

Project Management Framework

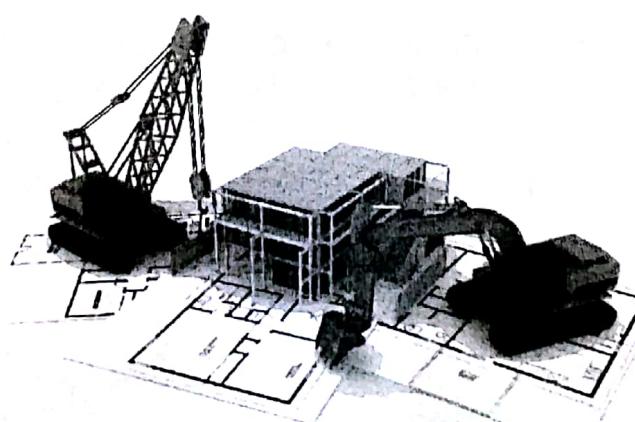
Instructor: Phùng Thanh Cường Msc, PMP



1. Project phase

What is it?

- A collection of logically related project activities that culminates in the completion of one or more deliverables (Kết quả giao,)
- The transition from one phase to another within a project's lifecycle generally involves some form of technical transfer or handoff. These are also called as phase gate



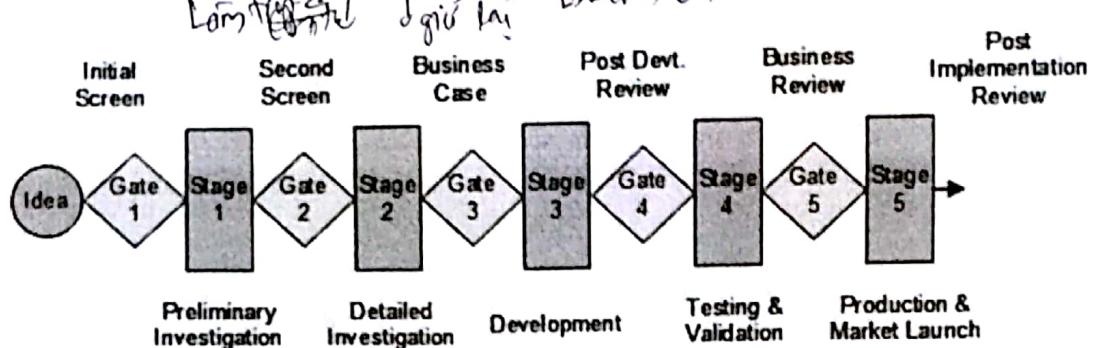
Quá trình đầu
giai kết quả
phase

Construction: Feasibility-> Planning -> Design -> Production -> Turnover -> Maintenance

2. Phase gate

What is it?

- A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program.
- Maybe referred to by other terms: Phase review, stage gate, kill point, phase entrance or phase exit.
- Decision made maybe: Go, Hold, Kill, Recycle...

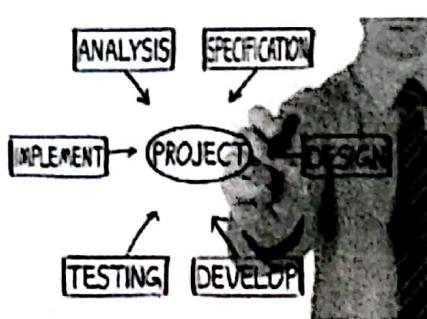


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3. Project Lifecycle

What is it?

- The series of phases that a project passes through from its initiation to its closure
- There are many different types of project life cycles, depending on the industry , or on the organization's preferences.
- IT Project:** Requirement -> Design -> Program -> Test -> Implement
- Construction:** Feasibility-> Planning -> Design -> Production -> Turnover -> Startup

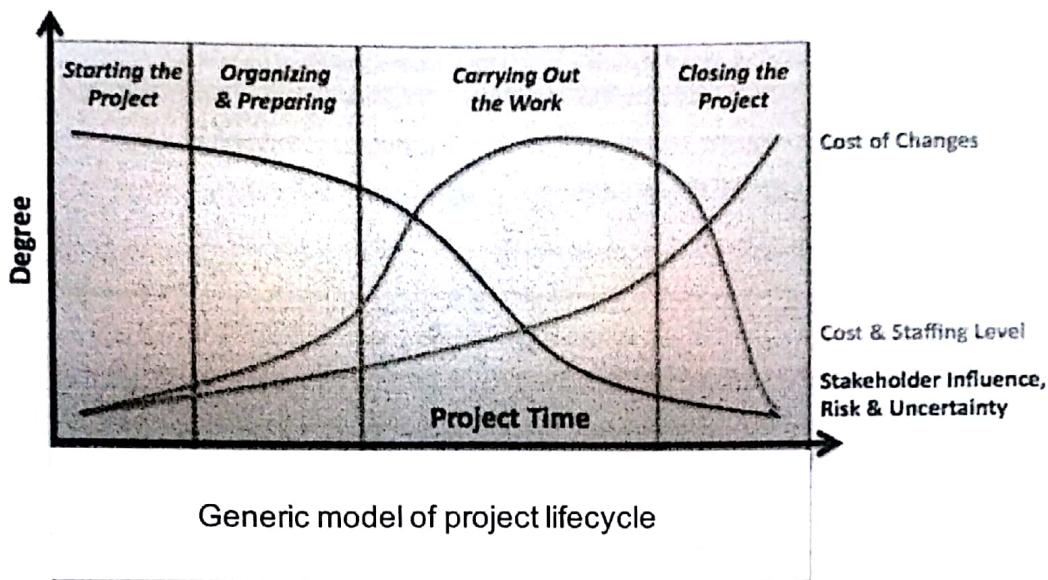


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Characteristics of Project Lifecycle

