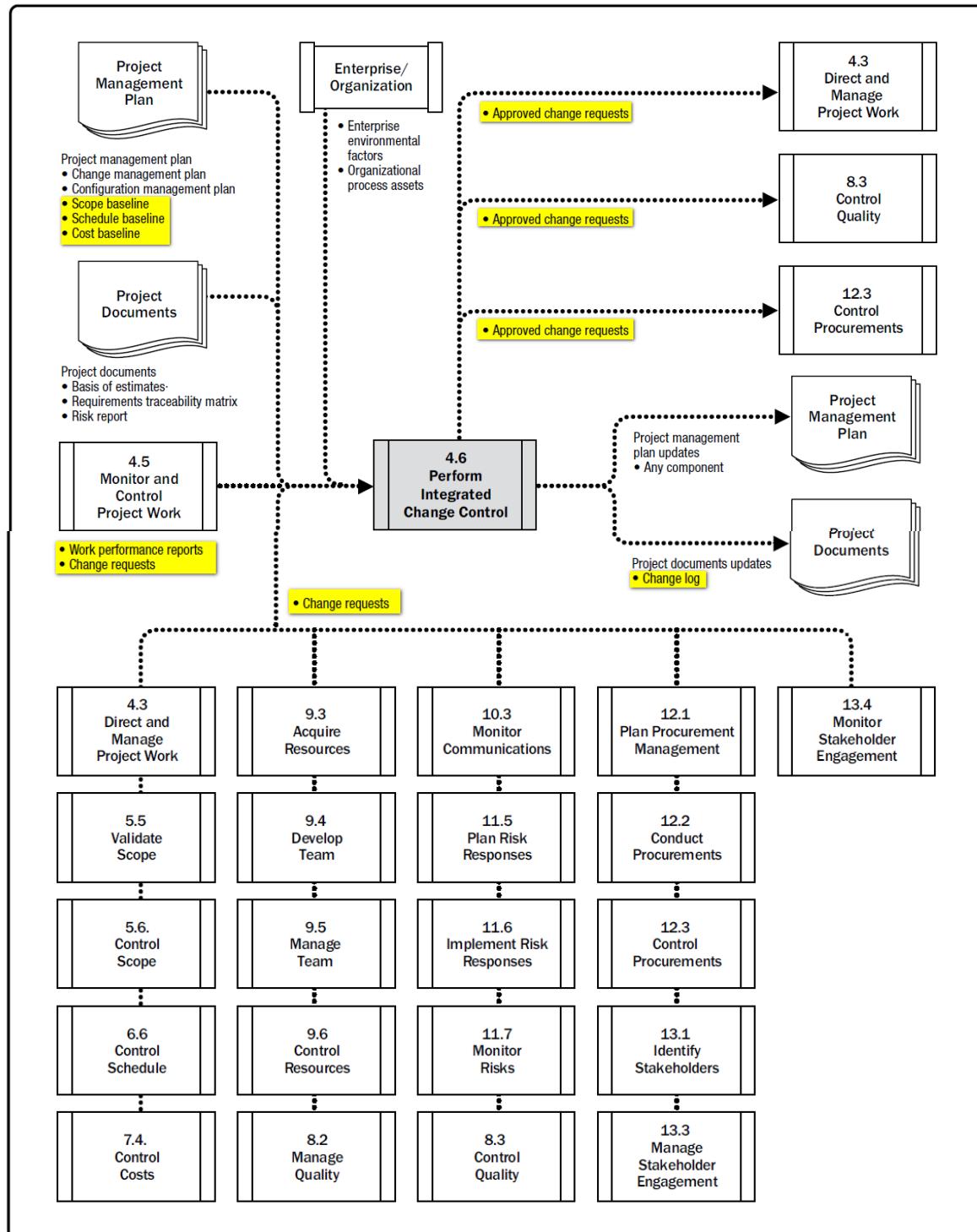
### Perform Integrated Change Control is the process of :

- Reviewing all change requests; approving changes and managing changes to deliverables, project documents, and the project management plan; and communicating the decisions.

✓ هي عملية مراجعة جميع طلبات التغيير، واعتماد التغييرات وإدارة التغييرات التي تطرأ على التسليمات ووثائق المشروع وخطة إدارة المشروع، وإبلاغ القرارات.

### ❖ The key benefit of this process:

- Allows for documented changes within the project to be considered in an integrated manner while addressing overall project risk, which often arises from changes made without consideration of the overall project objectives or plans.
- ✓ تتيح للتغييرات الموثقة في إطار المشروع أن تدرس بطريقة متكاملة مع تقليل الخطر الكلي للمشروع، الذي كثيراً ما ينشأ من التغييرات التي تُرى دون مراعاة الأهداف العامة للمشروع أو خططه.



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# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

### Notes

- The Perform Integrated Change Control process is conducted from project start through completion and is the ultimate responsibility of the project manager.
- Change requests can impact the project scope and the product scope, as well as any project management plan component or any project document.
- Changes may be requested by any stakeholder involved with the project and may occur at any time throughout the project life cycle.
- Configuration management plan should define which project artifacts need to be placed under configuration control.
- Changes may be initiated verbally, they should be recorded in written form and entered into the change management and/or configuration management system.
- Every documented change request needs to be either approved, deferred, or rejected by a responsible individual, usually the project sponsor or project manager.
- The responsible individual will be identified in the project management plan.

# **Lecture 11 : Project Integration Management**

## **06. Perform Integrated Change Control (M/C)**

## Change control board (CCB)

- ✓ is a formally chartered group responsible for reviewing, evaluating, approving, deferring, or rejecting changes to the project and for recording and communicating such decisions.

✓ عبارة عن مجموعة معتمدة رسمياً ومسؤولة عن مراجعة، أو تقييم، أو اعتماد، أو تأخير، أو رفض التغييرات التي تطأ على المشروع، وكذلك تسحباً، مثلاً، هذه القرارات وأبلاغها.

Approved change requests can require new or revised:

- Cost estimates تقديرات تكلفة
  - Activity sequences تسلسل الأنشطة
  - Schedule dates تواريخ الجدول الزمني
  - Resource requirements متطلبات الموارد
  - Analysis of risk response alternatives تحليل بدائل الاستجابة للمخاطر.
  - Adjustments to the project management plan and project documents إجراء تعديلات على خطة إدارة المشروع ووثائق المشروع.



