

Zimisele Mkhwanazi.



# **Project Management:**

## **Project Execution and Closure**

### **Management**

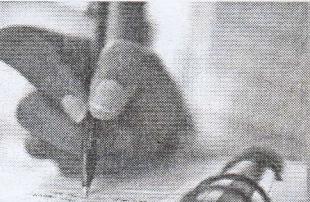
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#### **Workbook**

As the facilitator I have checked that all the workbook activities have been completed by the learner:



Facilitator Signature



**Unleashing your potential**

INTRODUCTION AND EXPECTATIONS		Activity
<b>1.1</b>		

The learner's expectations and needs enable the facilitator to clarify the focus of the course.

**Aim:** To identify your expectations and needs for the course  
**Time Allocation:** 5 minutes

1. What challenges have you experienced in implementing and closing projects  
 The challenges I have experienced is managing time.
2. What are your expectations for this section of the learning programme?  
 My expectation is actually about comparing the plan and what has been implemented.

Project status report		Activity
<b>1.2</b>		

US 243812, SO1, AC 1-3

**Aim:** To understand the nature and importance of a project status report  
**Time:** 10 minutes discussion in teams  
15 minutes Plenary

**Task:**

1. Break-away into learning teams
2. Identify the challenges you experience with status reporting
3. Identify the key elements that should be included in a status report

Tasks	Planned date	Completed	Variance	Responsible Person
Planning the project	02/02/2019	02/02/2019	No variance	Ditabala
1st calling	04/02/2019	04/02/2019	—	Heritage
2nd calling	28/02/2019	26/02/2019	completed early	Elisa
Freezing account	05/03/2019	03/03/2019	completed early	Kathlego

Project Control												Activity	1.3

## US 243812, SO 1, AC 5-7

**Aim:** To clarify the meaning and importance of project control during implementation

**Time:** 20 minutes

**Task:** Please answer the following questions: in teams and then plenary

1. What needs to be controlled during the lifecycle of any project?

- ✓ Changes to the project scope objectives and dimensions  
time, management, quality control, risks  
and, achievement of project objectives.

2. How are these areas monitored?

- ✓ By checking that are we on track, are we on budget
- ✓ Are we within the scope and will the project objectives be met.
- ✓ What are the deviations, or variances  
are we managing stakeholder expectations

3. Why are these areas monitored?

- ✓ Ensure that we achieve as per project scope.
- ✓ Ensuring that the phases of the project are achieved and mostly the executive phase.

Types of project change		Activity	2.1

**Aim:** To understand what we mean by change on a project

**Time Allocation:** 15 minutes

**Instructions:** Divide into teams and then plenary

### US 243812, SO 1, AC 5-7

Describe the different types of change we come across on projects you have been involved in or affected by

- Increasing or reducing certain product features
- Significant milestone dates.
- Increase in resource cost
- changes to project objective
- Change in project budget
- Change in the acceptance criteria
- Changes in the final acceptance criteria
- Expanding or contracting quality requirement
- Increasing or reducing certain performance requirements.

## INTEGRATED CHANGE CONTROL

# Activity 2.2

US 243812, SO 2, AC 5-7

1. What is meant by change control management?

Change control involves a change in the following:

- Scope schedule
- Budget
- Business process
- It configuration.

2. What is meant by configuration management?

The process for controlling changes, updates and versions of the project task.

3. What are the main components of organisational change management?

- \* Provide effective communication mechanism so that stakeholders are aware of all changes.
- \* Enhance the quality of the project by evaluating the likely impacts of all requested changes.
- \* Create a consistent method for requesting changes to establish baseline. The system must assess the potential value of all requested changes.

ISSUE MANAGEMENT										Activity	3.1

US 243812, SO 3, AC 1-2

1. Identify typical issues that arise during the life-cycle of projects you have participated in

The poor project plan

Lack of skills

Lack of communication

Demotivation

Absenteeism.

2. What methods does the project team use to record, analyze and manage these issues?

The methods are as follows: requirements management, asking questions go through day by day routine and checking the attendance register.

3. What are accepted best practices in dealing with issues on a project?

\* A change need to be escalated to the superiors to handle such things.

\* Communicate about the issue and not turning a blind eye.

\* Solve the issues as they occur and never procrastinate.

Project Quality										Activity	4.1

US 243812, SO 4, AC 1-5

**Aim:**

Understand key activities involved in project quality check

**Time Allocation:**

15 minutes

**Task:**

Divide the participants into groups

- What is the difference between project quality and deliverable quality?
- Give examples of quality materials that need to be included in a quality plan e.g. checklists, procedures
- What kind of quality events are used to evaluate quality of deliverable on projects that you have been involved in? e.g. audit or process review

\* The difference between the project quality and deliverables is that with the project quality we focus on the quality as a whole and with deliverable quality we focus on the quality of the product/service of the project.

\* The examples are template e.g leave form, standards, code of conduct and checklist

\* The quality events includes the following:

- Peer review
- Expert review
- Multi - person
- Standard Audit
- Process - review
- Formal - inspection.
- Walk-through

Quality Control and Processes												Activity	4.2

US 243812, SO 4, AC 2-4

**Task:** Work in teams and come up with examples of the main control processes and products needed to keep a project within scope.

- The main control processes are as follows:
  - \* Changes to the project scope, objectives and definition.
  - \* Risks
  - \* Quality Control
  - \* Achievement of projects objectives.
  - \* Time management
  - \* Measurement of physical and financial resource (as was covered above)

Validation and verification										Activity	5.1

**US 243819, SO 1-3, All ACs**

**Task.** In your project teams discuss the following

1. What do we mean by verification and validation with regard to product deliverables?

Verification:- The assessing of a specific product to check if it goes with the regulation.  
Validate:- The assurance that something is valid enough.

2. Give examples of verification and validation processes you would use on the project you are currently working on

Validation:- checklist requirements met by ticking  
Verification:- Going through a document and checking if every information is provided.

3. What are the consequences of not using these processes?

The consequences of not using this process is that not valid (invalid) information could be processed on the system and the business could make a loss.

PROJECT HANDOVER PLAN										Activity	5.2

US 243819, SO 14-5, All ACs

**Task:** In teams 10 minutes and plenary 10 minutes identify and discuss the major categories that should be included in a project handover plan

- The things that will be included are as follows:
  - : Signed product acceptance certificates.
  - : Project review
  - : Right signs off
  - : Resource available
  - : Execution summary
  - : Project Performance
  - : Hand over functions.
  - : Implemented tasks and when they were completed.
  - : Affected stakeholders and their closing documents signatures.

Project closure checklist				Activity
				5.3

**Task:** In your teams design a project closure checklist for the use of the project manager and team before project finalization and sign-off

**Time:** 30 minutes

Description	Required date	Persons Responsible	Comments
* Identify outstanding work	02/02/2020	Dibaba	Done
* closing plan.	02/02/2020	Kathleho	Done
* Lessons learned	07/02/2020	Heritage	Done
* close out all work orders	07/03/2020	Heritage	Done
* Audit final charges	20/03/2020	Zimisele	Done
* Pay all service provider	20/03/2020	Zimisele	Done
* Audit final charges	25/05/2020	Zimisele	Done
* Close out books/Audit	27/05/2020	Zimisele	Done
* Plan for handover & functions	29/05/2020	Heritage	Done
* Redeployment of equipment	02/06/2020	Heritage	Done
* Document close-plan procedure	03/06/2020	Dibaba	Done
* Final staff meetings	09/06/2020	Kathleho	Done
* Shut down Report and review meeting	15/06/2020	Heritage	Done