Assignment:

Identifying Project Processes

Duration: 120 Minutes

Learning Objectives

In this assignment you'll identify the processes of a project and the flow of the project management processes. By the end of this assignment you'll be able to

- Identify the two Initiating processes
- Address the importance of the processes

Examine the Initiating Processes

You are a project manager for your organization and Jane, the CIO, informs you about a new project she would like you to manage. This project will replace the operating system of all workstations in your organization. She will serve as the project sponsor for the project.

1. What is the first project management process group you'll be working with in this scenario?

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2. How many project management processes exist within Initiating?

3. What is the first project management process you and Jane will need to discuss, and why is this important?

4. What is the second process to consider in this scenario?

5. List all of the processes in the first process group of the project management life cycle?

Identifying the Planning Processes

The second process group in the project management life cycle is Planning. There are 24 project management processes that you'll need to know and be familiar with for your project management examination. These 24 processes do not have to be done on each project, but remember, you must know all of these processes for your PMP examination:

- Develop the project management plan
- Plan scope management
- Collect project requirements
- Define the project scope
- Create the work breakdown structure
- Plan schedule management
- Define the project activities
- Sequence the project activities
- Estimate the activity duration
- Develop the project schedule
- Plan cost management
- Estimate the project costs
- Establish the project budget
- Plan quality management
- Plan resource management
- Estimate activity resources
- Plan communications management
- Plan risk management
- Identify the project risks
- Perform qualitative risk analysis
- Perform quantitative risk analysis

- Plan risk responses
- Plan procurement management
- Plan stakeholder engagement

As a reminder, it is not necessary to use every process on every project. Consider a project that will not have a need to purchase anything at all; there'd be no reason to plan procurements, because no procurement is needed. In addition, while a project may elect to use a process, a decision should also be made as to what depth the process is needed. Typically, the larger the project, the more detail that is needed, the more processes will be needed, and the more time is needed for project planning.

Defining the Planning Processes

This exercise will help you understand the 24 Planning processes and what each process does. Fill in the blank for the following Planning process definitions:

1. As a project manager you'll need to gather the stakeholder requirements your project is required to satisfy to consider the project complete:

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2. Once you've created the project scope and the WBS, the project manager and project team will define the exact activities that need to complete in order to define the exact elements of the WBS and scope:

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3. Based on the needs of the project, the organizational procedures, and the project budget, the procurements for the project are identified and planned for:

4. Once you've created the Project Scope Statement, you'll decompose the project scope into this document:

5. This process comes well after you've created the WBS. You can examine the aggregate costs of the individual elements to create a budget and a cost baseline:

6. Based on the stakeholder requirements, the project scope statement defines what is and is not included in the project:

7. Stakeholders will need you and the project team to create time estimates for the duration of the project work and the duration of the project:

8. The organizational rules and structure may restrict the extent of this process, which establishes the ground rules, management, discipline, rewards and recognition system, and other facets of human resource management for the project:

9. After risk identification you'll complete this process to counteract the identified risk events:

10. This is an iterative project management process that examines the project for risks that may threaten any of the project objectives:

11. This process determines the quantity of people, materials, equipment, and other necessities to complete the project work:

12. This project management process defines the risk management approach to be used within the project:

13. This process is based on the outputs of the Qualitative Risk Analysis. It is an in-depth review of the identified risks:

14. This project management planning process defines who will get what information and when:

15. This process requires that you examine the project team calendars, the resources availability, the organization calendars, and the duration of the project work to schedule when the project work may take place:

16. This project management process creates the overall project management plan to communicate the intent and method of accomplishing the project's objectives:

17. You will define the conformance to requirements, the policies of the organization, the adherence to project scope, the quality assurance, and quality control activities with this process:

18. You will need to evaluate the costs of the resources and activities for each element in the WBS to predict the cost of the project:

19. You'll examine the project work and put the activities in the correct order:

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20. This quick, subjective review of the identified risks helps determine which risk events demand additional analysis:

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Identifying the Executing Processes

The Executing process group has just ten processes in the project management life cycle. Recall that the bulk of the project time and the project budget is spent in project execution. This is evident in that you're executing the project plans you and the project team have created in the previous project management process group, Planning. The ten Executing processes you'll need to be familiar with are

- Direct and manage project work
- Manage project knowledge
- Manage quality
- Acquire resources
- Perform team development
- Manage the project team
- Manage communications
- Implement risk responses
- Conduct procurements
- Manage stakeholder engagement

Utilizing the Correct Executing Processes

You are the project manager of the NHJ Project for your organization. Your project team has completed the initial round of project planning, and you're ready to commence with the project execution. This project is scheduled to last eighteen months and has a project budget of $575,000.

1. As the project manager, what Executing process will you do to ensure the project work is being completed according to plan?