## Important

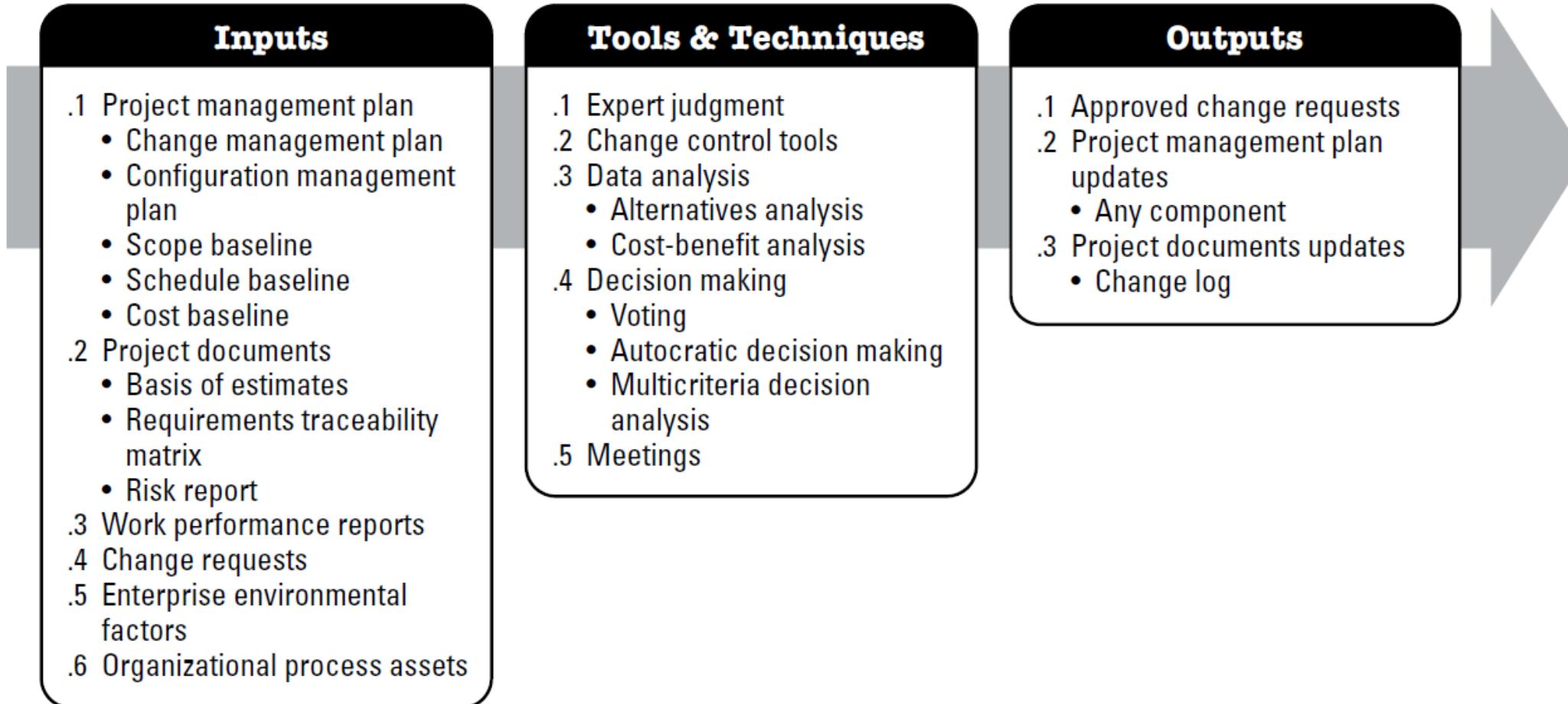
- ❖ Customer or sponsor approval may be required for certain change requests after CCB approval, unless they are part of the CCB.

يلزم موافقة العميل أو الراعي على طلبات تغيير معينة بعد الحصول على اعتماد لجنة التحكم في التغيير ، ما لم يكونوا أعضاء في اللجنة.

# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

### Perform Integrated Change Control



# Project Integration Management

## ( 6 ) Perform Integrated Change Control



Input

1. Project management plan
2. Project documents
3. Work performance reports
4. Change requests
5. Enterprise environmental factors
6. Organizational process assets



Tools & Technology

1. Expert Judgement
2. Change Control tools
3. Data Analysis
4. Decision Making
5. Meetings



Outputs

1. Approved change requests
2. Project management plan updates
3. Project document updates

# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

### Inputs

#### Project management plan

#### ❖ **Project management plan components include but are not limited to:**

- **Change management plan:** provides the direction for managing the change control process and documents the roles and responsibilities of the change control board (CCB).
- **Configuration management plan:** describes the configurable items of the project and identifies the items that will be recorded and updated so that the product of the project remains consistent and operable. متسقاً و في حالة تشغيلية.
- **Scope baseline :** provides the project and product definition.
- **Schedule baseline :** is used to assess the impact of the changes in the project schedule.
- **Cost baseline :** is used to assess the impact of the changes to the project cost.



# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

### Inputs

#### Project documents

#### ❖ **Project documents include but are not limited to:**

- **Basis of estimates:** أساس التقديرات.
  - indicate how the duration, cost, and resources estimates were derived and can be used to calculate the impact of the change in time, budget, and resources.
- **Requirements traceability matrix:** مصفوفة تتبع المتطلبات.
  - Helps assess the impact of the change on the project scope. • تساعد في تقييم تأثير التغيير على نطاق المشروع
- **Risk report:** تقرير المخاطر.
  - presents information on sources of overall and individual project risks involved by the change requested. • مصادر المخاطر الكلية والفردية للمشروع التي يتضمنها التغيير المطلوب

# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

Inputs

Change Requests

- Change may include corrective action, preventive action, defect repairs.
- Changes may or may not impact the project baselines.
- Sometimes only the **performance** against the baseline is affected.  
**Important**
- Changes should be approved by the CCB (if it exists) and by the customer or sponsor, unless they are part of the CCB.
- Only approved changes should be incorporated into a revised baseline.



# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

TT

### Data Analysis

#### ➤ Alternatives analysis: تحليل البدائل.

- This technique is used to assess the requested changes and decide which are accepted, rejected, or need to be modified to be finally accepted.  
• لتقدير التغييرات المطلوبة والتقرير بقبول أو رفض أو الحاجة إلى تعديل أي منها لقبولها النهائي.



#### ➤ Cost-benefit analysis تحليل التكلفة-المنفعة.

- Helps to determine if the requested change is worth its associated cost.  
• يساعد ذلك التحليل على تحديد إذا كان التغيير المطلوب يستحق التكلفة المرتبطة به.

TT

### Decision-making

- Voting: can take the form of unanimity, majority, or plurality to decide on whether to accept, defer, or reject change requests.



- Autocratic decision making : one individual takes the responsibility for making the decision for the entire group.



# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

### O Approved Change Requests



- Change requests are processed according to the change management plan by the project manager, CCB
- Changes may be **approved**, **deferred**, or **rejected**. يمكن اعتماد الطلبات أو تأجيلها أو رفضها
- Approved change requests will be **implemented** through the Direct and Manage Project Work process.
- Deferred or rejected change requests are **communicated** to the person or group requesting the change.
- All change requests are recorded in the **change log** as a project document update.

### O project Documents Updates



#### ➤ Change log. سجل التغيير

- Used to document changes that occur during a project. يُستخدم في توثيق التغييرات التي تحدث أثناء المشروع

# Steps for change Request

- 1- Meeting with stakeholder to understand reason / What he need to change
- 2- Analyze impact of the change with the project team on Project Constraints ( Scope - Cost – Schedule – Quality – Risk – etc.....)
- 3- Inform stakeholder about the impact of such change
- 4- Send change request to the CCB
- 5- Send request to the sponsor ( if sponsor is not part of the CCB) PMBOK.115
- 6- After approval by CCB/ Sponsor record the change in the **change log**
- 7- Update project management plan, Baselines and documents.
- 8- Communicate / inform the key stakeholder
- 9- Implement the Approved change Request by the Project team.



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# Lecture 11 : Project Integration Management

## 06. Perform Integrated Change Control (M/C)

### Steps for changes:

1. Meeting with stakeholder to understand reason / What he need to change  
عقد الاجتماعات والمناقشات مع العميل لفهم الفائد من التغيير

2. Analyze impact of the change with the project team  
تحليل التغيير ومعرفة الاثر مع فريق العمل على قيود المشروع ( وقت - تكاليف - اسکوب ..... )

3. Measure / Estimate Risk for such change  
حساب المخاطر المصاحبة لهذا التغيير

4. Inform stakeholder about the impact of such change  
ابلاغ العميل باثر التغيير على قيود المشروع

5. Send change request to the CCB  
ارسال طلب التغيير الى لجنة التغيير (CCB)

6. Send request to the sponsor ( if sponsor is not part of the CCB)  
يرسل لراعي المشروع في حالة لم يكن ضمن لجنة التغيير (CCB) حسب ما ورد في البمبووك

7. After approval by CCB/ Sponsor record the change in the change log  
بعد الموافقة على طلب التغيير يتم تسجيله في سجل التغيير ( Change Log )

8. Update project management plan and documents  
يتم تحديث خطة المشروع والخطوطة المرجعية ووثائق المشروع

9. Communicate / inform the key stakeholder  
ابلاغ المعينين الرئيسيين بالمشروع بالتغيير

10. Implement the change by the PM team.  
تنفيذ طلب التغيير المعتمد من قبل فريق المشروع

# Lecture 06 : Project Integration Management

## 07.Close Project or Phase (Closing)



# Project Integration Management

## ( 7 ) Close Project or Phase



Input

1. Project Charter
2. Project management plan
3. Project documents
4. Accepted Deliverables
5. Business Documents
6. Agreements
7. Procurement documentation
8. Organizational process assets



Tools & Techniques

1. Expert Judgement
2. Data Analysis
3. Meetings



Outputs

1. Project document updates
2. Final product, service or result transition
3. Final report
4. Organizational process assets updates

# Lecture 11 : Project Integration Management

## 07. Close Project or Phase (Closing)

### Close Project Process

#### Close Project or Phase is the process of :

- Finalizing all activities for the project, phase, or contract.

