**Project Management Summative Assessment**

Step ONE: Chose a Project

Choose a project for your project plan. The project that you choose can be work or community related. As you choose your project for this assignment, consider the answers to the questions below. For something to be considered a project, the answer to all of these questions must be “yes.”

• Is it unique?

• Does it have a start and end date? (Is it a temporary endeavor?)

• Is there a way to determine whether the project has been completed?

• Is there a way to determine stakeholder satisfaction?

• Is this project complex enough to meaningfully discuss each and every section of the project plan, yet limited enough to discuss in less than 20 pages? For example, creating a dinner for your family would not be complex enough to detail a meaningful staffing plan, communications plan, etc. Creating a dinner at Buckingham Palace would be complex enough, but possibly difficult to discuss thoroughly in 20 pages. Read through all the required sections for the Project Plan before you make your final decision about your project.

• Do you know the project very well? Project Management is a highly transferrable skill from one profession to another, but most individual project plans rely on intricate, finely grained understanding of all the particular industry terms, components and relationships. For this plan, you cannot rely on technical jargon or industry standard operating procedures to describe the sections. Your plan must explain to a reasonable stakeholder, with very basic knowledge about the project, exactly what to expect.

Step TWO: Write a Project Plan

Once you have identified a project you must create the project plan. Recall that project planning is at the heart of the project life cycle, and tells everyone involved where you’re going and how you’re going to get there. The planning phase is when the project plans are documented, the project deliverables and requirements are defined, and the project schedule is created. It involves creating a set of plans to help guide your team through the implementation and closure phases of the project. The plans created during this phase will help you manage time, cost, quality, changes, risk and related issues. It will also help you control staff and external suppliers, to ensure that you deliver the project on time, on budget and within schedule.

Your Project Plan must include:

-­‐ Introduction

o The Introduction provides a high level overview of the project and what is included in this Project Management Plan. This should include a high level description of the project and describe the project’s deliverables and benefits. Excessive detail is not necessary in this section as the other sections of the project plan will include this information. This section should provide a summarized framework of the project and its purpose. Typically, you would look back at the Project Charter for information to include in this section.

-­‐ Project Management Approach

o Explain in general the roles and authorities of project team members. Include information about which departments, etc., will provide the resources and what resource constraints are to be considered. If there are decisions to be taken by specific persons, such information should be included here as well.

-­‐ Milestone List

o Provide a summary list of milestones, including dates for each milestone. Include an introductory paragraph in this section, which provides some insight to the major milestones. This section should also mention or discuss actions taken if any changes to the milestones or delivery dates are required.

-­‐ Baselines

o Schedule

The schedule baseline provides a reference point for managing project progress as it pertains to schedule and timeline.

o Cost

This section contains the cost baseline for the project upon which cost management will be based. The project will use earned value metrics to track and manage costs while the cost baseline provides the basis for the tracking, reporting, and management of costs.

o Scope/quality

This section should include the quality baseline for the project. The purpose of this baseline is to provide a basis for ensuring that quality can be measured to determine if acceptable quality levels have been achieved. It is important for all projects to clearly define and communicate quality standards and the quality baseline serves this purpose.

-­‐ Project Scope and Work Breakdown Structure (WBS)

o State the scope of the project in this section. The scope statement from the project charter should be used as a starting point; however, the project plan needs to include a much more detailed scope than the charter. This detail should include what the project does and does not include. The more detail included in this section, the better the product. This will help to clarify what is included in the project and help to avoid any confusion from project team members and stakeholders.

o The WBS provides the work packages to be performed for the completion of the project.

-­‐ Change Management Plan

o This section should describe your change control process. Ideally, this process will be some type of organizational standard, which is repeatable and done on most or all projects when a change is necessary. Changes to any project must be carefully considered and the impact of the change must be clear in order to make any type of approval decisions. Many organizations have change control boards (CCBs), which review proposed changes and either approve or deny them. This is an effective way to provide oversight and to ensure adequate feedback and review of the change is obtained. This section should also identify who has approval authority for changes to the project, who submits the changes, and how they are tracked and monitored.

