

# YIIP1100

## PROJECT MANAGEMENT

PLANNING THE PROJECT

- DEVELOPING PROJECT MANAGEMENT PLAN

EXECUTING, CONTROLLING & MONITORING THE PROJECT

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BASED ON PMBOK, SECTIONS 3.22 AND 4.3



# THE AIM OF THESE SLIDES

- To give some ideas and recommendations for project planning
- To introduce basic components of a Project Management Plan



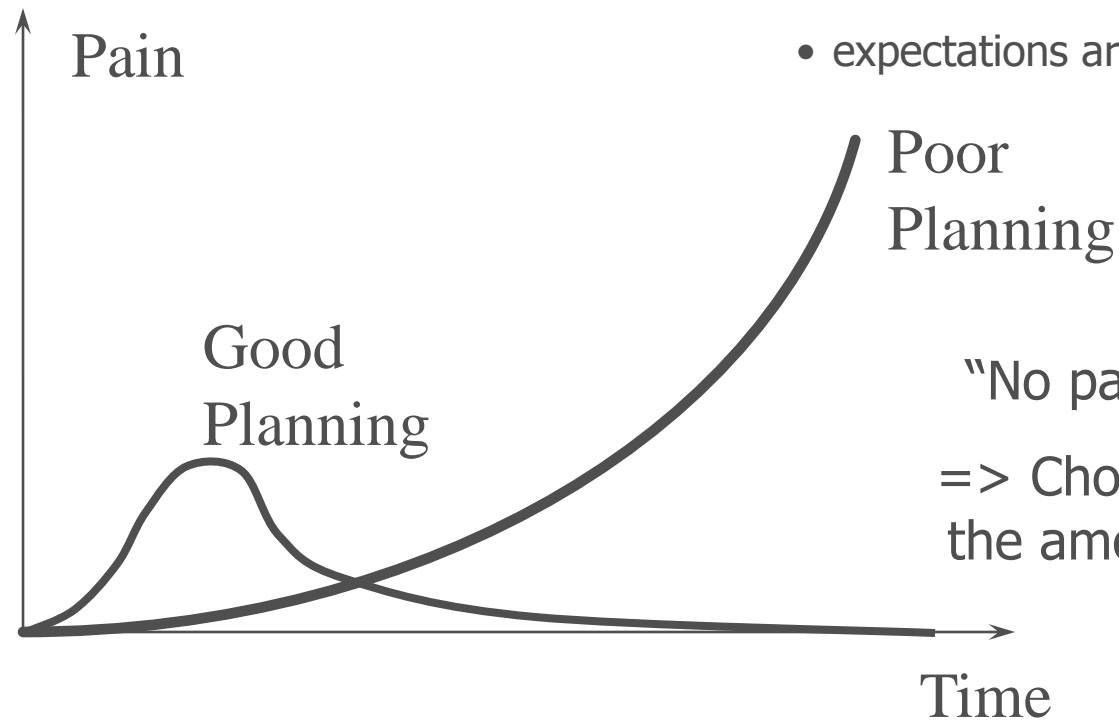
## DISCUSSION

- How do you plan for a project?
- What problems have you had in your project planning (or when developing a project charter)?
- What is the purpose of project planning? Why is it important?
- What are the main parts of a Project Management Plan?
  - What should always be included?
  - What are important parts but not always needed?



# THE PAIN CURVE

- schedule slips
- quality suffers
- expectations are not met



“No pain, no gain”  
=> Choose time and  
the amount of pain!

“Pay me now or pay me later”

# CONTENTS

- Planning processes and a bit about Executing, Controlling & Monitoring the Project
- Developing Project Management Plan (PMP) and the following subsidiary plans:
  - Project Scope Management Plan
  - Project Time Management Plan
  - Project Cost Management Plan
  - (more plans later ...)
- Exercises: Creating a various parts of a project management plan by
  - Using MS Project's features (this time starting from scratch)
  - Filling templates (MS Word and Excel)