▪ هي عملية الانتهاء من كافة الأنشطة الخاصة بالمشروع أو المرحلة أو العقد.

#### ❖ The key benefit of this process:

- ✓ The project or phase information is archived. ✓ أرشفة معلومات المشروع أو المرحلة
- ✓ The planned work is completed ✓ استكمال العمل المخطط
- ✓ Organizational team resources are released to pursue new endeavors. تحرير موارد الفريق التنظيمية لكي تنتهج مساعٍ جديدة
- ✓ This process is performed once or at predefined points in the project ✓ وتأدّي هذه العملية مرة واحدة أو في نقاط محددة مسبقاً في المشروع

# Lecture 06 : Project Integration Management

## 07.Close Project or Phase (Closing)

### Notes

- When closing the project, the project manager **reviews** the **project management plan** to ensure that all project work is **completed** and that the project has met its **objectives**.

#### ❖ Actions and activities necessary to satisfy completion or exit criteria for the phase or project such as:

- Making certain that all documents and **deliverables** are up-to-date and that all issues are **resolved**.  
▪ التأكد من صرف جميع التكاليف للمشروع.
- Confirming the delivery and formal acceptance of deliverables by the customer.  
▪ إغلاق حسابات المشروع.
- Ensuring that all costs are charged to the project.  
▪ إعادة تعيين الأفراد.
- Closing project accounts.  
▪ التعامل مع مواد المشروع الفائضة.
- Reassigning personnel.  
▪ إعادة تخصيص مراافق ومعدات المشروع وغيرها من الموارد.
- Dealing with excess project material.  
▪ توضيح تقارير المشروع النهائية وفق ما تقتضيه السياسات التنظيمية.
- Reallocating project facilities, equipment, and other resources.  
▪ تدوين تفاصيل الخاتمة.
- Elaborating the final project reports as required by organizational policies.  
▪ توضيح تقارير المشروع النهائية وفق ما تقتضيه السياسات التنظيمية.

# Lecture 11 : Project Integration Management

## 07.Close Project or Phase (Closing)

❖ Activities related to the completion of the contractual agreements applicable to the project or project phase such as:

❖ الأنشطة المرتبطة بانتهاء الاتفاقيات التعاقدية المطبقة على المشروع أو مرحلة المشروع مثل:

- Confirming the formal acceptance of the seller's work. تأكيد القبول الرسمي لعمل البائع.
- Finalizing open claims. الانتهاء من المطالبات المفتوحة.
- Updating records to reflect final results. تحديث السجلات لتعكس النتائج النهائية.
- Archiving such information for future use. أرشفة تلك المعلومات للاستخدام المستقبلي.

# Lecture 11 : Project Integration Management

## 07.Close Project or Phase (Closing)

### Inputs

#### Project Charter

ميثاق المشروع

- The project charter documents the project **success criteria**, the approval requirements, and **who will sign off on the project**.  
• ميثاق المشروع يحتوى على معايير قبول المشروع ومتطلبات الموافقة ومن  
الذى سوف يوقع ع اغلاق المشروع .

### Inputs

#### Accepted Deliverables

التسليمات المقبولة

- Accepted deliverables may include **approved product specifications**, **delivery receipts**, and **work performance documents**  
• تشمل التسليمات المقبولة مواصفات المنتج المعتمدة، وإيصالات التسليم، ووثائق أداء العمل.

### Inputs

#### Agreements

الاتفاقيات

- The requirements for formal procurement closure are usually defined in the **terms and conditions** of the contract and are included in the procurement management plan.  
• تُحدَّد المتطلبات الخاصة بإغلاق عملية الشراء الرسمي في شروط وأحكام العقد وتُدرج في خطة إدارة المشتريات

# Lecture 11 : Project Integration Management

## 07.Close Project or Phase (Closing)

### Inputs

#### Business Documents

وثائق الأعمال

➤ **Business case.** دراسة الأعمال.

- The business case documents the business need and the cost benefit analysis that **justify** the project.
- The business case is used to determine if the expected outcomes from the economic feasibility study **used** to justify the project occurred.
  - تحديد ما إذا كانت النتائج المتوقعة من دراسة الجدوى الاقتصادية تم استخدامها لتبرير المشروع القائم.

➤ **Benefits management plan.** خطة إدارة المنافع.

- The benefits management plan outlines the **target benefits** of the project.
  - توضح المنافع المستهدفة للمشروع
- Used to **measure** whether the **benefits** of the project were **achieved as planned**.
  - لقياس مدى تحقيق منافع المشروع حسبما خطّط لها

# Lecture 11 : Project Integration Management

## 07.Close Project or Phase (Closing)

Inputs

procurement documentation

وثائق المشتريات

- To close the contract, all procurement documentation is **collected, indexed, and filed**.
- Information on contract schedule, scope, quality, and cost performance along with all contract change documentation, payment records, and inspection results are **cataloged**.
- “As-built” plans/drawing or “as-developed” documents, manuals, troubleshooting, and other technical documentation should also be considered as part of the procurement documents.
- when closing a project. This information can be used for **lessons learned information** and as a **basis** for evaluating contractors for future contracts.

# Lecture 11 : Project Integration Management

## 07.Close Project or Phase (Closing)

O

### Final Report

التقرير النهائي

The final report provides a summary of the project performance. It can include information such as:

- Summary level description of the project or phase. ملخص عن وصف المستوى للمشروع أو المرحلة.
- Scope objectives, the criteria used to evaluate the scope, and evidence that the completion criteria were met. أهداف النطاق والمعايير المستخدمة لتقدير النطاق والدليل على الوفاء بمعايير الإنجاز.
- Quality objectives, the criteria used to evaluate the project and product quality, the verification and actual milestone delivery dates, and reasons for variances. أهداف الجودة، والمعايير المستخدمة لتقدير جودة المشروع والمنتج، وتاريخ التحقق والتسلیم الفعلي للمعالم، وأسباب التباينات.
- Cost objectives, including the acceptable cost range, actual costs, and reasons for any variances. أهداف التكلفة وتشمل نطاق التكلفة المقبول والتكاليف الفعلية وأسباب أي تباينات.
- Summary of the validation information for the final product, service, or result. ملخص معلومات التحقق للمنتج أو الخدمة أو النتيجة النهائية.

# Lecture 11 : Project Integration Management

## 07.Close Project or Phase (Closing)

### O Organizational Process Asset Updates

التقرير النهائي

#### ➤ Project documents وثائق المشروع.

- Documentation resulting from the project's activities; for example, project management plan; scope, cost, schedule, and project calendars; and change management documentation

#### ➤ Operational and support documents الوثائق التشغيلية ووثائق الدعم.

- Documents required for an organization to maintain, operate, and support the product or service delivered by the project. These may be new documents or updates to existing documents.

#### ➤ Project or phase closure documents وثائق إغلاق المشروع أو المرحلة.

- Consisting of **formal documentation** that indicates **completion** of the project or phase and the **transfer** of the completed project or phase **deliverables to others**.
- During project closure, the **project manager** reviews prior phase documentation, customer acceptance documentation from the Validate Scope process and the agreement (if applicable) to ensure that all project requirements are **completed** prior to finalizing the closure of the project.

# Lecture 11 : Project Integration Management

## 07.Close Project or Phase (Closing)

o

### Organizational Process Asset Updates

التقرير النهائي

➤ Lessons learned repository مخزون الدروس المستفادة.

- Lessons learned and knowledge gained throughout the project are transferred to the lessons learned repository for use by future projects.
- تُنقل الدروس المستفادة والمعرفة على مدار المشروع إلى مخزون الدروس المستفادة لكي تستخدم في المشاريع المستقبلية.