-­‐ Communications Management Plan

o The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed to ensure project success. You should give considerable thought to how you want to manage communications on every project. By having a solid communications management approach you’ll find that many project management problems can be avoided. In this section you should provide an overview of your communications management approach. Generally, the Communications Management Plan defines the following:

* Communication requirements based on roles
* What information will be communicated
* How the information will be communicated
* When will information be distributed
* Who does the communication
* Who receives the communication
* Communications conduct

-­‐ Cost Management Plan

o The Cost Management Plan clearly defines how the costs on a project will be managed throughout the project’s lifecycle. It sets the format and standards by which the project costs are measured, reported, and controlled. Working within the cost management guidelines is imperative for all project team members to ensure successful completion of the project. These guidelines may include which level of the WBS cost accounts will be created in, and the establishment of acceptable variances. The Cost Management Plan:

* Identifies who is responsible for managing costs
* Identifies who has the authority to approve changes to the project or its budget
* How cost performance is quantitatively measured and reported upon
* Report formats, frequency, and to whom they are presented

-­‐ Procurement Management Plan

o The Procurement Management Plan should be defined to clearly identify the necessary steps and responsibilities for procurement from the beginning to the end of a project. The project manager must ensure that the plan facilitates the successful completion of the project and does not become an overwhelming task in itself to manage. The project manager will work with the project team, contracts/purchasing department, and other key players to manage the procurement activities.

-­‐ Project Scope Management Plan

o It is important that the approach to managing the project’s scope be clearly defined and documented in detail. Failure to clearly establish and communicate project scope can result in delays, unnecessary work, failure to achieve deliverables, cost overruns, or other unintended consequences. This section provides a summary of the Scope Management Plan in which it addresses the following:

* + - Who has authority and responsibility for scope management
		- How the scope is defined (i.e. Scope Statement, WBS, WBS Dictionary, Statement of Work, etc.)
		- How the scope is measured and verified (i.e. Quality Checklists, Scope Baseline, Work Performance Measurements, etc.)
		- The scope change process (who initiates, who authorizes, etc.)
		- Who is responsible for accepting the final project deliverable and approving acceptance of project scope

--- Schedule Management Plan.

o This section provides a general framework for the approach, which will be taken to create the project schedule. Effective schedule management is necessary for ensuring tasks are completed on time, resources are allocated appropriately, and helping to measure project performance. This section should include discussion of the scheduling tool/format, schedule milestones, and schedule development roles and responsibilities.

-­‐ Quality Management Plan

o This section discusses how quality management will be used to ensure that the deliverables for the project meet a formally established standard of acceptance. All project deliverables should be defined in order to provide a foundation and understanding of the tasks at hand and what work must be planned. Quality management is the process by which the organization not only completes the work, but completes the work to an acceptable standard. Without a thorough Quality Management Plan, work may be completed in a substandard or unacceptable manner. This section should include quality roles and responsibilities, quality control, quality assurance, and quality monitoring.

-­‐ Risk Management Plan

o This section provides a general description for the approach taken to identify and manage the risks associated with the project. It should be a short paragraph or two summarizing the approach to risk management on this project.

-­‐ Stakeholder Management Plan

-­‐ Staffing/Human Resource Management Plan

o Discuss how you plan to staff the project. This section should include discussion on matrixed or projectized organizational structure, depending on which is being used for this project. This section should also include how resources will be procured and managed as well as the key resources needed for the project.

Checklist

Project Plan

Contains all required components as indicated in the guidelines with clear and complete descriptions for each.

Project Management

Demonstrates sophisticated understanding of project management, applications, and tools.

Application

Fully understands the depth and breadth of the subject matter as well as all related concepts as they relate to project management. No errors in content or interpretation of the material. Uses or applies project management methodologies.