PIRA

- All projects, large or small, have a similar characteristics

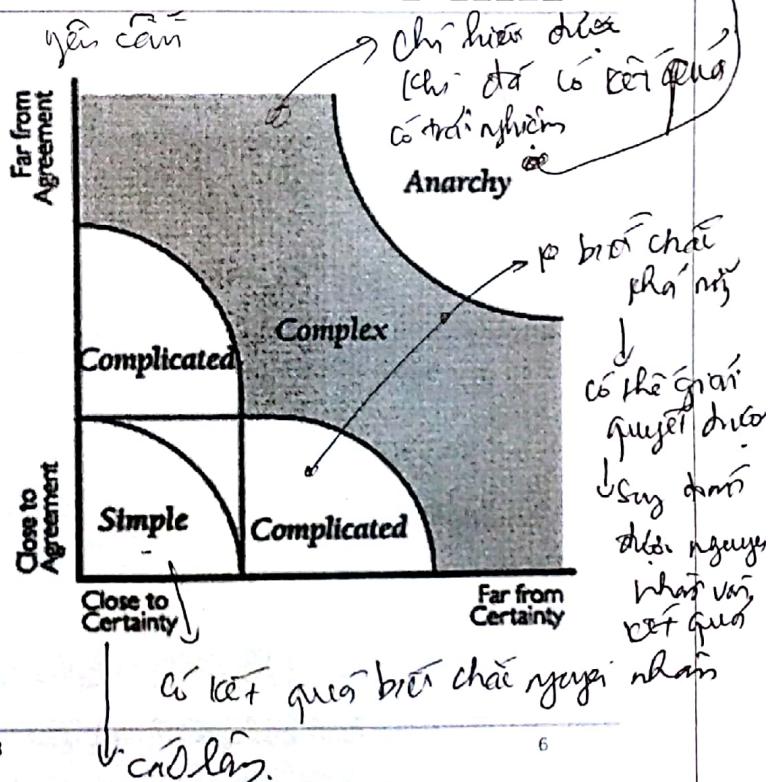


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Complexity Matrix by Stacey

PIRA

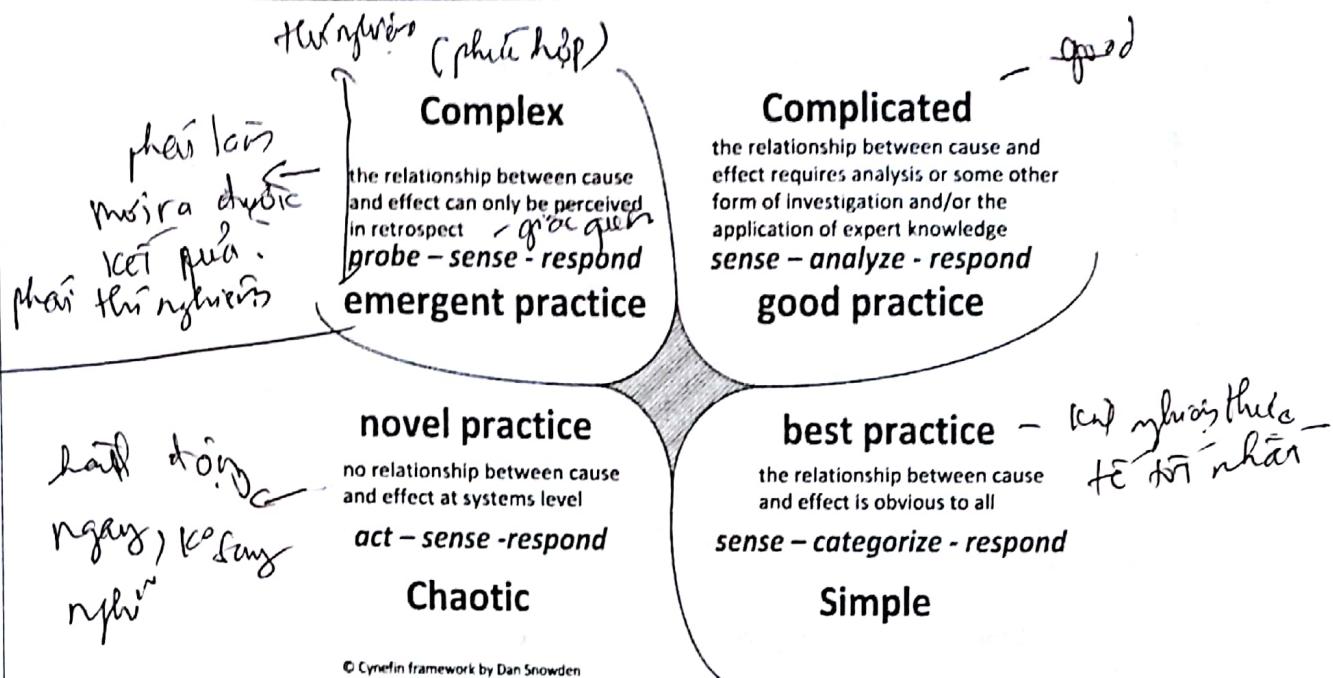
- Simple:** cause and effect linkages can be clear
- Complicated:** cause and effect requires analysis or expertise; there is a range of right answers.
- Complex:** Cause and effect can only be deduced in retrospect. There are no right answers.
- Anarchy:** Cause and effect are unclear
- The art of management is having an array of approaches and being aware of when to use which approach.



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Cynefin framework by Dan Snowden

IPMA

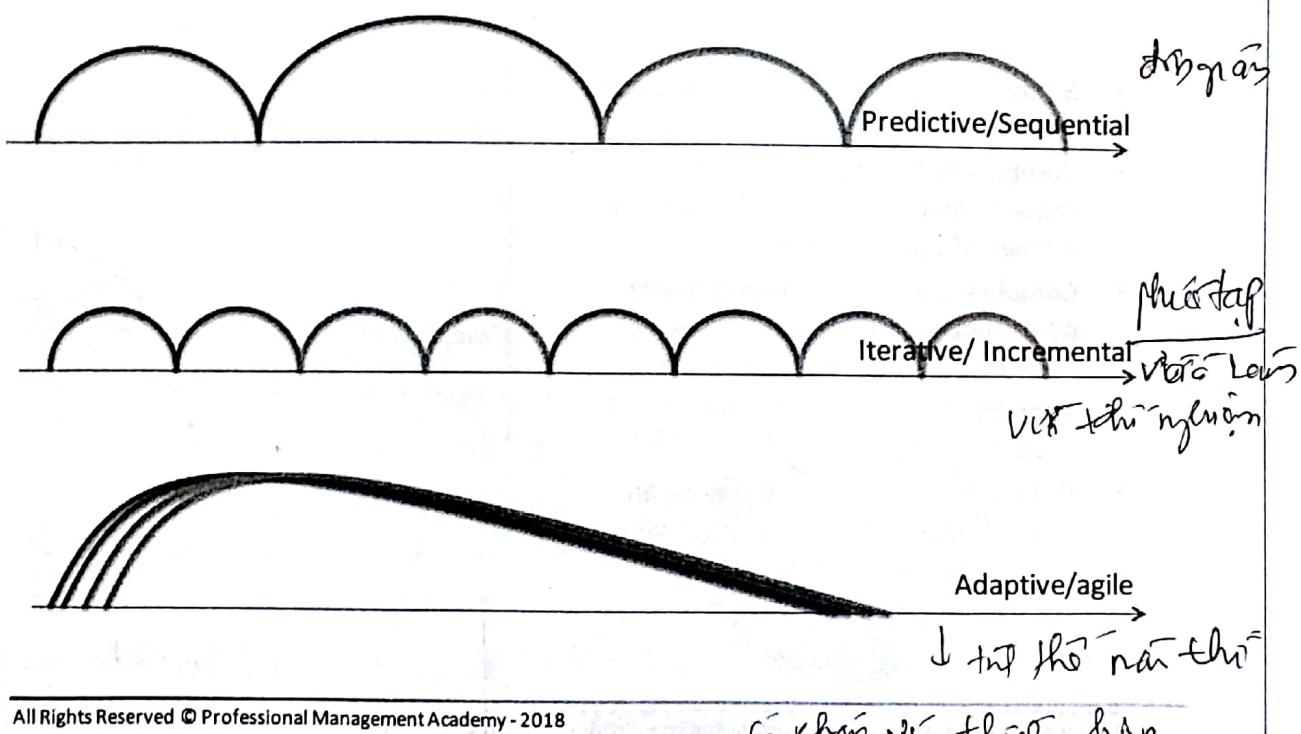


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Types of Project Lifecycle

IPMA



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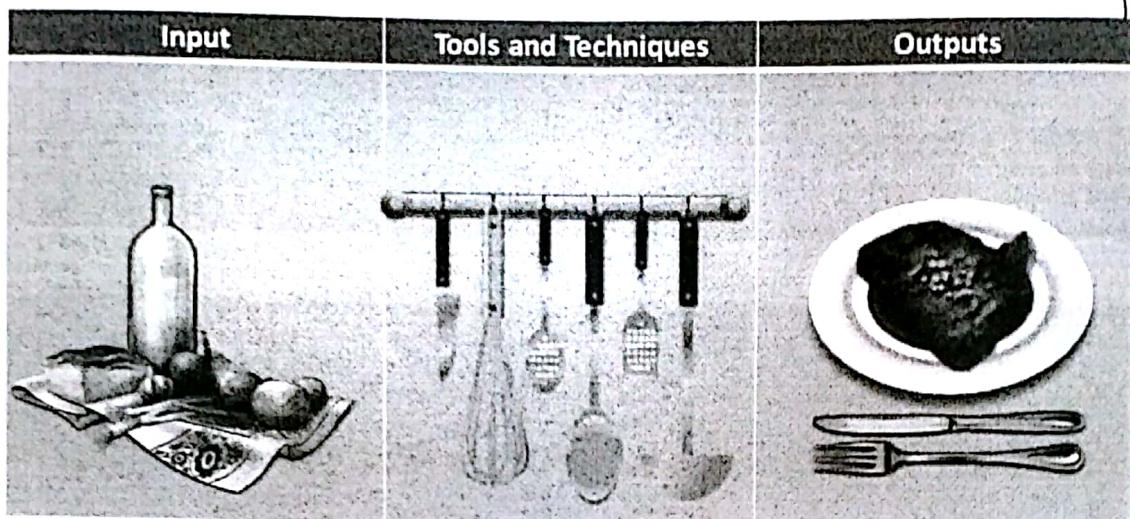
4. Process - quá trình (quy trình)

PMIA

hỗn hợp các hoạt động nhằm đạt được mục đích

A systematic series of activities directed towards causing an end result such that one or more inputs will be acted upon to create one or more outputs