# Work P. Data & Work P. Information & Work P. Report

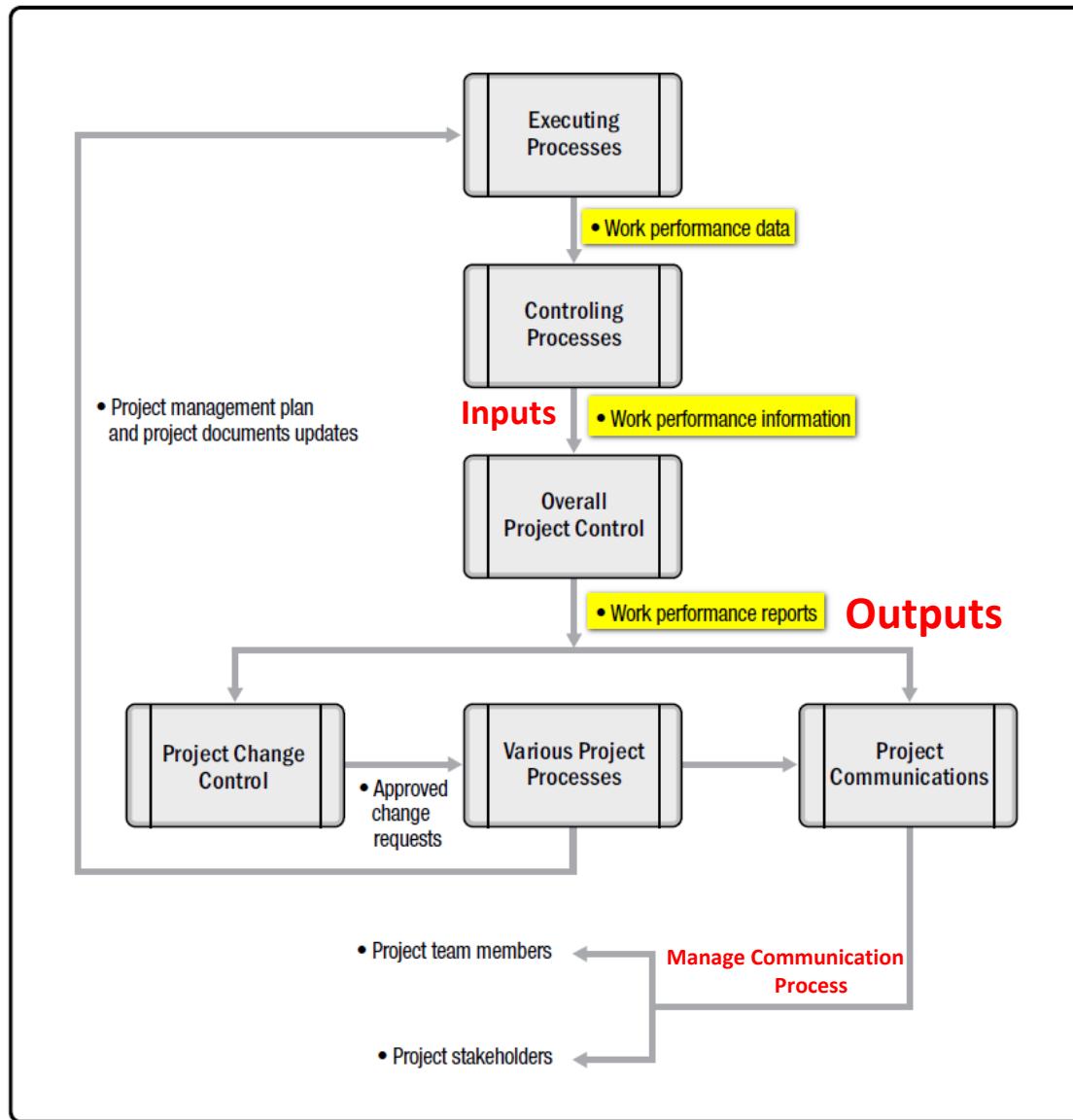


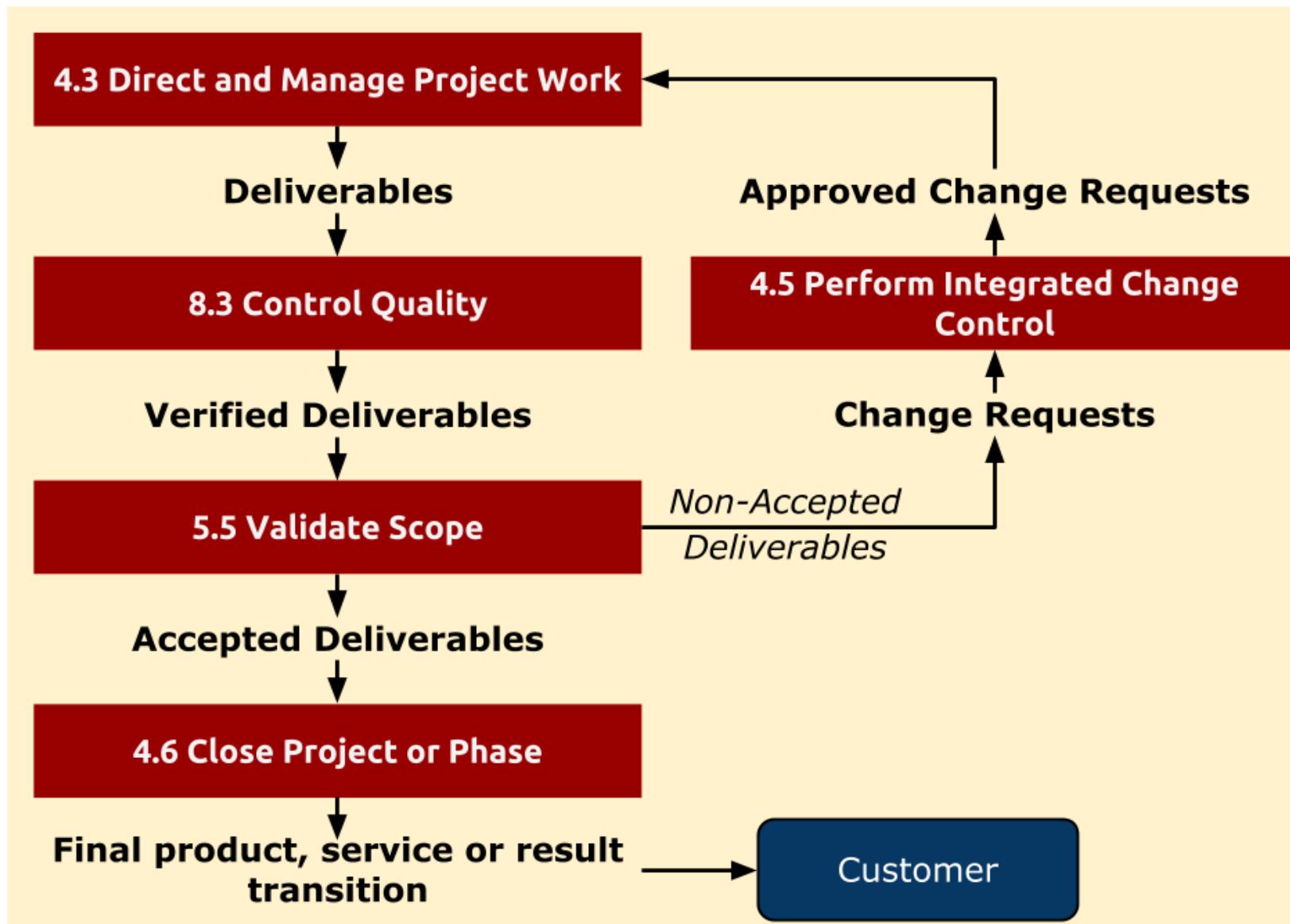
Figure 1-7. Project Data, Information, and Report Flow