# FOCUS ON THESE SLIDES

Knowledge Area	Initiating	Planning	Executing	Controlling	Closing
<b>Project Integration Management</b>	<ul style="list-style-type: none"> <li>• Develop Project Charter</li> <li>• Develop Preliminary Project Scope Statement</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Project Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Direct and Manage Project Execution</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and Control Work</li> <li>• Integrated Change Control</li> </ul>	<ul style="list-style-type: none"> <li>• Close Project</li> </ul>
<b>Project Scope Management</b>		<ul style="list-style-type: none"> <li>• Scope Planning</li> <li>• Scope Definition</li> <li>• Create WBS</li> </ul>		<ul style="list-style-type: none"> <li>• Scope Verification</li> <li>• Scope Control</li> </ul>	
<b>Project Time Management</b>		<ul style="list-style-type: none"> <li>• Activity Definition</li> <li>• Activity Sequencing</li> <li>• Activity Resource Estimating</li> <li>• Activity Duration Estimating</li> <li>• Schedule Development</li> </ul>		<ul style="list-style-type: none"> <li>• Schedule Control</li> </ul>	
<b>Project Cost Management</b>		<ul style="list-style-type: none"> <li>• Cost Estimating</li> <li>• Cost Budgeting</li> </ul>		<ul style="list-style-type: none"> <li>• Cost Control</li> </ul>	

# NEXT TIME WE WILL FOCUS ON ...

Knowledge Area	Initiating	Planning	Executing	Controlling	Closing
Project Quality Management		<ul style="list-style-type: none"> <li>Quality Planning</li> </ul>	<ul style="list-style-type: none"> <li>Perform Quality Assurance</li> </ul>	<ul style="list-style-type: none"> <li>Perform Quality Control</li> </ul>	
Project HR Management		<ul style="list-style-type: none"> <li>Human Resource Planning</li> </ul>	<ul style="list-style-type: none"> <li>Acquire Project Team</li> <li>Develop Team Project</li> </ul>	<ul style="list-style-type: none"> <li>Manage Project Team</li> </ul>	
Project Communications Management		<ul style="list-style-type: none"> <li>Communications Planning</li> </ul>	<ul style="list-style-type: none"> <li>Information Distribution</li> </ul>	<ul style="list-style-type: none"> <li>Performance Reporting</li> <li>Manage Stakeholders</li> </ul>	
Project Risk Management		<ul style="list-style-type: none"> <li>Risk Management Planning</li> <li>Risk Identification</li> <li>Qualitative Risk Analysis</li> <li>Quantitative Risk Analysis</li> <li>Risk Response Planning</li> </ul>		<ul style="list-style-type: none"> <li>Risk Monitoring and Control</li> </ul>	
Project Procurement Management		<ul style="list-style-type: none"> <li>Plan Purchases and Acquisitions</li> <li>Plan Contracting</li> </ul>	<ul style="list-style-type: none"> <li>Request Seller Responses</li> <li>Select Seller</li> </ul>	<ul style="list-style-type: none"> <li>Contract Administration</li> </ul>	<ul style="list-style-type: none"> <li>Contract Closure</li> </ul>