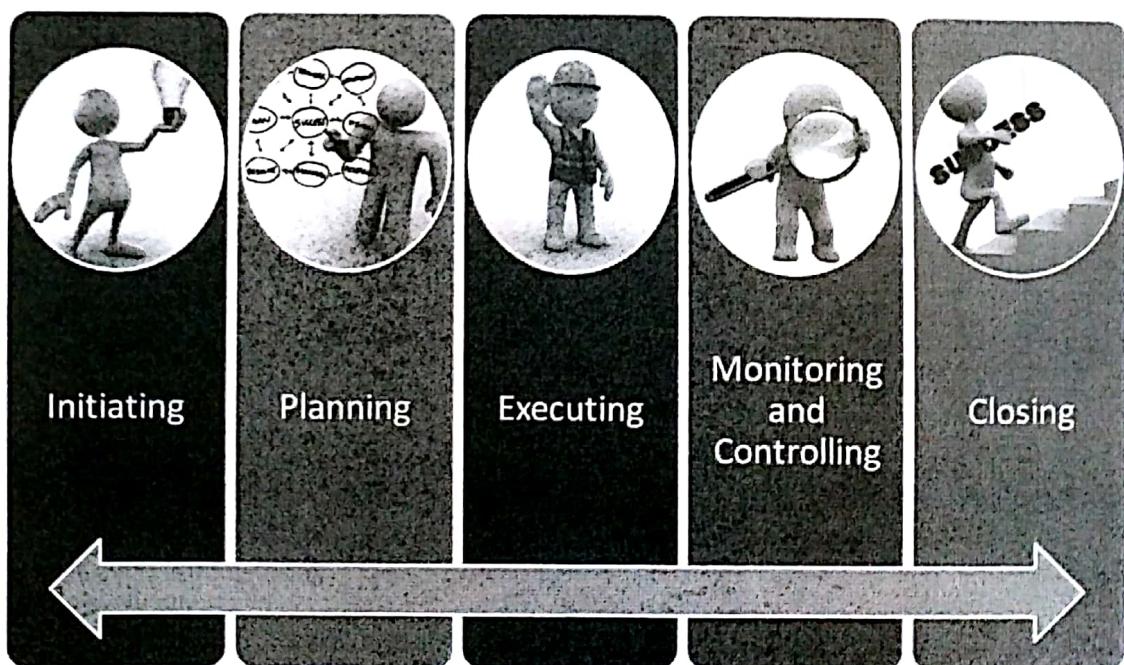
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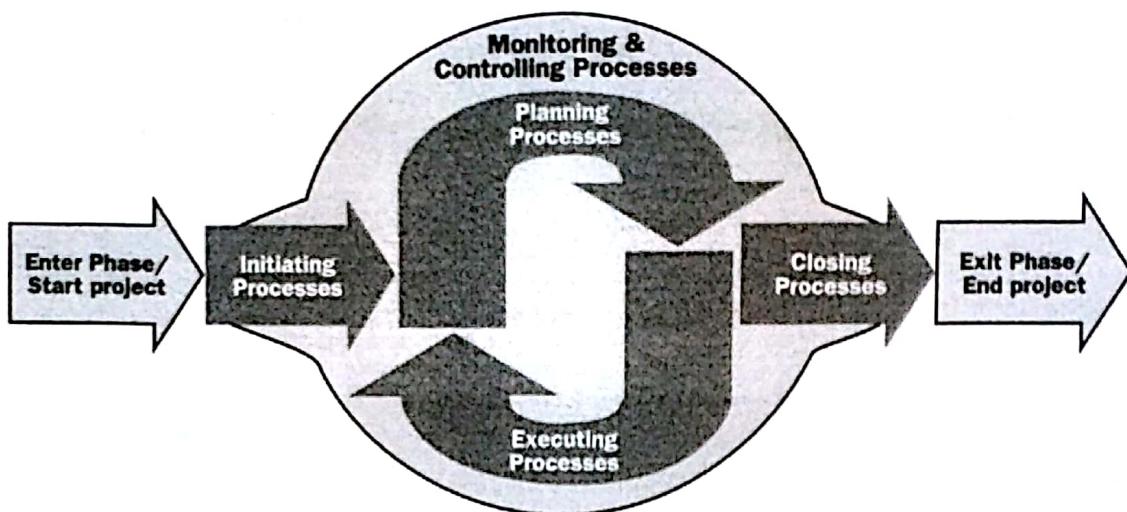
5. PMI's Project Management Process Groups

PMIA



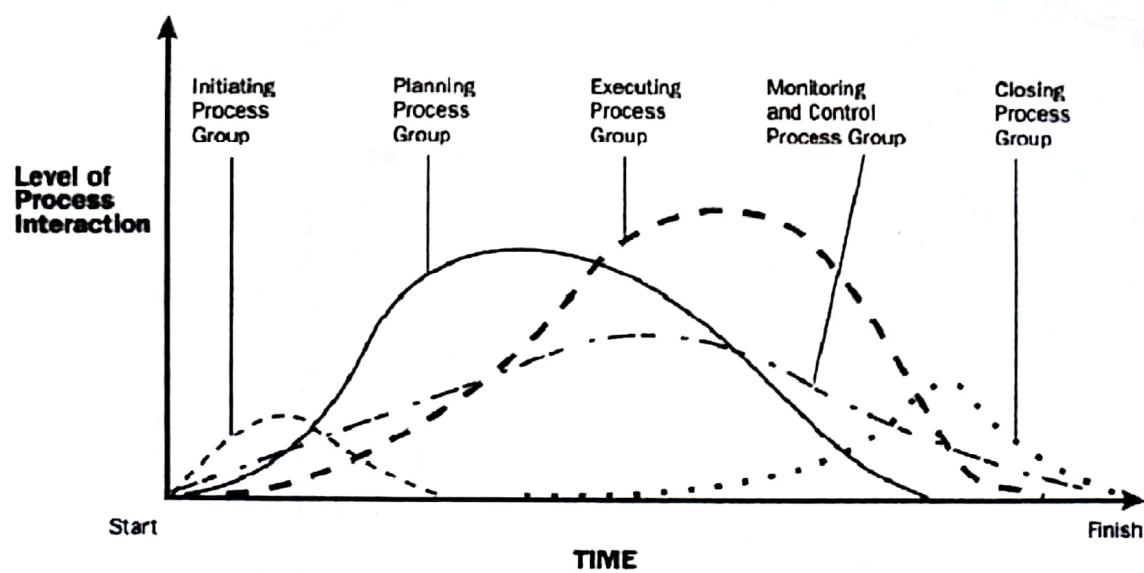
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Project Management Processes Interactions



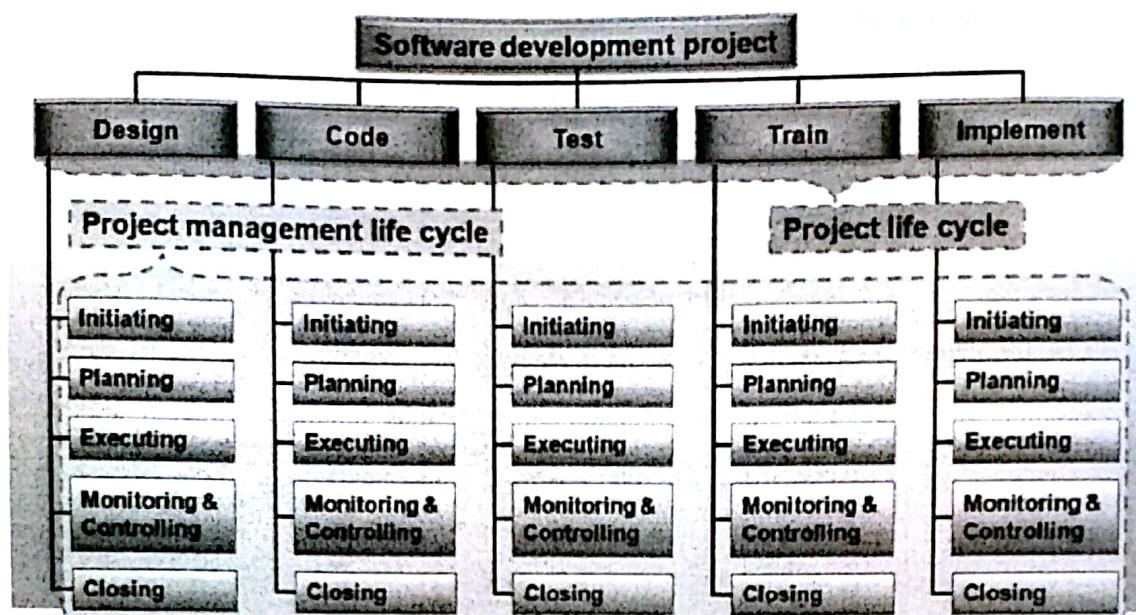
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Project Management Processes Interactions