BY: EL-Sayed Mohsen , PMP®, PMI- RMP®



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PMP

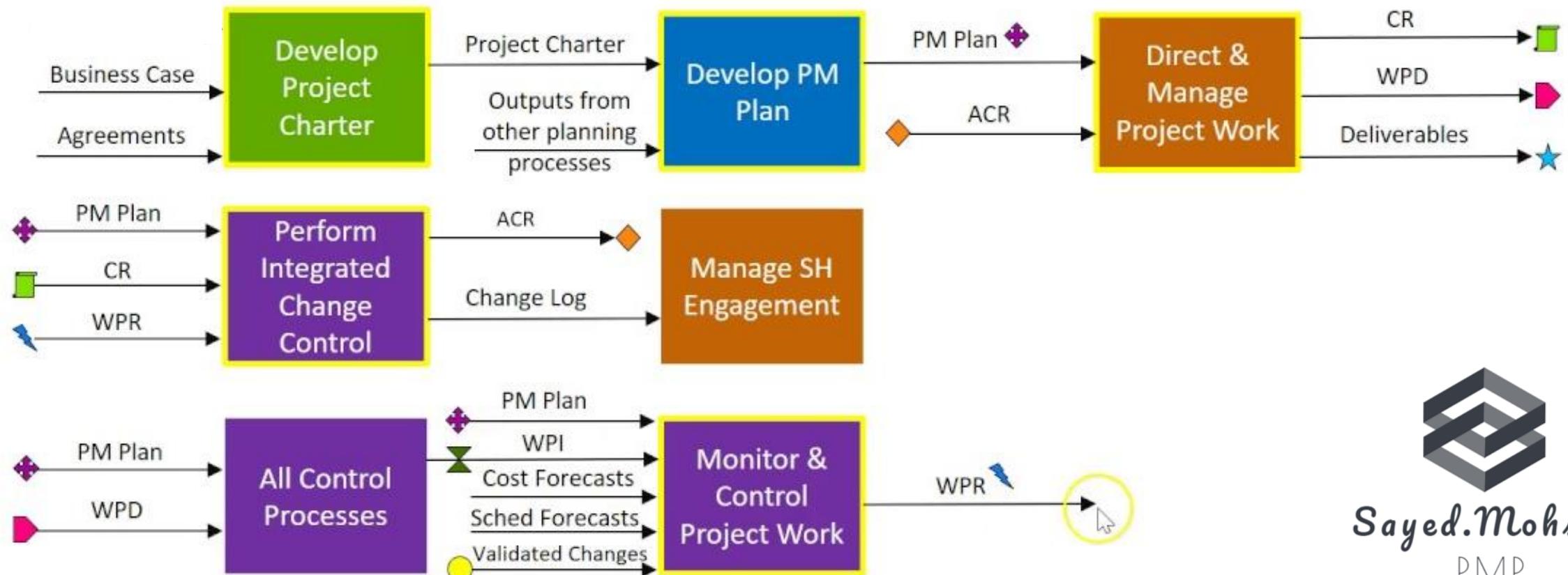
# Deliverables & Verified Deliverables & Accepted Deliverables



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# Lecture 11 : Project Integration Management