## THE 5 PMI PROCESS GROUPS (“STAGES OF PM LIFE CYCLE”)



1. Initiating

**2. Planning**

**3. Executing**

**4. Controlling & Monitoring**

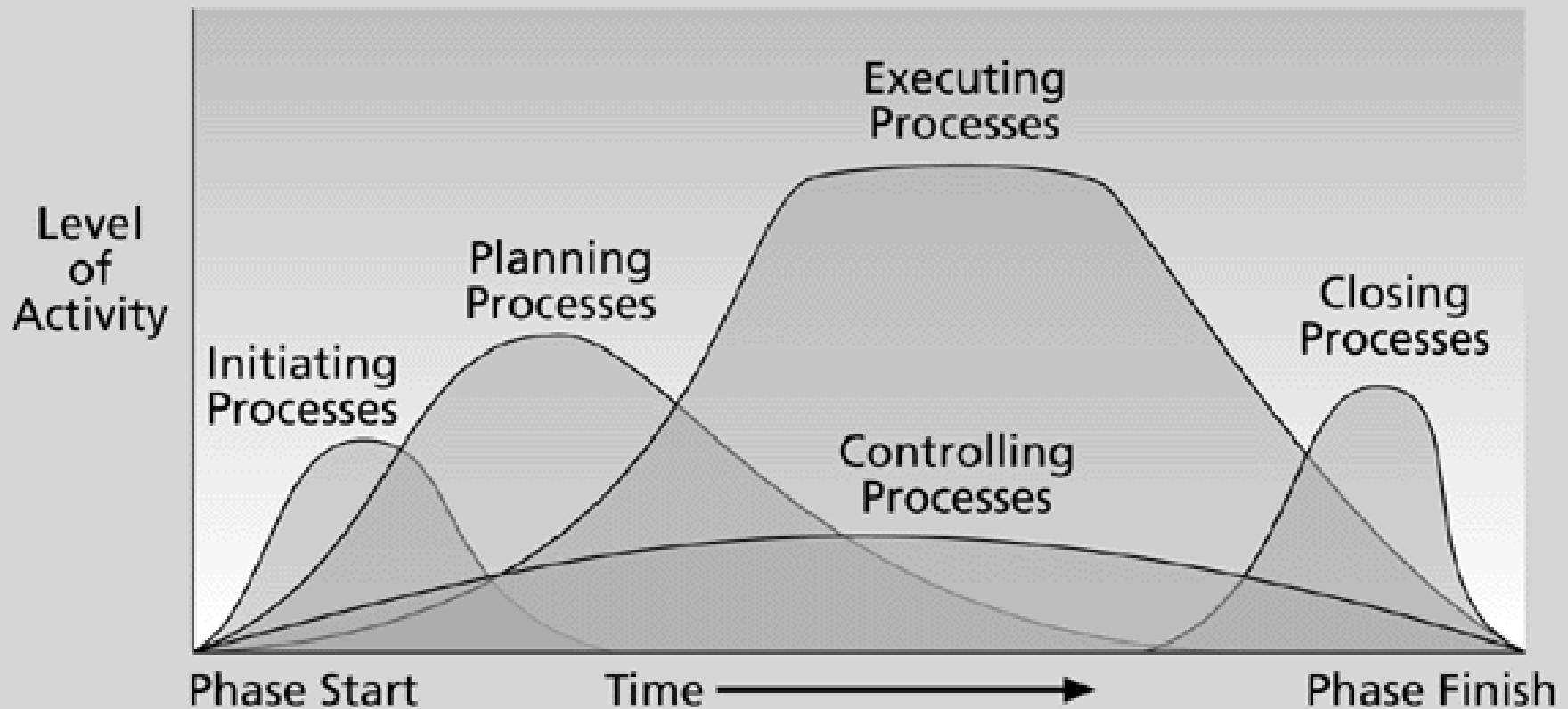
5. Closing

- Note: these are repeated for each phase of a project life cycle





# OVERLAP OF PMI PROCESS GROUPS IN A PHASE

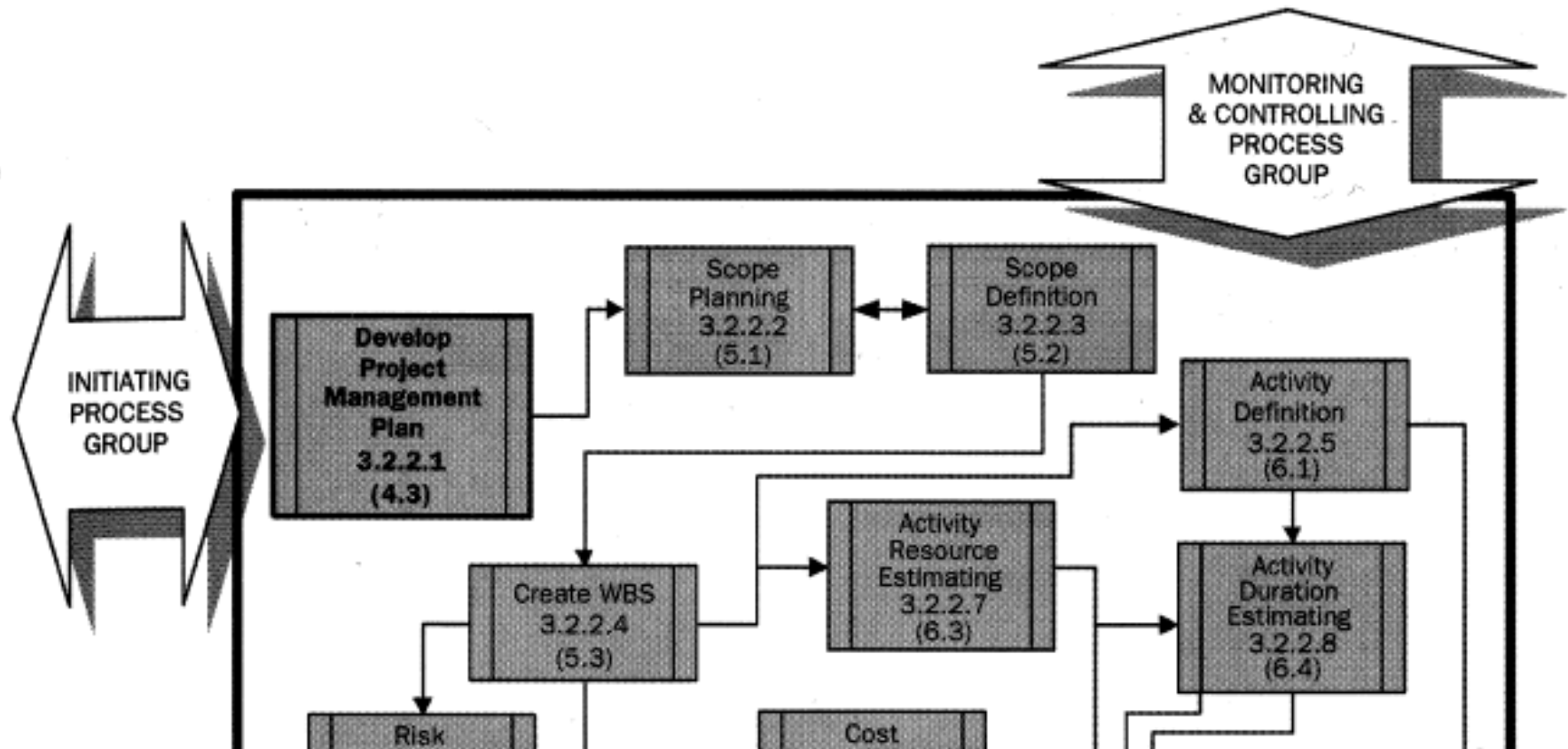