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6. Project Lifecycle vs Project Management Processes

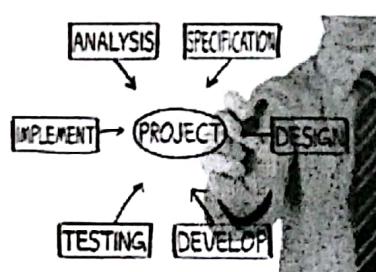


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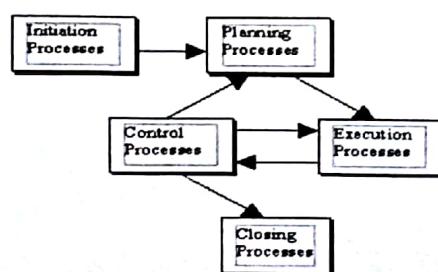
Apply Project Management processes to Project lifecycle



- Small project



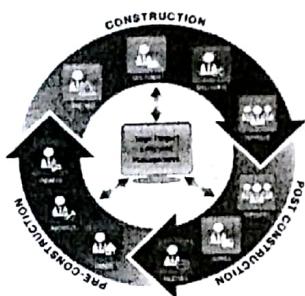
IT Project: Requirement -> Design -> Program -> Test -> Implement



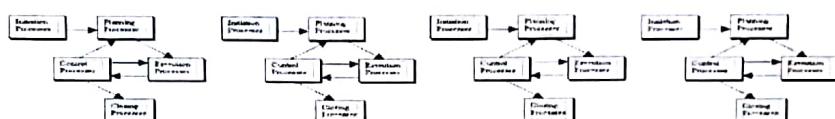
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Apply Project Management processes to Project lifecycle

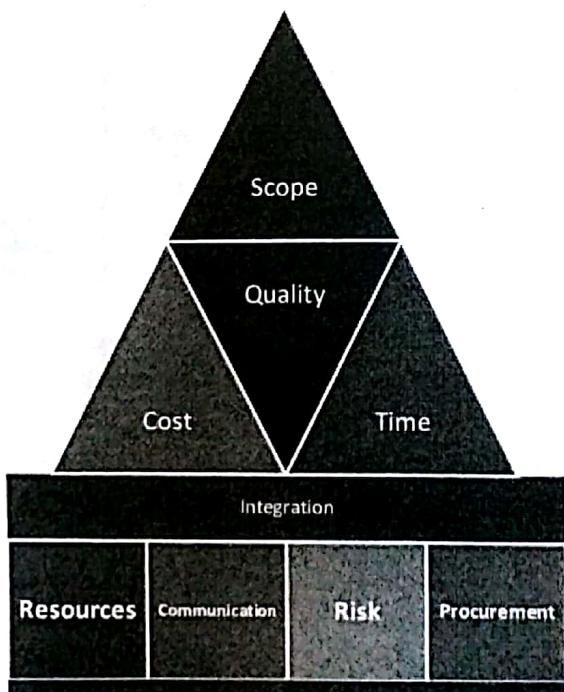
- Large Project



Construction: Feasibility-> Planning -> Design -> Production -> Turnover



7. Project Management Knowledge Areas



4. Integration
5. Scope
6. Schedule
7. Cost
8. Quality
9. Resource
10. Communication
11. Risk
12. Procurement
13. Stakeholder



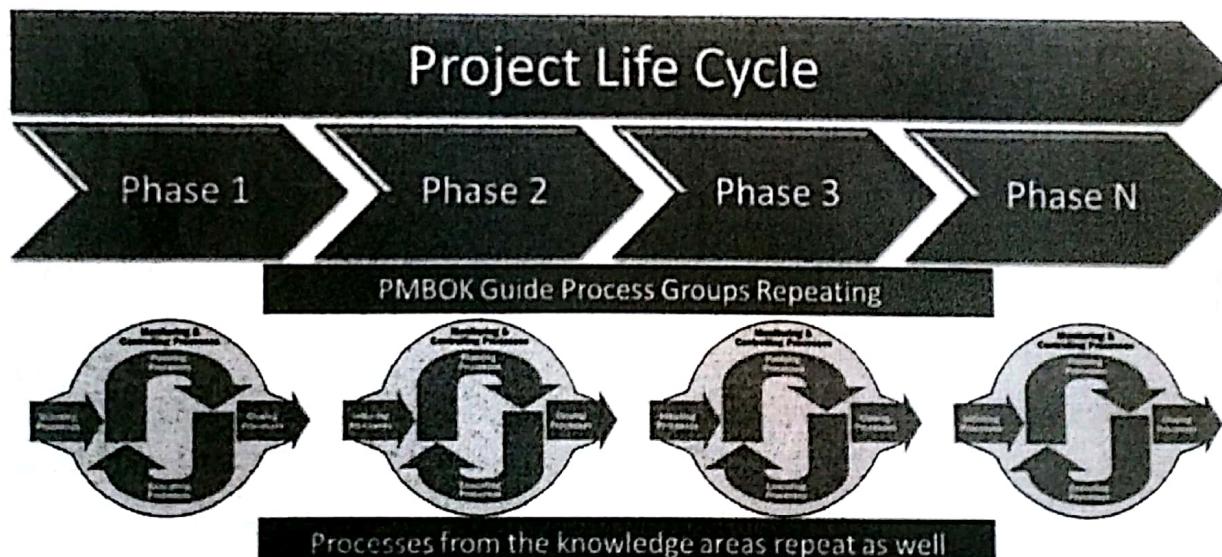
8. Process Groups vs Knowledge Areas

PEMA

Table 1-4. Project Management Process Group and Knowledge Area Mapping

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	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
5. Project Scope Management		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	
6. Project Schedule Management		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	

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I	S	T	C	Q	HR	C	R	P	S	I	S	T	C	Q	HR	C	R	P	S
PMBOK Guide Knowledge Areas and Process Groups																			
I	S	T	C	Q	HR	C	R	P	S	I	S	T	C	Q	HR	C	R	P	S
S	T	C	Q	HR	C	R	P	S	I	S	T	C	Q	HR	C	R	P	S	
T	C	Q	HR	C	R	P	S	I	S	T	C	Q	HR	C	R	P	S		
C	Q	HR	C	R	P	S	I	S	T	C	Q	HR	C	R	P	S			

9. Product Lifecycle

- Product lifecycle is the series of phases that represent the evolution of a product, from concept through delivery, growth, maturity and to retirement