Writing Mechanics

The project plan is logical, well written, and of the required length. Spelling, grammar, and punctuation are accurate. APA formatting standards

are followed.

Class milestones

Milestone 1

From the video in the Learning Activity “Core Concepts of Project Management,”

list the five tools that are useful for project management.

The five tools given that are used for project management are:

1. Planning is paramount.

2. Gantt Charts.

3. Critical path analysis.

4. Fishbone diagrams.

5. PM software.

When does the video say that you will use these tools?

6. The video states the following cases:

a. Make sure all stakeholders agree on what should be delivered.

b. Consider the skills that you need for the project and then compare that to the people you have.

c. Create a project communication plan.

d. Consider risk and plan for them or plan on how to avoid it.

e. After completion report on what was done well or what can be done better.

The video refers to the 6 P’s of project management.

The six P’s referred too are; Proper planning prevents poor project performance.

Research this topic on the Internet.

The topic has many other occurrences; however, there is one job transition that I feel is appropriate.

What do the 6 P’s spell out?

The first ones were listed above and are: Proper planning prevents poor project performance.

The additional ones I found are listed next:

patience, persistence, professionalism, presentation, politeness, and preparedness.

Do you think this rule is useful in project management?

Yes, I feel that the rule is helpful in all areas of business.

Why or why not?

It is all in the preparation. I have painted houses, and I know from experienced that house painting is 90% prep and 10% painting. A good job is not measured by paint, but by the quality and time of preparation. This is likely true in all areas of business from negotiation to SRM to Project Management.

 The topic has many other occurrences; however, there is one job transition that I feel is appropriate.

In fact, six P's are referred to in many different subjects. Here is a quick list.

The Six P's of Marketing

 https://entrepreneur.com/article/71484

Six P’s of planning

 https://jbdcolley.com/six-ps-of-planning-prior-planning-preparation-prevents-poor-performance/

6 P’s to planning your perfect preparation

 http://wbsgroup.com/Latest-News/6-ps-to-planning-your-perfect-preparation

The Six P's of Presentations

 http://web.stanford.edu/~efs/698c-W15/6Ps.pdf

Tryout Success Starts With The Six P’s: Proper, Prior, Preparation Prevents Poor Performance

 https://gchockey.com/blog/2017/03/02/tryout-success-start-with-the-six-ps-proper-prior-preparation-prevents-poor-performance/

6 P’s FOR TRAINING EXCELLENCE

 http://www.trainingfolks.net/publications/pub\_012/6P\_Checklist\_03\_09\_10.pdf

What do the 6 P’s spell out?

The first ones were listed above and are: Proper planning prevents poor project performance. (most references do not use the word "project" but other terms that are less suited for academic writing.

The additional ones I found are listed next:

patience, persistence, professionalism, presentation, politeness, and preparedness are found all over as well including the military.

 https://military.com/veteran-jobs/career-advice/job-hunting/6-tips-for-successful-job-search.html

Do you think this rule is useful in project management?

Yes, I feel that the rule is helpful in all areas of business. It is always better to have a plan, Planning is a must in any business venture, infact, most financial institutions will not even talk to someone without a sound business plan. In addition, a plan give one a benchmark to measure from.

Why or why not?

It is all in the preparation. I have painted houses, and I know from experienced that house painting is 90% prep and 10% painting. A good job is not measured by paint, but by the quality and time of preparation. This is likely true in all areas of business from negotiation to SRM to Project Management.

Milestone 2

In the Learning Activity “Integration: One Piece of a Large Puzzle” the presenter in the video talks about the importance of integration for successful project management. He lists seven processes of integration of which three are planning related. List these three planning related processes.

First three are planning processes the others are executions

1. Project Charter

2. Preliminary Scope Statement

3. Project Management Plan

4. Direct & Management Project Execution

5. Manage & Control Project Work

6. Integrate Change Control

7. Close Project

Then, research the topic of project integration management on the Internet. How does project integration differ from regular project management? List at least two benefits of integration.