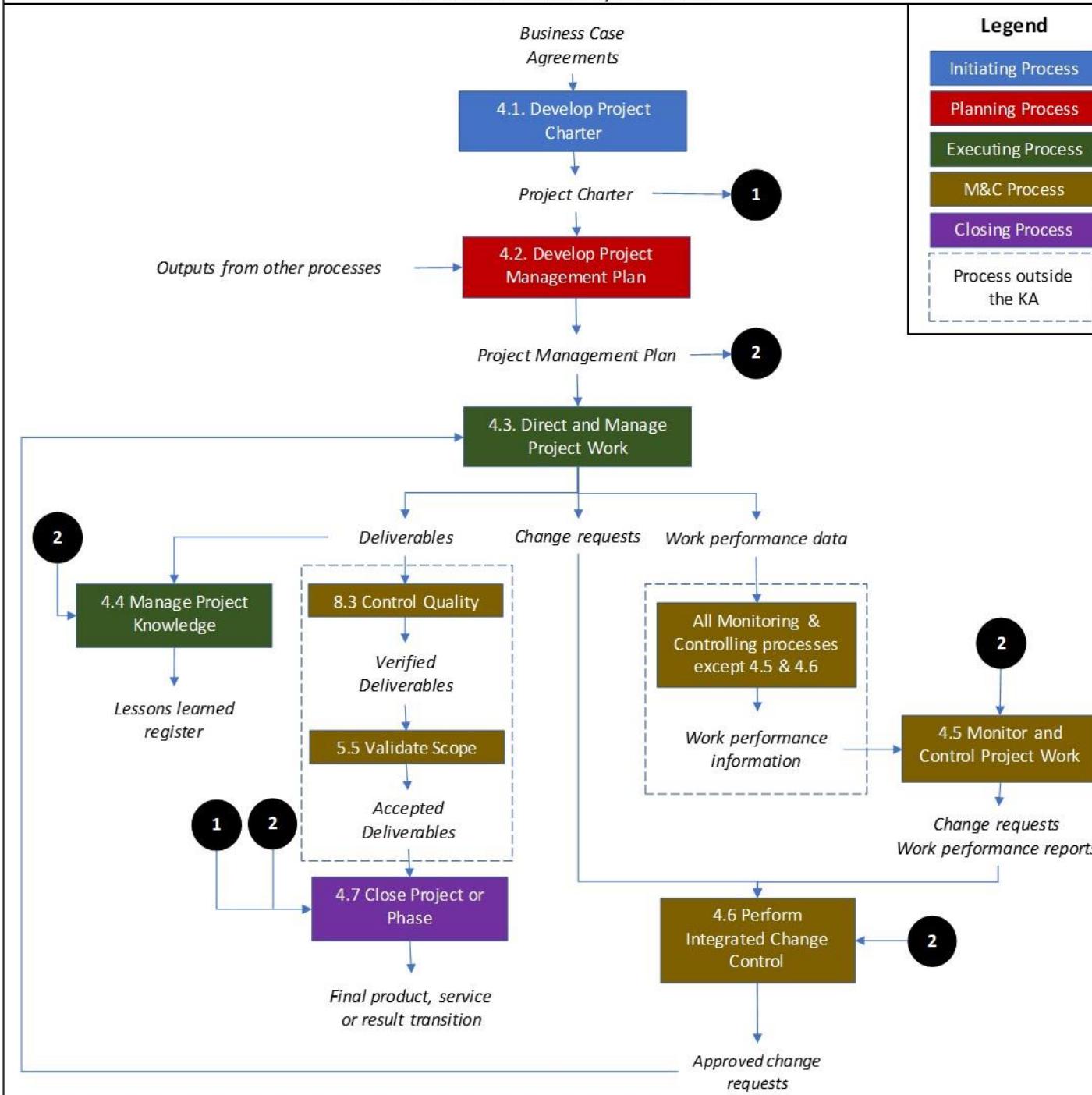
## PM-ProFlow: Integration Management



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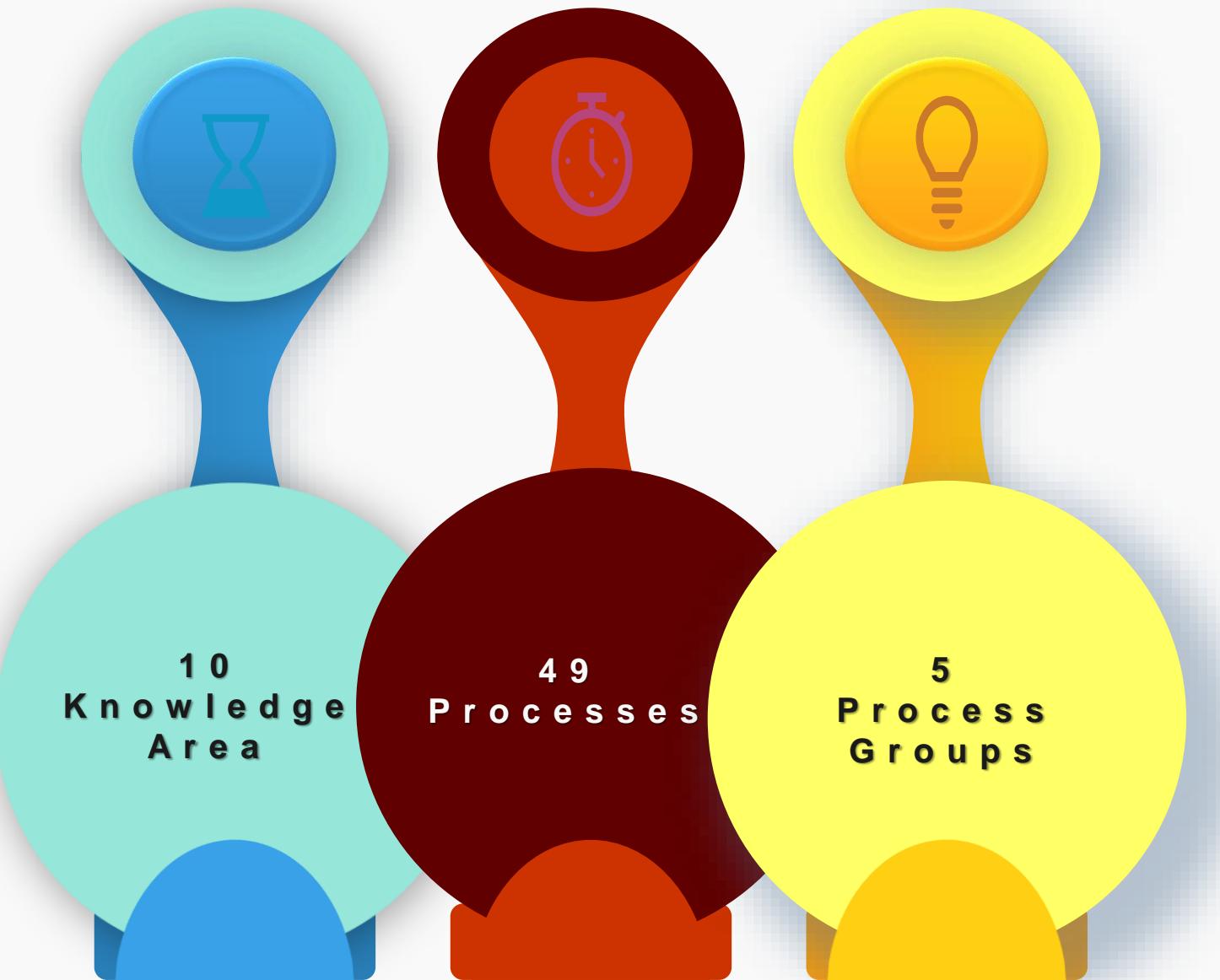
## PROJECT INTEGRATION MANAGEMENT - Process Flow

Reference: PMBOK Guide, Sixth Edition



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# PMI Methodology

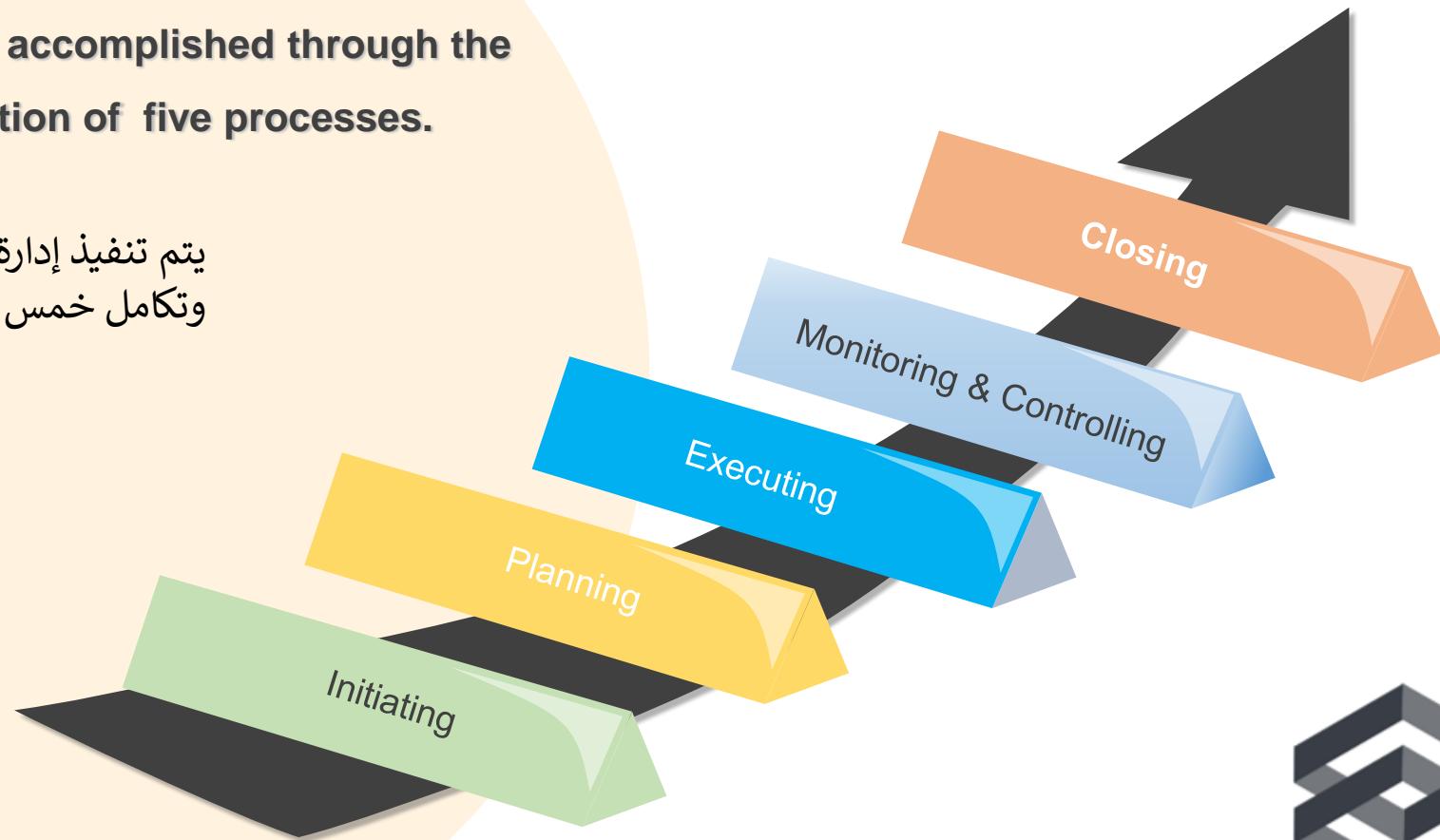


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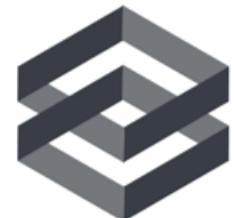
# Project Management

Project Management is accomplished through the application and integration of five processes.

يتم تنفيذ إدارة المشروع من خلال تطبيق وتكامل خمس عمليات.