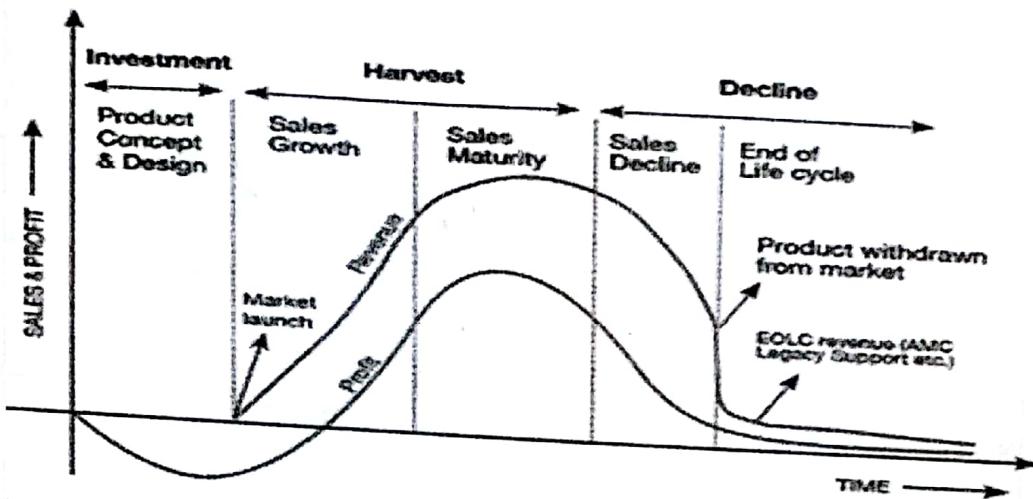


Figure 1: Product Life Cycle Phases

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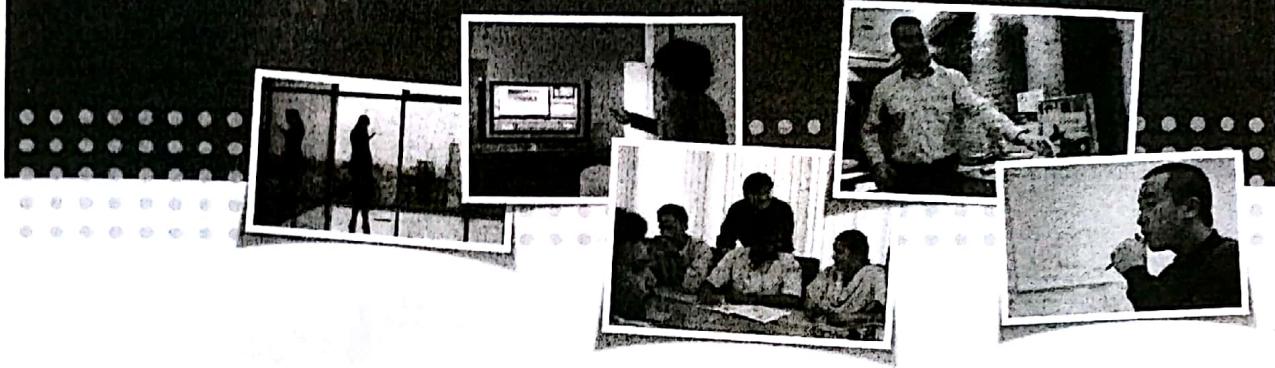
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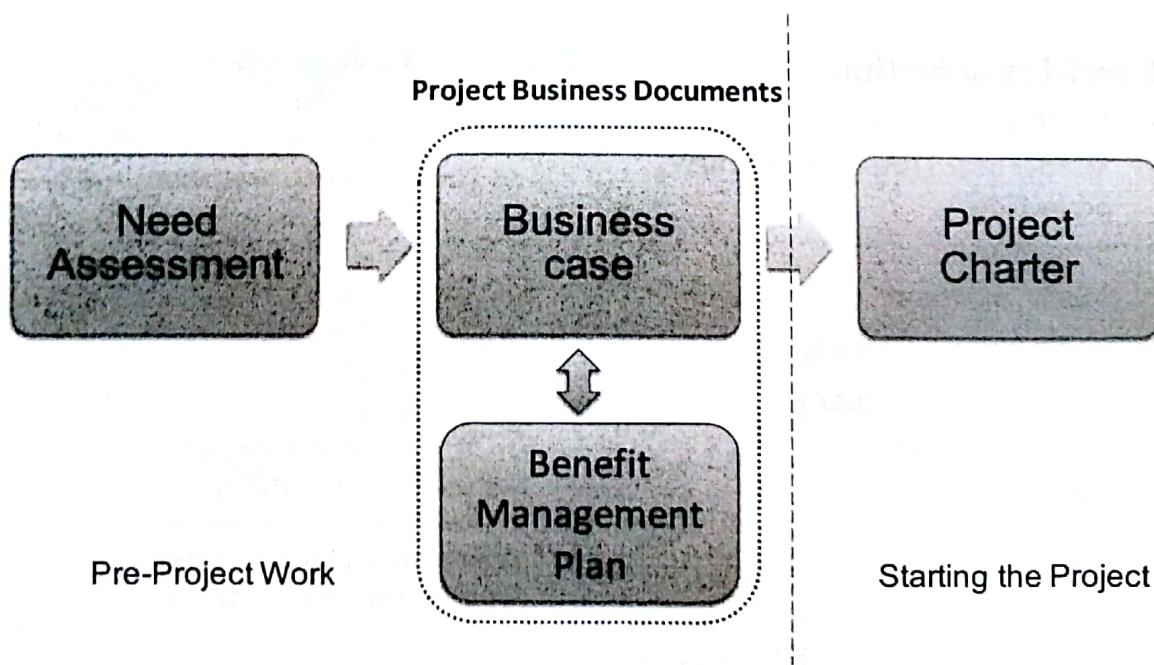


Initiating Process Group

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Pre-Project Work

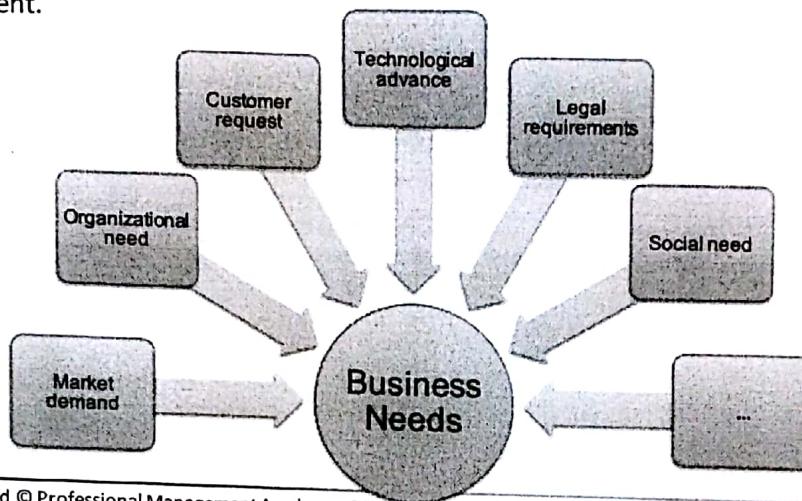


Pre-Project Work: Need Assessment



1. Need assessment

- The needs assessment involves understanding business goals and objectives, issues, and opportunities and recommending proposals to address them.
- The results of the needs assessment may be summarized in the business case document.



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Pre-Project Work: Project Selection



Short-list selection

- Feasibility analysis
- Murder board (shoot down a new project idea)
- Peer review
- Scoring models

Benefit Cost analysis

- Benefit Cost Ratio (BCR)
- Opportunity Cost
- Sunk Costs

Investment Appraisal

- Payback period/Breakeven analysis
- Depreciation
 - .1 Straight Line Depreciation
 - .2 Accelerated Depreciation
- Present value (PV)
 - $PV = FV/(1 + r)^n$
 - PV: Present value
 - FV: Future value
 - r: interest rate
 - n: number of time periods
- Net present value (NPV)
 - $NPV = PV \text{ of Income} - PV \text{ of Cost}$
- Internal Rate of Return (IRR)
- Return on Investment (ROI)

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Pre-Project Work: Project Business Documents



1. Project business case

- Economic feasibility study used to validate of the **benefits** of a project
- The business case lists
 - the objectives
 - and reasons for project initiation.
- Project Business Case used as a basis:
 - for the authorization of further project management activities.
 - to measure success and progress throughout the project life cycle by comparing the results with the objectives and the identified success criteria.

BUSINESS CASE	
Project Title _____	Date Prepared _____
Project Sponsor _____	Business Manager _____
Project Customer _____	Problem Definition
Project Overview and Strategic Alignment	
Cost Benefit Analysis	
Alternatives Analysis	

Pre-Project Work: Project Business Documents



2. Project benefits management plan

- The document that describes how and when the benefits of the project will be delivered
- And describes how the benefits will be measured
- In some organizations, the business case and benefits management plan are maintained at the program level.

BENEFIT MANAGEMENT PLAN	
Program Title _____	Date Prepared _____
Program Sponsor _____	Beneficiary _____
Benefit Owner _____	Beneficiary _____
Target Benefits	
Strategic Alignment	
Timeline for realizing benefits	
	Due Date
Metrics	
	Measurement

4.1 Develop Project Charter



- chì thuỷ khì, định rõ, có thời gian
- rõ ràng

What?

The document that:

1. Formally recognizes the existence of the project. (This means that a project does not exist without a project charter.)
2. Gives the authority to Project Manager to apply organizational resources to project activities

When?

- Take place on a project/or phase before it becomes official

Who?

- Project Sponsor and Project Manager, in collaboration with initiating entity

Sponsor chủ đầu tư

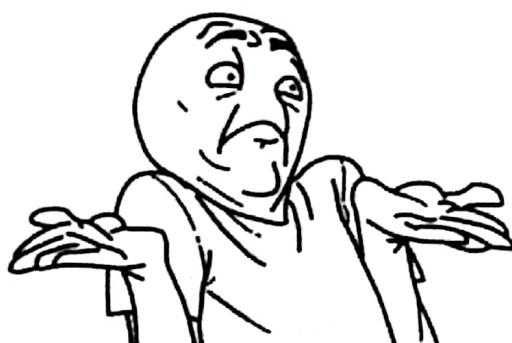
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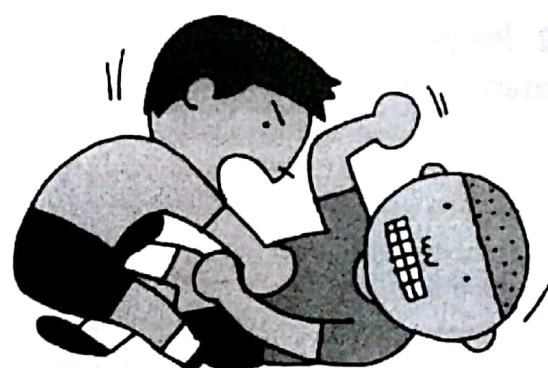


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Why we need a project charter?