2. The NHJ Project needs some additional project team members. What Executing process will allow you to add more project team members?

3. The NHJ Project takes place at a manufacturer that creates, packages, and ships tomato sauce. There are many government regulations, industry guidelines, and internal requirements that your project must adhere to. The regulations, industry guidelines, and requirements often influence which Executing process?

4. Holly and Tom, two of your project team members, are reporting that Mike, the manufacturing manager, is not happy with the project. Holly reports that Mike is telling his team to ignore requests from the project team. You need to speak with Mike about this and determine why he's not happy with the NHJ Project. What Executing process is this?

5. You want the project team in your project to know and rely on each other better. You hire a coach to lead the project team through some trust exercises and a workshop to learn about one another. What Executing process are you likely leading?

6. It's come to your attention that some of the project team members on the NHJ Project aren't following the ground rules. You decided that you'll need to communicate with the team members about your expectations and what is required of them. What Executing process are you completing?

7. You'll need to purchase several things for the NHJ Project. What Executing process guides you through the actual purchasing of project resources?

8. You want to explore as many options as possible in the NHJ Project to share information with the project stakeholders. What are some avenues you could use as a project manager to share project information as part of the Manage Communications process?

9. When triggers or thresholds are apparent you'll use this executing process:

Identifying the Monitoring and Controlling Processes

The Monitoring and Controlling process group runs in tandem with the Executing process group. The project manager can shift the activities between the execution of the project and into the monitoring and controlling of the project. This group also provides a path back to project planning. As conditions happen in the project, such as errors, risks, or delays, the Monitoring and Controlling processes address these concerns and help the project manager and team determine the best course of action. There are 12 Monitoring and Controlling processes you'll need to know for your PMP examination:

- Monitor and control the project work
- Perform integrated change control
- Complete scope validation
- Control the project scope
- Perform schedule control
- Perform cost control
- Administer quality control

- Control resources
- Monitor communications
- Monitor project risks
- Control procurements
- Monitor stakeholder engagements

Defining the Monitoring and Controlling Processes

This exercise will help you understand the 12 Monitoring and Controlling processes and what each process does. Fill in the blank for the following process definitions:

1. _____ is a procurement process to monitor the vendors and the project manager's organization to ensure that both parties are keeping the terms of the contract.

2. As the project manager, you and the project team should prevent unapproved changes from entering the project scope. This is the _____ process.

3. The _____ process helps the project manager and the project team to prevent changes to the project schedule due to errors, risks, and unapproved changes to the project.

4. Once risks have been identified, analyzed, and responded to, the project team and project manager must work to monitor the existing risks for any changes in their probability or impact. This is the _____ _____ process.

5. _____ should always happen before scope validation.

6. _____ is the process that ensures that management, customers, and other stakeholders are kept informed on the project performance according to the Communications Management Plan.

7. The _____ process examines a project change to determine its full effect on all areas of the project.

8. The project manager and the project team work together to confirm that this project work is being competed according to plan. This is the _____ process.

9. The project stakeholders, particularly the project customers, will need to inspect the project work to confirm that the work completed in the project is accurate. This is the _____ process.

10. This process ensures that costs are controlled, tracked, and documented throughout the project: the _____ process.

Examining the Project Closing Processes

You are the project manager of the HJU Project. This project is scheduled to last 18 months and it has three distinct phases; you and the project team have just completed the second phase of the project. You are working with the TY Electrical Company on this project along with the Smith & Smith Architectural firm. In the final phase of the project a new vendor, Halton Industries, will join your list of suppliers for the project.

1. What activities should you do now that you've completed the second phase of the project before moving on to the third phase of your project?

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2. One of your project team members in the HJU Project reports that the TY Electrical Company didn't actually complete part of their assignments. You inspect the work and confirm that what the TY Electrical Company reported is inaccurate and part of the project work remains unfinished. How would you manage this situation with the TY Electrical Company?

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3. Throughout the second phase of the JHU Project, you, the project team, and your preferred vendors have created charts, blueprints, and drawings that helped the project team execute the project plan. What should you, the project manager, do with these drawings? Why?

4. The HJU Project is performing well, and you've one more phase to complete before the project is officially closed. As you close the second phase of the project, what documents and project information would you want to review in anticipation of the final phase of the project?

Solution: Identifying the Initiating Processes

This critical thinking exercise asked you several questions about the Initiating processes. Here are the answers to these questions:

1. What is the first project management process group you'll be working with in this scenario?

   The first process group of the project management life cycle is the Initiating process group.

2. How many project management processes exist within the first project management process group?

   There are just two processes in the initiating process group: Develop the Project Charter and Identify the Stakeholders.

3. What is the first project management process you and Jane will need to discuss, and why is this important?

   You and Jane will need to discuss the project charter first. The project charter officially launches the project, authorizes the project manager, and allows the project to exist within the organization.