# PMI: PLANNING PROCESS

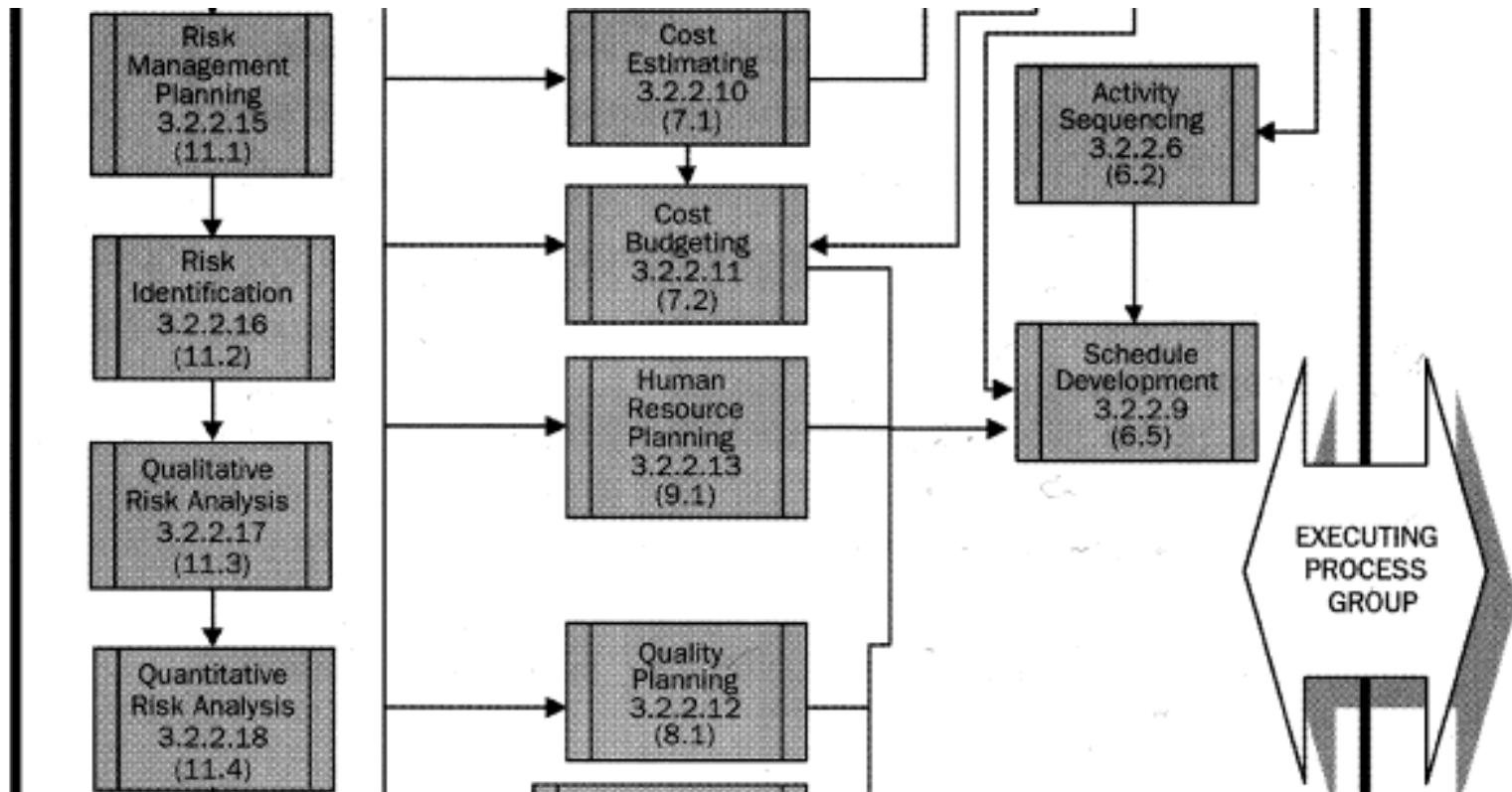
- Main goal is to develop Project Management Plan
  - Identifying, defining, and maturing project scope and cost
  - Scheduling project activities
  - Identifying and resolving risks, opportunities, assumptions, etc.
- Project planning is an ongoing effort
  - it evolves and changes throughout the life of the project