According to the APM website;

A project is a unique, transient endeavor, undertaken to achieve planned objectives, which could be defined regarding outputs, outcomes or benefits. A project is usually deemed to be a success if it achieves the objectives according to their acceptance criteria, within an agreed timescale and budget.

A key factor that distinguishes project management from just 'management' is that it has this final deliverable and a finite timespan, unlike management which is an ongoing process. Because of this, a project professional needs a wide range of skills; often technical skills, and certainly people management skills and good business awareness (APM, 2018).

So while management is an ongoing process, project management ends after delivering its objectives and goals. The problem with regular project management is that many times projects are standing alone like an island without being connected to what the other projects that are congruently occurring within the firm. The answer to this problem is “project integration management (PIM).”

Clarizen.com reveals that some degree of flexibility is beneficial, organizations maintaining a high level of integration through projects are more efficient in directing activities toward successfully achieving their long-term goals. Further Clarizen defines IPM as a methodology, “in which all of an organization’s business units use a consistent approach to project management and share information about project needs and objectives—is essential for maintaining or improving team efficiency and project effectiveness within a growing company (Clarizen, 2018).

Benefits to PIM might include – Cost lowered through the availability of resource from other ongoing projects, Accountability to the chain of command, just-in-time project completion, diversity in project solutions, outsourcing to other projects that may be set up and better equipped to complete a work package.

References

APM, (2018) URL https://www.apm.org.uk/resources/what-is-project-management/

Clarizen, (2018) URL <https://www.clarizen.com/the-importance-of-integrated-project->management/

Notes

Aspects to integration

1. The integration with the external environment of the project.

 a.Your project is not an island, it is its own entity but takes all its rules and regs from the mainland and should be complimentary. Not having this will cause all kinds of grief.

2. The internal integration of all the parts of the project.

 a. Create Synergy will all the bits and pieces.

 b. Nine knowledge areas.

 i. Integration

 ii. Scope

 iii. Time

 iv. Cost

 v. Quality

 vi. Resources

 vii. Communications

 viii. Risk

 ix. Procurement

They all interlink Scope includes parts of strategy; time includes WBS dictionary, Schedule, Budget, etc.

Traceability down through the project.

Milestone 3

The advantages listed In the Learning Activity “Using Sticky Notes to Create the WBS” were

Advantages

1. Quick to use

2. You can move them around

3. Everyone can contribute

4. The results are visible

5. They help build commitment in the team

6. If you put them on paper you can roll it up and take it with you.

Choose the three advantages from the video that you think are most important and state why you think each are important.

The three I believe to be most important are;

1. Quick to use. If time is saved money will be saved.

3. Everyone can contribute. This is important because those people with intimate knowledge of processes may be able to identify needed deliverables that others may miss.

And

6. you can roll it up and take it with you. The large visual nature of putting sticky’s on paper makes this something that can be done at the coffee shop or any other venue but is great for making the work have an element of unity and fun.

Compare the sticky note method to the method on the whiteboard in this video. Which method do you think produces a better plan? Why?

After watching the video on YouTube I still like the sticky note way better as it gives a more informal feel. In reality, a hybrid of the two may sometimes work better. Having phases is just a better structure, then subgrouping into projects, deliverables, and finally work groups is easier to understand and potentially may result is a quicker workflow, on the flip side, the participating nature of sticky notes, the quickness, and the mobility of having them on paper makes the hybrid a great solution.

Milestone 4

In the Learning Activity “Triple Constraint Video” the presenter lists four items rather than the three that are typically referred to as The Triple Constraint.

The typical Triple Constraint is Time, Cost, Scope.

What are these four items and what is the item that is typically not referred to?

The ones that she gives are Time, Cost, Scope, and Quality. Quality is the added

 Why do you think that the presenter added this constraint?