Do you really understand?



Who you think you are?

4.1 Develop Project Charter

IPMIA

How?

- Validate project alignment with organizational strategy and expected business value.
- Identify key deliverables, initial milestones, based on the business requirements
- Identify high level risks, assumptions, and constraints
- Evaluation of the feasibility of new products or services within the given assumptions and/or constraints.
- Propose an implementation strategy
- Obtain project charter approval from the sponsor
- Inform stakeholders of the approved project charter

- The Project Charter is issued by a **sponsor**, not the project manager
- A **Project Manager** is identified and assigned as early as is feasible, and always prior to the start of planning.

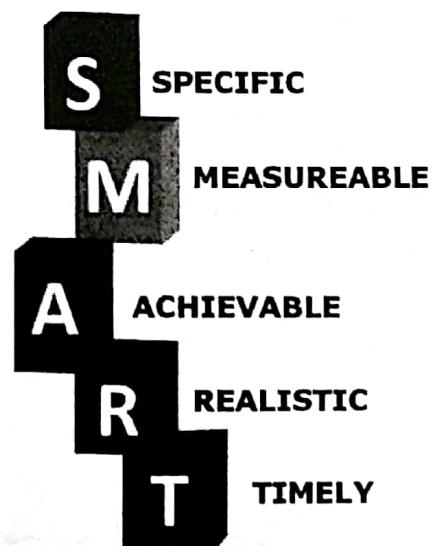


4.1 Develop Project Charter

IPMIA

- Project success should be measured with consideration toward achievement of the **project objectives**.
- Project objectives should be documented and agreed upon by the key stakeholders and the project manager.
- Project managers needs to be able to:
 - Clearly document the project objectives (S.M.A.R.T objectives)
 - Resolve competing objectives, balance the demands
 - Prioritize project objectives

Create S.M.A.R.T. Goals



4.1 Develop Project Charter: Tools & Techniques

1. Expert Judgment

Who have training, specialized knowledge, or skills in the areas you're assessing and is available from various sources including :

- Consultants
- Subject Master Experts
- Professional and technical associations
- Industry groups
- PMO



2. Meetings

Meetings are held with relevant stakeholders in order to:

- Manage stakeholder expectations and direct the achievement of project goals.
- Ensure common understanding of the key deliverables, milestones, and their roles and responsibilities.



4.1 Develop Project Charter: Tools & Techniques

3. Data Gathering

- Interview
- Brainstorming
- Focus group: meeting with targeted stakeholder group

4. Interpersonal and team skills

- Conflict resolution
- Facilitation
- Meeting management

Brainstorming:

- Go for **quantity**, not quality
- No criticise



4.1 Develop Project Charter: Outputs



1. Project Charter

- Documents the business need or demand that the project was initiated to address and the project justification
- Provides the description, high-level requirements of **the product, service or key deliverables** of the project.
- Formalize the authority assigned to the project manager.
- Broad enough so it does not NEED to change as the project changes

2. Assumption log

- High-level strategic and operational assumptions and constraints

PROJECT CHARTER	
Project Title:	Date Prepared:
Project Sponsor:	Project Customer:
Project Manager:	
Project Purpose or Justification:	
Project Description:	
High-level Project and Product Requirements:	
Summary Budget:	
Initial Risks:	

4.1 Develop Project Charter: Inputs



1. Business Documents

1A. Business Case

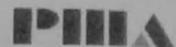
- Describe **why** project is worth doing. (Project benefits)
- Typically, business case is justified by business need or cost-benefit analysis

1B. Benefits management plan

- How desired benefits will be delivered, and measured

BUSINESS CASE	
Project Title:	Date Prepared:
Project Sponsor:	Project Customer:
Business Manager:	
Problem Definition:	
Project Overview and Strategic Alignment:	
Cost Benefit Analysis:	
Alternatives Analysis:	

4.1 Develop Project Charter: Inputs



2. Agreements

- A contract is an input to this process, if the project is being done for an external customer
- Memorandums of understanding (MOUs)
- Service level agreements (SLA)
- Letter of agreements
- Letters of intent,
- Verbal agreements, email, or other written agreements.



4.1 Develop Project Charter: Inputs



3. Enterprise Environmental Factor

- Organizational or company culture and structure
- Governmental or industry standards
- Existing Human Resources
- Personnel Administration
- Company work authorization system
- Marketplace conditions
- Stakeholder risk tolerances
- Commercial databases
- Project Management Information Systems

4. Organizational Process Assets

- Policies, guidelines, templates,
- Procedures, plans, approaches, or standards for conducting work, including project work.
- Historical Information, lessons learned etc

4.1 Develop Project Charter

PIIA

Inputs	Tools & Techniques	Outputs
1. Business Documents 2. Agreements 3. Enterprise environmental factors 4. Organizational process assets	1. Expert judgment 2. Meeting 3. Data gathering 4. Interpersonal and team skills	1. Project charter 2. Assumption log

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Who are stakeholders?

PIIA

- Any individual, group, or organization who:
 - may affect
 - be affected by
 - or perceive itself to be affected by a decision, activity, or outcome of a project.
- Chủ thể ảnh hưởng, hoặc có quyền lợi.



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13.1 Identify Stakeholders

PIMA

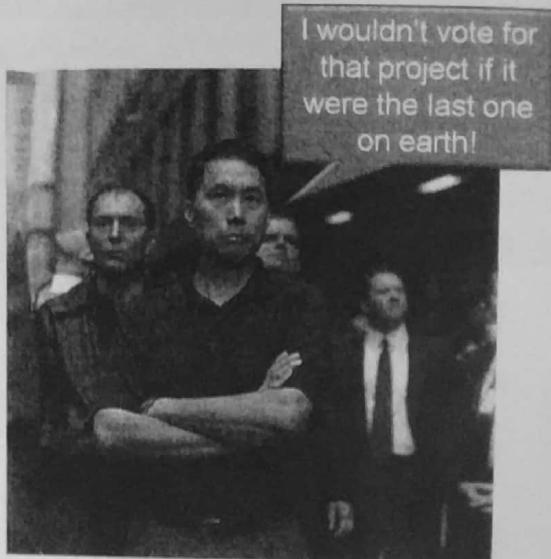
13.1

What?

- In this process, Project Manager and Project Team identify all people or organizations impacted by the project

When?

- As early as possible, preferably during initiation and definitely prior to starting of planning.
- Periodically throughout the project



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Why we need to identify stakeholders?

PIMA



- An un-identified key stakeholder can potentially turn high risk to project.
- Identify the appropriate focus for engagement of each stakeholder or group of stakeholders.