4. What is the second process to consider in this scenario?

   Once the project charter has been created, you and Jane will need to discuss the Identify Stakeholders process. This process is important because it identifies all of the people and groups that will be involved in the project or affected by the project. You'll need to know this information for project planning and communications.

5. List all of the processes in the first process group of the project management life cycle?

   The two processes within the initiating process group are the Develop Project Charter process and the Identify Stakeholders process.

Solution: Identifying the Planning Processes

This exercise asked you to review the planning processes and then to complete the statements about the different planning processes. Here are the answers to these questions:

1. As a project manager you'll need to gather the stakeholder requirements your project is required to satisfy to consider the project complete: Collect Requirements
2. Once you've created the project scope and the WBS, the project manager and project team will define the exact activities that need to complete in order to create the elements of the WBS and scope: Define Activities.
3. Based on the needs of the project, the organizational procedures, and the project budget, the procurements for the project are identified and planned for: Plan Procurements.

4. Once you've created the Project Scope Statement, you'll decompose the project scope into this document: Work Breakdown Structure.
5. Once you've created the WBS, you can examine the aggregate costs of the individual elements to create a budget and a cost baseline: Determine Budget.
6. Based on the stakeholder requirements the project scope statement defines what is and is not included in the project: Define Scope.
7. Stakeholders will need you and the project team to create time estimates for the duration of the project work and the duration of the project: Estimate Activity Durations.
8. The organizational rules and structure may restrict the extent of this process, which establishes the ground rules, management, discipline, rewards and recognition system, and other facets of human resource management for the project: Develop Human Resource Plan.
9. There are seven of these that can be used within this risk management processes: Plan Risk Responses.
10. This is an iterative project management process that examines the project for risks that may threaten any of the project objectives: Identify Risks.
11. This process determines the people, materials, equipment, and other necessities to complete the project work: Estimate Activity Resources.
12. This project management process defines the risk management approach to be used within the project: Plan Risk Management.
13. This process is based on the outputs of the Qualitative Risk Analysis. It is an in-depth review of the identified risks: Perform Quantitative Risk Analysis.
14. This project management planning process defines who will get what information and when: Plan Communications Management.
15. This process requires that you examine the project team calendars, resources availability, the organization calendars, and the duration of the project work to schedule when the project work may take place: Develop the Project Schedule.
16. This project management process creates the overall project management plan to communicate the intent and method of accomplishing the project's objectives: Develop the Project Management Plan.

17. You will define the expectations of the stakeholders, requirements of the organization, regulations, and other factors are considered to plan for the important component of project management: Plan Quality Management.
18. You will need to evaluate the costs of the resources and activities for each element in the WBS to predict the cost of the project: Estimate Costs.
19. You'll examine the project work and put the activities in the correct order: Sequence the Project Activities.
20. This quick, subjective review of the identified risks helps determine which risk events demand additional analysis: Perform Qualitative Risk Analysis.

Solution: Identifying the Executing Processes

This critical thinking exercise presented the NHJ Project for your organization and asked you to consider some different scenarios within the project. Here are the most likely results for the questions and scenarios in the case study:

You are the project manager of the NHJ Project for your organization. Your project team has completed the initial round of project planning and you're ready to commence with the project execution.

1. As the project manager, what Executing process will you do to ensure the project work is being completed according to plan?

   Direct and Manage Project Work is the process that you, as the project manager, will use to ensure the project team and any vendors are completing the project work as defined in the project management plan.

2. The NHJ Project needs some additional project team members. What Executing process will allow you to add more project team members?

   The Acquire Resources process is the process that you can use to bring more project team members on to the project.

3. The NHJ Project takes place at a manufacturer that creates, packages, and ships tomato sauce. There are many government regulations, industry guidelines, and internal requirements that your project must adhere to. The regulations, industry guidelines, and requirements often influence which Executing process?

   Regulations, standards and guidelines, and organizational requirements often influence the Manage Quality process.

4. Holly and Tom, two of your project team members, are reporting that Mike, the manufacturing manager, is not happy with the project. Holly reports that Mike is telling his team to ignore requests from the project team. You need to speak with Mike about this and determine why he's not happy with the NHJ Project. What Executing process is this?

   As the project manager, you'll need to use the Manage Stakeholder Engagement process for stakeholders that are happy, angry, confused, or even ambivalent about your project.

5. You want the project team in your project to know and rely on each other better. You hire a coach to lead the project team through some trust exercises and a workshop to learn about one another. What Executing process are you likely leading?

   This is an example of the Executing process Perform Team Development.

6. It's come to your attention that some of the project team members on the NHJ Project aren't following the ground rules. You decided that you'll need to communicate with the team members about your expectations and what is required of them. What Executing process are you completing?