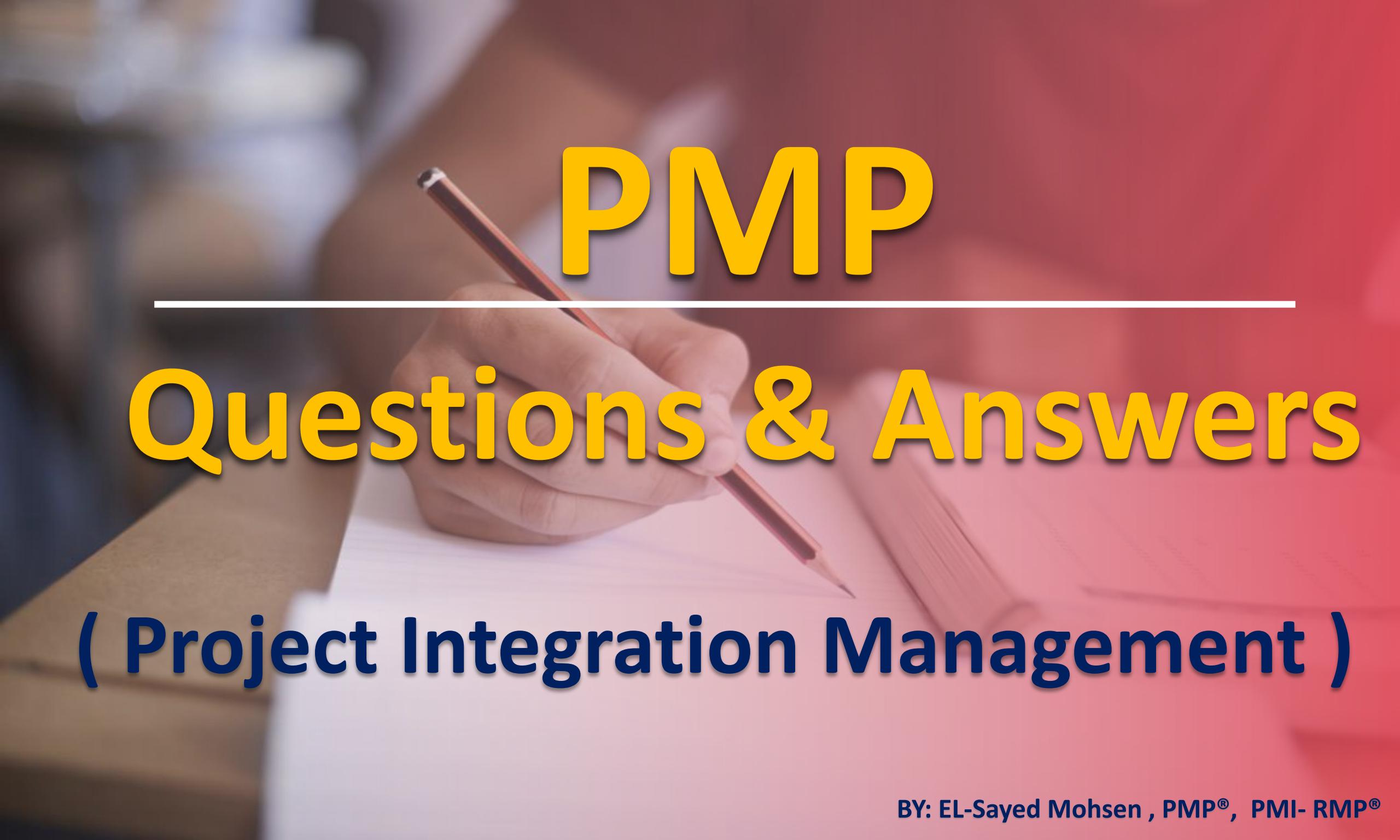


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Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
<b>4. Project Integration Management</b>	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
<b>5. Project Scope Management</b>		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
<b>6. Project Schedule Management</b>		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
<b>7. Project Cost Management</b>		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
<b>8. Project Quality Management</b>		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
<b>9. Project Resource Management</b>		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
<b>10. Project Communications Management</b>		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
<b>11. Project Risk Management</b>		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
<b>12. Project Procurement Management</b>		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
<b>13. Project Stakeholder Management</b>	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	



# PMP

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# Questions & Answers

( Project Integration Management )



Q1) You are part of the review team of a running project. Which of the various documents define how the project is executed, monitored, controlled, and closed?

- A. Project Scope Management Plan
- B. Project Scope Statement
- C. Project Charter
- D. Project Management Plan



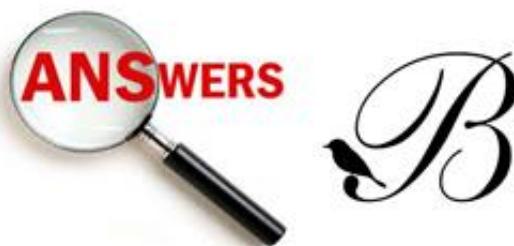
PMBOK 83

The project management plan defines how the project is executed, monitored and controlled, and closed. The project management plan's content varies depending on the application area and complexity of the project.



**Q2) All the following activities are performed in the Close Project or Phase process except:**

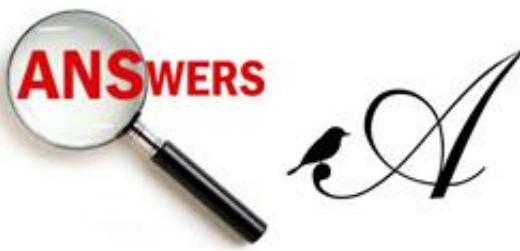
- A. Activities that fulfill the exit criteria of the project.**
- B. Sending the deliverables to the customer for acceptance.**
- C. Activities that are needed to transfer the completed products to operations.**
- D. Documenting the reasons for terminating the projects early.**





**Q3) You are working with your customers on completing deliverables in your electronic parts manufacturing project. Which of the following stakeholders can modify and make changes in the project charter?**

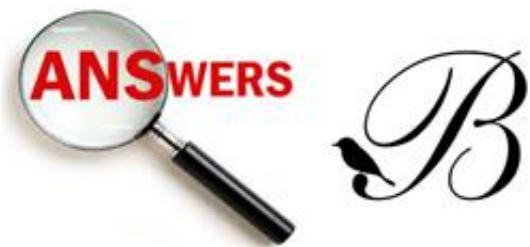
- A. The project sponsor**
- B. The project Manager**
- C. The project customer**
- D. The Team Members**





**Q4) at the closing phase, you notice that your team document only the reasons of success only as lessons learned. What should you do next?**

- A. The project team is correct**
- B. Meet with the project team and tell them that necessary to document both success and failures reasons as lessons learned**
- C. Nothing to do**
- D. Escalate the problem to the sponsor**





**Q5) The change control board (CCB) approved the Change request, what should you do next ?**

- A. Implement the change**
- B. Update PM plan**
- C. Update the change log**
- D. Inform stakeholders with new status of the project**



*C*



**Q6) Your project is going very well ahead of schedule and under budget, and near to complete. The one of very vital technical members transferred to other project out of organization. and one of team member told you that he can do his job and complete the project without him .. What should you do next?**

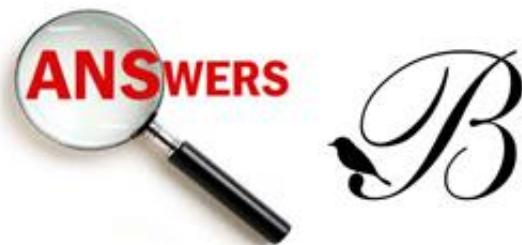
- A) Do nothing, the project is near to completion.**
- B) Assign other member to take his duties.**
- C) negotiated with functional manger to assign a new member.**
- D) Evaluate the impact with team members**





**Q7) Which of the following describe the reason why the project is authorized ?**

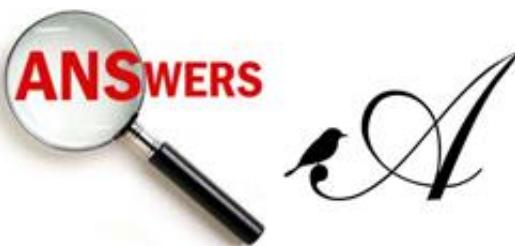
- A. Project charter.**
- B. Business case.**
- C. Scope statement of work.**
- D. Project management plan**





**Q8) During project planning phase, the project sponsor had resigned.the new sponsor had postponed the project for two month because he is disagreed on the scope.what project manger action ?**

- A) Meet the sponsor and the project team to know the delay impact analysis on time,cost and personal.**
- B) Do nothing**
- C) ask the Customer what should you do**
- D) Ignore the new sponsor**





**Q9) You are executing a project for your company's manufacturing division. You discover that a certain change in the product can increase the profitability as well reduce the manufacturing time. What is the BEST thing to do in this situation**

- A. Inform your manufacturing department about this matter**
- B. Continue the project as per original plan**
- C. Issue a change request**
- D. Discuss the impacts with your team first**





**Q10) Sponsor know the information about the project as behind schedule and over budget but he want more details about the progress. as a Project manger what should you provide to the project sponsor about STATUS of the project ?**

- A. work performance information .**
- B. Earned value report.**
- C. work performance report**
- D. work performance data.**





**Q11) The enterprise environmental factors play an important role during the development of the project charter. Enterprise Environmental Factors includes some elements such as:**