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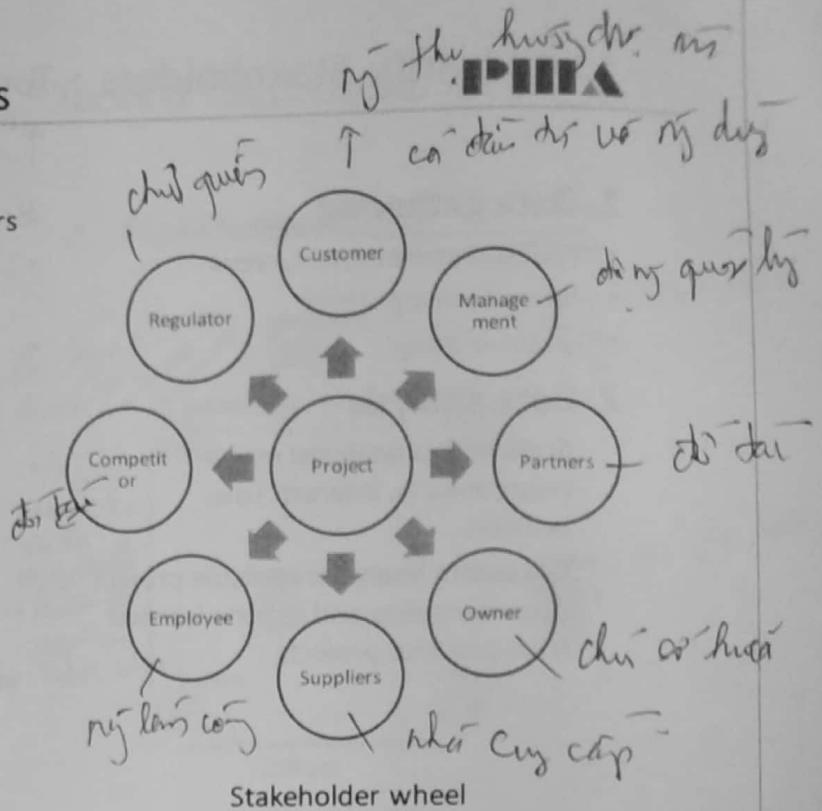
13.1 Identify Stakeholders

1. Identify potential project stakeholders

- Identify all stakeholders, not just a limited set
- Directions of influence (Upward, downward, outward, sideward)
- Stakeholder wheel: Customer, Suppliers, Management, Project Team ...

2. Analyze Stakeholder

- Determine all of their major requirements, expectations, interests, level of influence, knowledge, role, Etc.
- Key stakeholders: **decision-makers**



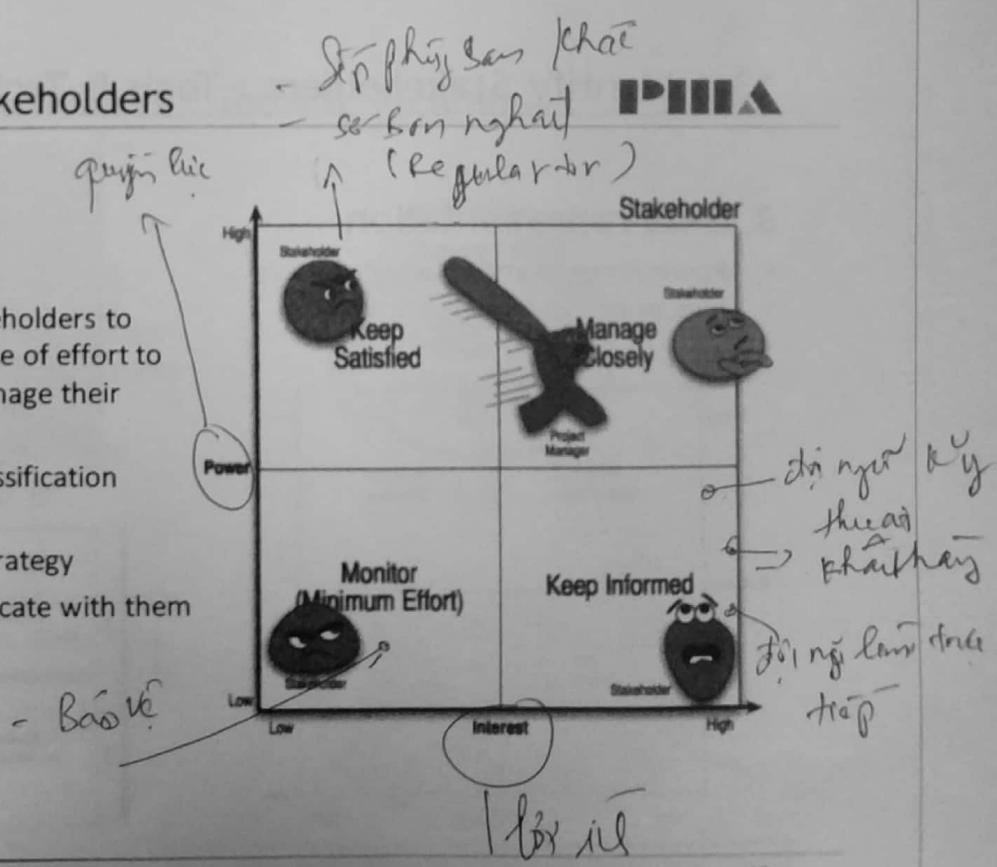
13.1 Identify Stakeholders

3. Classify Stakeholders

- Prioritize the key stakeholders to ensure the efficient use of effort to communicate and manage their expectations.
- There are multiple classification models

4. Define Management Strategy

- How you will communicate with them



13.1 Identify Stakeholders : Tools & Techniques

1. Data gathering

- Questionnaires and surveys
- Brainstorming
- Brain writing

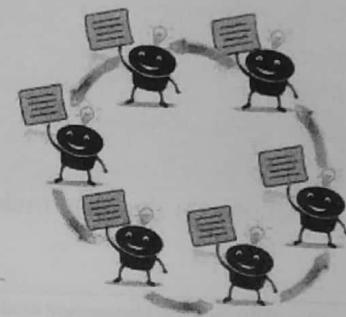
2. Data analysis

- **Stakeholder analysis:** major requirements, interest, role, position...
- **Document analysis:** available project documentation and lessons learned from previous projects

↑đưa ra các nhu cầu cốt lõi
→ để xác định rõ phong cách

Brain writing: When to use?

- When a group has a limited time to discuss problems/issues
- When there are several shy/reserved/ introspective people in a group
- When ideas need to flow freely without any censorship



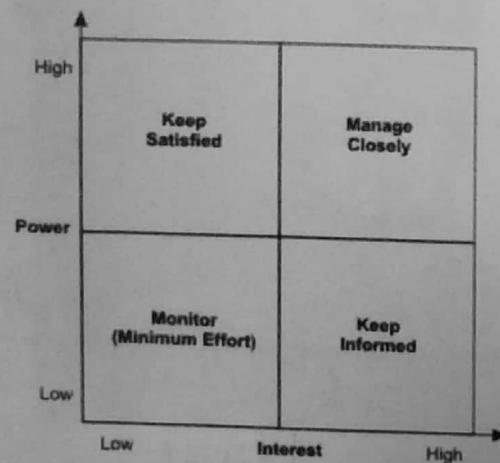
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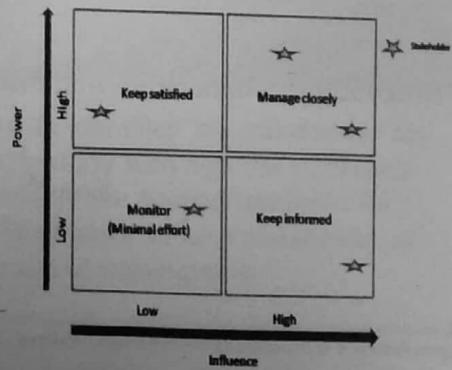
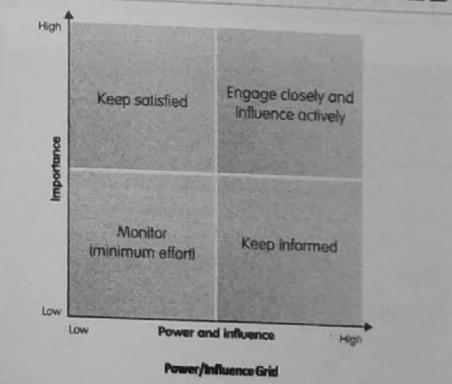
13.1 Identify Stakeholders : Tools & Techniques

3. Data representation

- Power/interest grid, power/influence grid, or impact/influence grid.