I think that she added the constraint is of quality to help people to realize that ultimately quality may fluctuate when incorrectly balancing the constraints.

 In this Topic, refer to the Learning Activity “What Is the Triple Constraint?” and reflect on the interrelation of the constraints.

 The example given in this activity about oil platform p-36 brings home this topic. People hungry to show exaggerated profits are hungry to cut costs. Unfortunately, what seems like a good idea may end up costing more that one is willing to pay. In this example they cut costs in quality and safety, while profits when up for a short time, the end was the cost of the entire platform, as well as a great loss of life. The company is touting that they found a new way to and that the old way of quality and safety assurance was outdated, expensive, and not needed. I believe any time one side of this triangle is inequal to the others there is most likely a problem on the horizon.

Do you think it is possible to optimize all three constraints? Why or why not?

 I believe that there should be a locking mechanism that required proportions always to be equal. If the triangle is always isosceles then things unforeseen costs will most likely stay down. People tend to want to shorten just one side. However, this is risky business as shown in the p-36 platform destruction. This reminds me of an add I seen for an auto repair shop. It says

“We give Great Quality Work, That is Quick and Inexpensive.”

Pick any 2.

Quality Work that is Quick…. Won’t be Inexpensive.

Quality Work that is Inexpensive … Won’t be Quick

Quick Work that is Inexpensive … Won’t be Quality.

Milestone 5

In the Learning Activity “Details of Project Phases,” the two videos detail the project phases of the project management process. List the phases from each video

 Video One. Initiation, Planning, Execution, Closing.

 Video Two. Initiation, Development, Implementation, Monitor and Control, Finalization.

Comment on how the phases are similar and how they are different.

 Both start with Initiation. However, video one’s description is broader. “Initiation, do business case theseabilities study, will have a good return on investment. Project budget and type of skills needed” while video two just says that someone has an idea.

 V1 say’s planning, V2 days development. While some of the development was done in step one is V1 the ideas are about the same.

 Development—planning is done, how long, how much, risks or in V1 planning-- Funding has been awarded, do detailed planning, schedule, resource planning, statement of work, additional planning, Stakeholders management, this is the meat of the project occurs here.

 Execution versus Implementation. A different word for the same thing. As I used to say as a teenager, “Same Difference.” Execution = risk management, project activities, issues management, change control management, communications management, integration management. Video two does make a distinction here and adds a subcategory of Monitor and Control—What is happening!

 Closeout and Finalization are the same, Make sure its all signed off delivered, and paid for.

Choose the phase that you think is the most difficult to implement.

 I think initiation is the hardest to implement. Coming up with the idea, doing the homework to make sure it's profitable and submitting it for approval.

Why do you feel this is difficult?

 Good Ideas are hard to come by, also knowing how to get something funded is also a work of art.

Research this phase on the Internet and provide at least one suggestion to better implement this phase.

 PMI give some advice here.

 Stage 1: Maturity assessment—a formal audit of the organization, focused on exploring the strengths and weaknesses of their current project management practices. Our assumption was that, since the organization has been one of the leaders at the Polish market, and they were growing fast, their project management approach couldn't be that bad, that there must be a lot of things they were doing effectively.

 Stage 2: Methodology development—based on this positive evaluation of the current project management practice and with PMBOK as the global project management standard, we wanted to build a project management methodology that was tailored to the organization and that the client could implement step by step. An initial decision was that we didn't want to give them a ready-to-implement solution but wanted instead to secure buy-in from the management representatives and get them involved in the building process.

 Stage 3: Methodology implementation—based on our previous experience with the project management methodology implementation projects, we convinced the client that this phase of implementation is a crucial element of the whole process, and we would like to be involved in it.

(PMI, 2018)

However, this is for a big company.

Reference

PMI, (2018) URL https://www.pmi.org/learning/library/design-implementation-project-management-methodology-9280

Milestone 6

From the article in the Learning Activity “Systemic Project Management,” list at least two ways in which systemic project management differs from traditional project management.