   When you need to communicate with your project team about the ground rules and expectations of the project, you are using the Manage the Team process.

7. You'll need to purchase several things for the NHJ Project. What Executing process guides you through the actual purchasing of project resources?

   The Conduct Procurement process is the only Executing process that will guide you through the purchasing of the project resources.

8. You want to explore as many options as possible in the NHJ Project to share information with the project stakeholders. What are some avenues you could use as a project manager to share project information as part of the Manage Communications process?

   Your answers may be different than what is presented here, but should basically define avenues of communication that would be appropriate for a project. Examples of communication for project information could be e-mails, reports, memos, web sites, newsletters, meetings, phone calls, teleconference, and many others.

9. When triggers or thresholds are apparent you'll use this executing process: Implement risk Responses. Triggers or warning signs or conditions that a risk event is happening, so a risk response is needed. A threshold means that the condition is crossing a "marker" and that the risk is occurring.

Solution: Identifying the Monitoring and Controlling Processes

This fill-in-the-blank exercise presented you with processes from the Monitoring and Controlling Process group. Here are the answers for the questions presented:

1. Control Procurements is a procurement process to monitor the vendors and the project manager's organization to ensure that both parties are keeping the terms of the contract.
2. As the project manager you and the project team should prevent unapproved changes from entering the project scope. This is the Control Scope process.
3. The Perform Schedule Control process helps the project manager and the project team to prevent changes to the project schedule due to errors, risks, and unapproved changes to the project.
4. Once risks have been identified, analyzed, and responses created the project team and project manager must work to monitor the existing risks for any changes in their probability or impact. This is the Monitor Risks process.
5. Quality control should always happen before scope validation.
6. Monitor Communications is the process that ensures that management, customers, and other stakeholders are kept informed on the project performance according to the Communications Management Plan.
7. The Perform Integrated Change Control process examines a project change to determine its full effect on all areas of the project.
8. The project manager and the project team work together to confirm that this project work is being competed according to plan. This is the Monitor and Control the Project Work process.
9. The project stakeholders, particularly the project customers, will need to inspect the project work to confirm that the work completed in the project is accurate. This is the Complete Scope Validation process.

10. This process ensures that costs are controlled, tracked, and documented throughout the project: the Perform Control Costs process.

Solution: Identifying the Closing Processes

This exercise asked you questions based on given project management scenarios. Your answers may be slightly different than what is presented here, but should be somewhat similar to these:

You are the project manager of the HJU Project. This project is scheduled to last 18 months and has three distinct phases; you and the project team have just completed the second phase of the project. You are working with the TY Electrical Company on this project along with the Smith & Smith architectural firm. In the final phase of the project a new vendor, Halton Industries, will join your list of suppliers for the project.

1. What activities should you do now that you've completed the second phase of the project before moving on to the third phase of your project?

   Often at the end of a phase the project customer will need to complete the Scope Validation process. This process allows the project customer to inspect the project work to confirm the project work is accurate up until this point. The project manager should then complete the close project or phase process to close the second phase and allow the third phase of this project to commence. Because the project is bringing on a new vendor, the procurement processes are likely to be invoked for this phase and the new vendor that's coming into the project.

2. One of your project team members in the HJU Project reports that the TY Electrical Company didn't actually complete part of their assignments. You inspect the work and confirm that what the TY Electrical Company reported is inaccurate and part of the project work remains unfinished. How would you manage this situation with the TY Electrical Company?

   As part of the Control Procurements process, the buyer and the seller must both live up to the terms of the contract. If the project manager has inspected the vendor's work and reviewed the terms of the contract, then it is appropriate to communicate with the vendor about the work that has not been completed. It's important to understand the terms of the contract before approaching the vendor, as the vendor may have planned the work to be completed later or not be obligated to complete the work as defined in the contract. The authority of the project manager should also

be checked, as the discussion with the vendor may not be within the project manager's authority and may need to be referred to a contracting department within the organization.

3. Throughout the second phase of the JHU Project you, the project team, and your preferred vendors have created charts, blueprints, and drawings that helped the project team execute the project plan. What should you, the project manager, do with these drawings? Why?

   As part of the Close Out the Project or Phase process, the project manager should always archive the project information for future reference. These documents can help at project closure, for future reference, and can help with planning and documentation in other similar projects within the organization.

4. The HJU Project is performing well, and you've one more phase to complete before the project is officially closed. As you close the second phase of the project, what documents and project information would you want to review in anticipation of the final phase of the project?

   The project manager should review the project performance to date to anticipate how the final phase of the project may likely perform on time and cost. The project manager will also review the project scope, requirement documentation, and WBS to understand what deliverables will be created during the final phase of the project. In some instances the project manager may need to review any contracts to understand the contractual obligations that need to be met as the project comes to its close.