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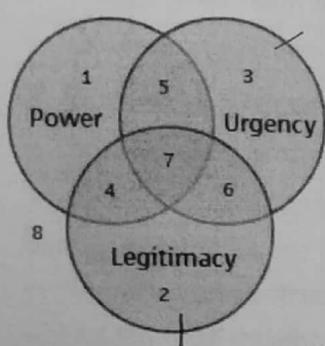


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13.1 Identify Stakeholders : Tools & Techniques 

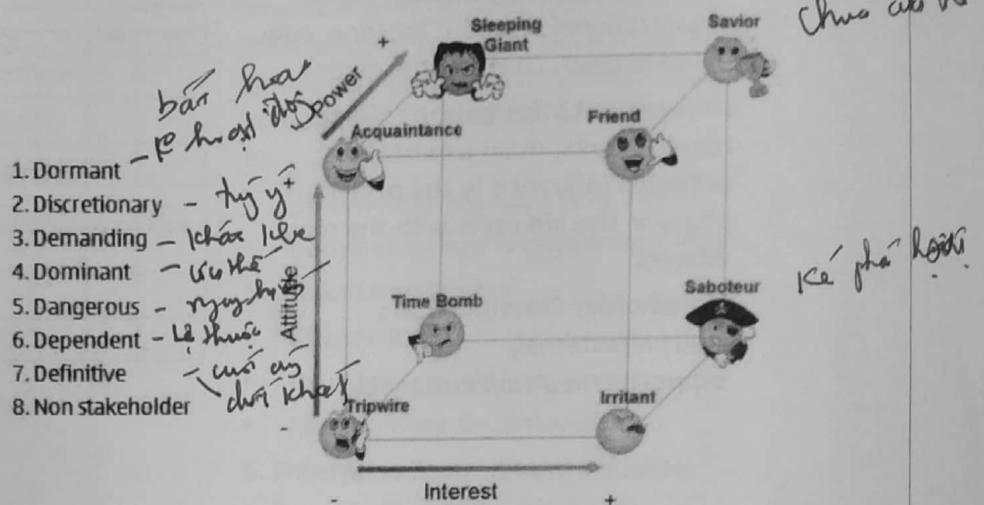
Tìm hiểu kỹ

- Salience Model



tú huy phái

- Stakeholder Cube



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13.1 Identify Stakeholders : Tools & Techniques 

4. Expert Judgment

- Senior management,
 - Project managers who have worked on projects in the same area (directly or through lessons learned),
 - Subject matter experts (SMEs) in business or project area, etc..

5. Meeting

- **Profile analysis meeting:** to exchange and analyze information about roles, interests, knowledge, and the overall position of each stakeholder facing the project.



13.1 Identify Stakeholders : Outputs



1. Stakeholder Register

- **Identification information** : Name, organizational position, location, role in the project, contact information
 - **Assessment Information** : Major requirements, main expectations, potential influence in the project, phase in the life cycle with the most interest
 - **Stakeholder Classification** : internal/external, supporter/neutral/resistor, etc

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13.1 Identify Stakeholders : Outputs



2. Change requests

- During the first iteration of identifying stakeholders, there will not be any change requests.
 - As stakeholder identification continues throughout the project, new stakeholders, or new information about stakeholders, may result in a change request to the product, project management plan, or project documents.

3. Project management plan updates

- Stakeholder engagement plan.
 - Communications management plan.
 - Requirements management plan.
 - Risk management plan.

4. Project documents updates

- Assumption log
 - Issue log
 - Risk register

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13.1 Identify Stakeholders : Inputs



1. Project Charter

- Project sponsor
- Customer
- Pre-assigned team member
- Groups, organizations, etc.

2. Business Documents

- Beneficiaries of the outcomes of the project

3. Agreement

- Supplier, subcontractor
- Additional stakeholders

4. Project management plan

The project management plan is not available when initially identifying stakeholders; however, once it has been developed, project management plan components include but are not limited to:

- Stakeholder Management Plan
- Communication Management Plan

5. Project documents

- Change log
- Issue log
- Requirement documentation

6. Enterprise Environmental Factors

7. Organizational Process Assets

13.1 Identify Stakeholders



Inputs	Tools & Techniques	Outputs
1. Project Charter 2. Business Documents 3. Project management plan 4. Project documents 5. Agreements 6. Enterprise environmental factor 7. Organizational process assets	1. Data gathering 2. Data analysis 3. Data representation 4. Expert Judgment 5. Meeting	1. Stakeholder Register 2. Change requests 3. Project management plan updates 4. Project documents updates

Initiating Process Group

1. A team in Samsung's factory is working in a manufacturing unit, but they are having difficulty creating a project charter. What is the BEST description of the real problem?

- A. They have not identified the project objectives.
- B. They are working on a process and not a project.
- C. The end date has not been set.
- D. They have not identified the product of the project.

2. The project charter is created in which project management process group?

- A. Executing
- B. Planning
- C. Closing
- D. Initiating

3. The project sponsor has just signed the project charter. What is the NEXT thing to do?

- A. Begin to complete work packages.
- B. Validate scope.
- C. Start integrated change control

D. Inform the stakeholders

4. All of the following occur during the planning process group EXCEPT:

- A. Develop Project Charter
- B. Create WBS.
- C. Estimate Costs.
- D. Sequence Activities.

5. Your boss, the vice president of research at an electronic system development firm, defines success on the project as providing 'state-of-the-art' development. The vice president of marketing defines success as "world-class practices." The vice president of

engineering, who is the customer for this project, is primarily concerned with new features. Which of the following BEST describes what you should do?

- A. Identify additional stakeholders that want new features to shift the balance in that direction
- B. Concentrate on making the product of the project state-of-the-art
- C. Concentrate on new features

(D) Make sure the requirements are defined in measurable terms

6. A project is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?

- A. The project manager
- B. The project team
- C. The sponsor
- D. The stakeholders

7. You are a new project manager who has never managed a project before. You have been asked to plan a new project. It would be BEST in this situation to rely on _____ during planning in order to improve your chance of success.

- A. Your intuition and training
- B. Stakeholder analysis
- C. Historical information
- D. Configuration management

8. The project was going well when all of a sudden there were changes to the project coming from multiple stakeholders. After all the changes were determined, the project manager spent time with all the stakeholders to find out why there were changes and to discover any more. The project work has quieted down when a team member casually mentions to the project manager that he added functionality to a product of the project. Do not worry he says, "I did not impact time, cost, or quality!" What should a project manager do FIRST?

- A. Ask the team member how the need for the functionality was determined.
- B. Hold a meeting to review the team member's completed work.
- C. Look for other added functionality.

D. Ask the team member how he knows there is no time, cost, or quality impact.

9. Who of the following are ALWAYS stakeholders?

- A. A person who does not want the project to be completed
- B. An assembly line worker that will use the product of the project
- C. A functional manager from the engineering department
- D. A person who might lose his or her position in the company because of the project

10. When do stakeholders have the MOST influence on a project?

- At the beginning of the project
- In the middle of the project
- At the end of the project
- Throughout the project

11. Stakeholders can be identified in which project phase?

- Initiation, planning, implementation, and closure

B. Initiation and planning

C. Planning and implementation

D. Implementation and closure

12. What is a stakeholder register?

A. An approach to increase the support and minimize negative impacts of stakeholders

B. Assessment and classification information regarding identified stakeholders

C. A table that links requirements to project objectives

D. A process of systematically gathering and analyzing qualitative and quantitative information to determine whose interests must be taken into account throughout the project.

13. A particular stakeholder has a reputation for making many changes on projects. What is the BEST approach a project manager can take at the beginning of the project to manage this situations?

A. Ask that the stakeholder not be included in the stakeholder listing

B. Talk to the stakeholder's boss to find ways of directing the stakeholder's activities to another project

C. Get the stakeholder involved in the project as early as possible

D. Say "No" to the stakeholder a few times to dissuade him from submitting more changes

14. Risk and uncertainty have the most impact during which project phase?

A. Starting the project

B. During the project execution

C. Closing the project

D. While planning and organizing

15. You are the project manager for a large installation project when you realize there are over 200 potential stakeholders on the project. Which of the following would be the BEST course of action for you to take?

A. Gather the needs of all the most influential stakeholders

B. Find an effective way to gather the needs of all stakeholders

C. Contact your manager, and ask which stakeholders are most important

D. Eliminate some stakeholders

16. Gordon is currently developing his project's stakeholder management strategy. All enterprise environmental factors should be considered during this process. Which of the following enterprise environmental factors should be paid special attention during this process?

A. Commercial databases

B. Project templates

C. Lessons learned from past similar projects

D. The organization's culture and structure

17. Identify Stakeholders is:

A. An initiating process, because before you start, you must make a clear delineation between the customer and the performing organization.

B. Part of organizational process assets, and an input to project initiating

C. An initiating process, because you need to know stakeholders' requirements before you plan

D. A planning process, because you need to involve stakeholders in planning

18. The transition from one phase to another within a project's life cycle (e.g. design to manufacturing) is typically marked by:

A. Kill point

B. Monte Carlo

C. Constraint

D. Decision tree

19. Ongoing operations and a project both have Initiating Processes, but only a project has _____.

A. Planning Processes

B. Closing Processes.

C. Controlling Processes

D. Executing Processes

20. Which of the following is an enterprise environmental factor?

A. Configuration management knowledge base

B. Change control procedures

C. Historical information

D. Commercial databases

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