The number one way is that it is a cycle and repeats instead of being linear.

Secondly, I like how the video put the planning phase. Having the planning phase connected to each phase makes sense to me.

Taking into consideration that systemic project management could potentially require more time and resources, do you see the value of this approach? Why or why not?

Yes, I feel that there is great value in this approach. 1. Like the coach said if you don’t have the money to do it right, you certainly don’t have the money to do it again correctly.

One of the articles listed several companies who attempted to save money by cutting corners here, the results were very expensive. Not only this but by using ongoing process innovation, adaptation, and growth occurs as needed. The alternative is to finish a project let it get outdated and then create a new project to replace the old one; this is much more expensive.

Class Notes and Outline

Objective 1: Fundamentals of Project Management

Topic 1: What Is a Project?

 How Is a Project Defined?

 Identifying Projects

 Project Versus Process

 Projects Within Projects

Project Management Lessons Learned in the Kitchen

Topic 2: What Is Project Management?

 Project Management Defined

 Core Concepts of Project Management

 Do You Have a Strong Project Management Culture?

 Milestone Activity: Tools For Project Management

Objective 2: Project Management Knowledge Areas

Topic 1: Project Management Knowledge

 What Are Project Management Knowledge Areas?

 Topic 2: Project Start-Up and Integration

 What Is Project Integration Management?

 Integration Management, In-Depth

 Integration: One Piece of a Large Puzzle

 Integration Management Plan Templates

 Milestone Activity: Project Integration Management

Topic 3: Project Scope

What Is Scope?

 What Is Scope Creep?

 Scope Exclusions

 Thinking About Scope

 Project Requirements

 Scope Inputs, Tools, and Techniques

 Using Sticky Notes to Create the WBS

 Benefits of a Scope Management Plan

 Scope Management Plan Templates

 Milestone Activity: Work Breakdown Structure

 Topic 4: Project Schedule and Time Management

 Overview of Time Management

Managing the Schedule

 Time Management in Practice

 Time Management Plan Template

 Topic 5: Project Costs

 What Is Cost Management?

 Estimating Costs

 Applying What You Learned

 Cost Management Plan Template

 Topic 6: Project Quality

 What Is Project Quality?

 Definitions of Quality and Grade

 Quality: Two Aspects of the Project

 Cost of Failure After the Project

 Planning and Controlling Project Quality

 Missing Quality Management Plan

 Cost-Benefit Analysis: In-Depth

 Quality Management Plan Templates

 Topic 7: Project Team: Human Resources

 What Is Human Resources Management for Projects?

 Human Resource Management Plan Template

 Topic 8: Communications

 Communications Planning

 Types of Communication

 Synchronous Versus Asynchronous Communication

 Communication Management Plan Template

 Topic 9: Project Risk

 Defining Risk

 Risk Management Plan Templates

 Topic 10: Project Procurement

What Is Procurement?

 Procurement Management Plan Templates

 Topic 11: Stakeholder Management

 What Is Stakeholder Management?

 Why Stakeholder Management?

 Stakeholder Management Plan Template

Objective 3: How Projects Evolve

Topic 1: The Triple Constraint

What Is the Triple Constraint?

 Triple Constraint Video

 Milestone Activity: The Triple Constraint

Topic 2: The Project Life Cycle

 Project Phases

 Details of Project Phases

 Milestone Activity: Project Phases

Objective 4: Other Views of Project Management

Topic 1: The System View of Project Management

 Systems Project Management, Defined

 Systemic Project Management

 Taking a Systems View

 Milestone Activity: Systemic Project Management

Topic 2: Information Systems Development Cycle

 What Are Information Systems?

 Systems Development Life Cycle

 Systems Development Life Cycle Checklists

 Case Study: Application of the Systems Development Life Cycle

 Objective 5: The Project Plan

Components of a Project Plan

 Primer: Creating a Project Management Plan

 Creating a Clear Project Plan