- A. Historical information and lessons learned.**
- B. Templates (e.g., project charter template).**
- C. Organizational culture and political climate**
- D. Organizational standard policies, processes, and procedures.**





**Q12) Approved change requests are processed through which process for implementation?**

- A. Develop project management plan.**
- B. Develop project Charter.**
- C. Perform integrated change control.**
- D. Direct and manage project work.**





**Q13) You are a project manager in infrastructure project . After finalizing all activities for the project , Which of the following documents will help you for this process ?**

- A. Project Charter .**
- B. Stakeholder Register .**
- C. Verified deliverables.**
- D. Probability and Impact Matrix.**





**Q14) Your customer always asking for a lot of changes of scope and product features during the project execution. You accept all changes to meet a customer satisfaction. After a distance of time of execution, you noticed an inflation at project budget. What should have done to prevent this situation?**

- A. Cost management plan.**
- B. Control scope.**
- C. Change management plan.**
- D. Scope management plan.**





**Q15) Ben is the project manager for a mobile application development project. At the end of the project kick-off meeting, what is the next phase?**

- A. Monitoring and Controlling.**
- B. Executing.**
- C. Closing.**
- D. Planning.**





Q16) The business case documents the business need and the cost benefit analysis that justify the project. The summary of how the project has achieved the business needs identified in the business case is document in the:

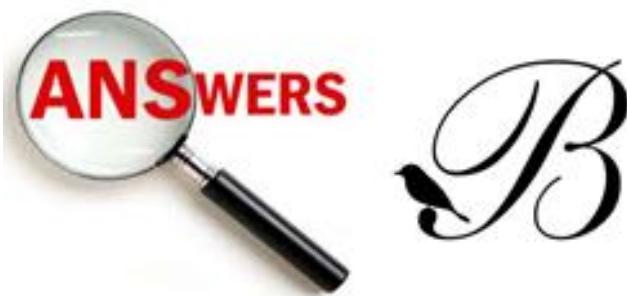
- A. Project Scope Statement.
- B. Project WBS.
- C. Project final report.
- D. Project charter.





**Q17) You are in the process of finalizing all activities for the project, phase, or contract .The Project manager should transfer Lessons learned and knowledge gained throughout the project to the lessons learned repository in order to :**

- A. Combine them with lesson learned in lesson learned in whole project.**
- B. Use by future projects.**
- C. Avoid the problematic vendors during the project.**
- D. To use them in better vendors' selection criteria.**





**Q18) The project sponsor has asked you to prepare a summary level description of each phase of the project, and also include a summary of the validation information for the final project deliverables. Which document is the sponsor asking you to prepare?**

- A. Project scope statement.**
- B. Risk Register.**
- C. Project charter.**
- D. Project final report.**





**Q19) Your project is proceeding according to schedule. You have just learned that a new regulatory requirement will cause a change in one of the project's performance specifications. To ensure that this change is incorporated into the project management plan, you should:**

- A. Prepare a change request.**
- B. Call a meeting of the change control board.**
- C. Change the WBS, project schedule, and project plan to reflect the new requirement.**
- D. Immediately inform all affected stakeholders of the new approach to take on the project.**





**Q20) During the execution of the project you had to manage a change request where sponsor is out of the board. You evaluated the impact of the change on the other constraints of the project then you got the change request approved by CBB. The next step project manager should do:**

- A. Update management plan.**
- B. Implement the change.**
- C. Ask the sponsor for authorization.**
- D. Review the approved change within the team.**





**Q21) In the final stage of the project the sponsor rejected the final product where he said it didn't meet the project goals . Which document you will review to convince him:**

- A. Agreement.**
- B. Project management plan.**
- C. Stakeholder Register .**
- D. Project charter.**





**Q22) You are a project manager and you are working on a multi-phase project as your project is planned to last three years. A best practice is to:**

- A. Periodically review the business case.**
- B. Use a single prime contractor and have this contractor award any subcontracts.**
- C. Rely on your PMO for guidance.**
- D. Set up a ‘tight matrix’.**





**Q23) Before considering a project closed, what document should be reviewed to ensure that all Project work is completed and that the project has met its objectives ?**

- A. Communication management plan .**
- B. Project management plan.**
- C. Project closeout checklists.**
- D. Scope management plan.**



*B*

**PMBOK 123**

When closing the project, the project manager reviews the project management plan to ensure that all project work is completed and that the project has met its objectives. The activities necessary for the administrative closure of the



**Q24) You are in the process to get the final acceptance on the deliverables which have been developed as part of your project. This was done to make sure that project scope and deliverables are achieved.Which process are we currently performed ?**

- A. Close Project or phase .**
- B. Validate Scope .**
- C. Develop Project charter .**
- D. Control quality .**



**Final acceptance= Close Project or phase**  
**Formal acceptance= Validate Scope**



**Q25) Which of the following processes gives the project management team insights into the health of the project?**

- A. Plan risk response.**
- B. Monitor and Control Project Work.**
- C. Develop Project charter.**
- D. Close Project or phase.**



*B*

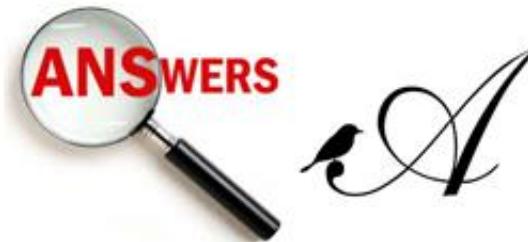
**PMBOK 107**

measuring, and assessing measurements and trends to effect process improvements. Continuous monitoring gives the project management team insight into the health of the project and identifies any areas that may require special attention. Control includes determining corrective or preventive actions or replanning and following up on action plans



**Q26) During creating the Project charter , Sponsor tell you that the government has been issued a new law and may be effect the project , this law will apply after 6 months . what is the FIRST thing should you do as a project manger ?**

- A. Add new law in EEF.**
- B. Ignore the new law.**
- C. Ask your management what should you do.**
- D. Meeting with SH and evaluate the impact.**





**Q27) During the creating of the Project charter , the key Stakeholders in several different locations, the Sponsor tell you that you should use the telephone to communicate with the key Stakeholders . what inputs do you need for this process?**

- A. Risk Register.**
- B. Enterprise environmental factor & Organizational Process Assets**
- C. Communication management plan.**
- D. Project management plan.**

**PMBOK 71**

#### **4.1 Develop Project Charter**

- .1 Inputs
  - .1 Business documents
  - .2 Agreements
  - .3 Enterprise environmental factors**
  - .4 Organizational process assets**



*B*



**Q28) You are in the process of finalizing all activities for the project, phase, or contract . Which of the Following Key inputs for this Process ?**

- A. Project Management Plan , Organizational Process Assets .**
- B. Accepted deliverables , Enterprise environmental factor**
- C. Agreements , Deliverables.**
- D. Project charter , Final report.**

**PMBOK 71**



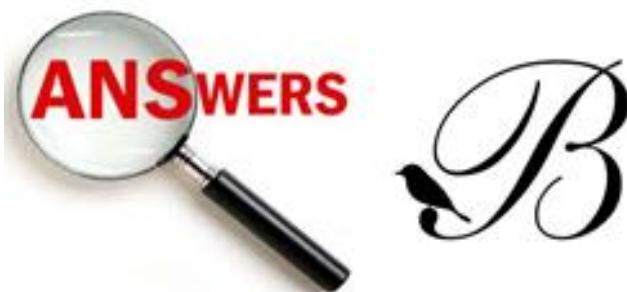
#### **4.7 Close Project or Phase**

- .1 Inputs
  - .1 Project charter
  - .2 Project management plan**
  - .3 Project documents
  - .4 Accepted deliverables
  - .5 Business documents
  - .6 Agreements
  - .7 Procurement documentation
  - .8 Organizational process assets**



**Q29) You just assigned as a project manager at the initiation phase. The sponsor guided you to collect the information from the same project performed two years ago in the same organization. You searched for data of last project but you cannot obtain any information. What the last project manager missed to do ?**

- A) Lessons learned**
- B) OPA update**
- C) administrative closure**
- D) obtain final acceptance of product**



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