  - ⇒ Change management (Integrated Change Control)!
- Inputs: Enterprise Environmental Factors, Organizational Process Assets, Project charter, Preliminary Project Scope Statement
- Outputs: Project Management Plan and its subsidiary plans (and other “documents” such as WBS and resource calendars)



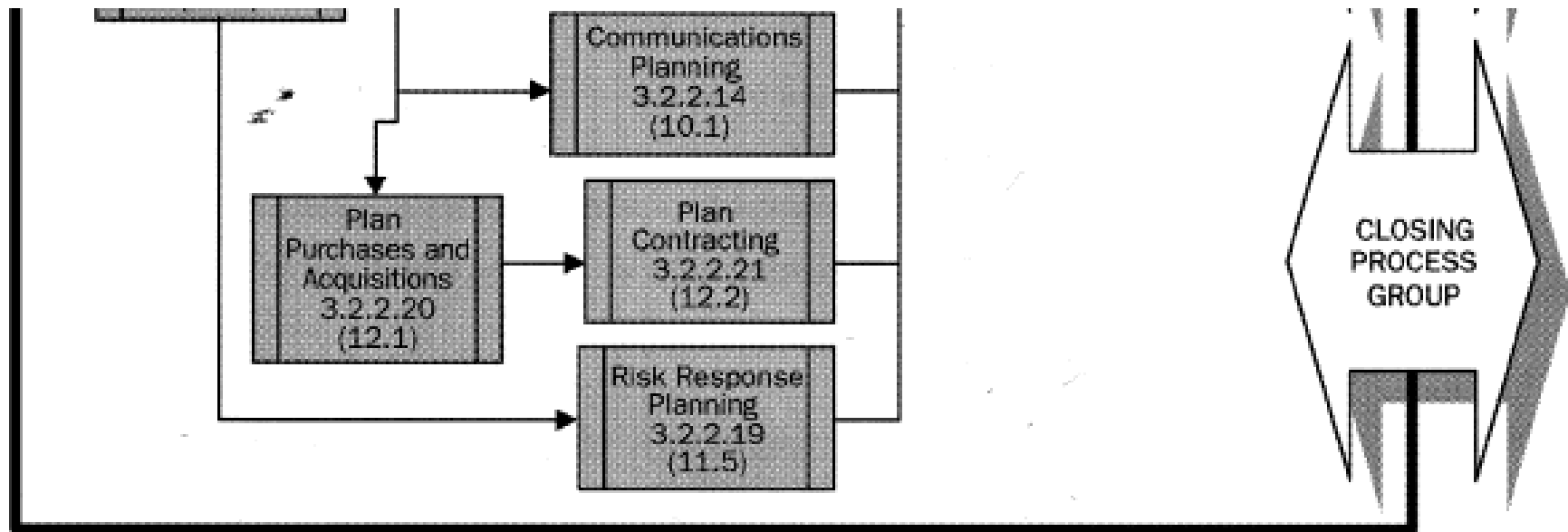
# PLANNING PROCESS (PMBOK'04, FIG 3-7) PART 1



# PLANNING PROCESS (PMBOK'04, FIG 3-7) PART 2



# PLANNING PROCESS (PMBOK'04, FIG 3-7) PART 3



# PROJECT MANAGEMENT PLAN DEVELOPMENT

- A project management plan is a document used to define, integrate, and coordinate all project planning documents
- Its main purpose is to guide project execution
- It also guides monitoring & controlling and how the project will be closed
- Project plans helps the project manager leading the project team and assessing project status
- Project performance should be measured against a baseline plan



# ATTRIBUTES OF PROJECT MANAGEMENT PLANS

- Note: many people talk about project plans when they mean project **management** plans (PMP)
  - PMP emphasizes planning of all (potential) issues during a project (risks, project closing etc.)
  - A general PMP template should be adjusted for the purposes of a particular project => the contents of a PMP depends on the size, assigned resources etc.
- Plans should be dynamic and flexible
- Plans should be updated as changes occur
- Plans should first and foremost guide project execution  
=> “rulebook” for the project: who does what when ...



# COMMON ELEMENTS OF A PROJECT MANAGEMENT PLAN

- Introduction or overview of the project
- Description of how the project is organized
- Management and technical processes used on the project
- Work to be done, schedule, and budget information





# SAMPLE OUTLINE FOR A SOFTWARE PROJECT MANAGEMENT PLAN (SPMP)

Project Management Plan Sections					
	Introduction	Project Organization	Managerial Process	Technical Process	Work Packages, Schedule, and Budget
Section Topics	Project overview; project deliverables; evolution of the SPMP; reference materials; definitions and acronyms	Process model; organizational structure; organizational boundaries and interfaces; project responsibilities	Management objectives and priorities; assumptions, dependencies, and constraints; risk management; monitoring and controlling mechanisms; and staffing plan	Methods, tools, and techniques; software documentation; and project support functions	Work packages; Dependencies; resource requirements; budget and resource allocation; and schedule

## DISCUSSION AND A TASK

- Does your organization have a template for PMP?
  - If yes, does it scale or fit to different kinds of projects?
  - If no, why?
- Examine the templates provided in the course home page (and in the learning environment)
  - How applicable are they for your own purposes?
  - Are there something that you don't understand?



# HOMework ASSIGNMENT

- Write a **Project Management Plan** for your project
- Includes elements of a Project charter and SOW
- Several pages
- Appendices (subsidiary plans) such as risk and communications management plan will be added later
- Use format of your choice (see links and templates on class site & learning environment)
- Graded on content, not format



# HOMework READING

- PMBOK 2004, Section 4.3 (p. 88-90) and related subsidiary plans (e.g. Project scope management plan, Section 5.1.3.1, see p. 89); Chapters 5-7 (p. 103-178)
- Review links and Project Management Plan templates included in the learning environment



# QUESTIONS?



PROJECT SCOPE MANAGEMENT  
PROJECT TIME MANAGEMENT  
PROJECT COST MANAGEMENT

SEPARATE SLIDES,  
SEE OPTIMA

