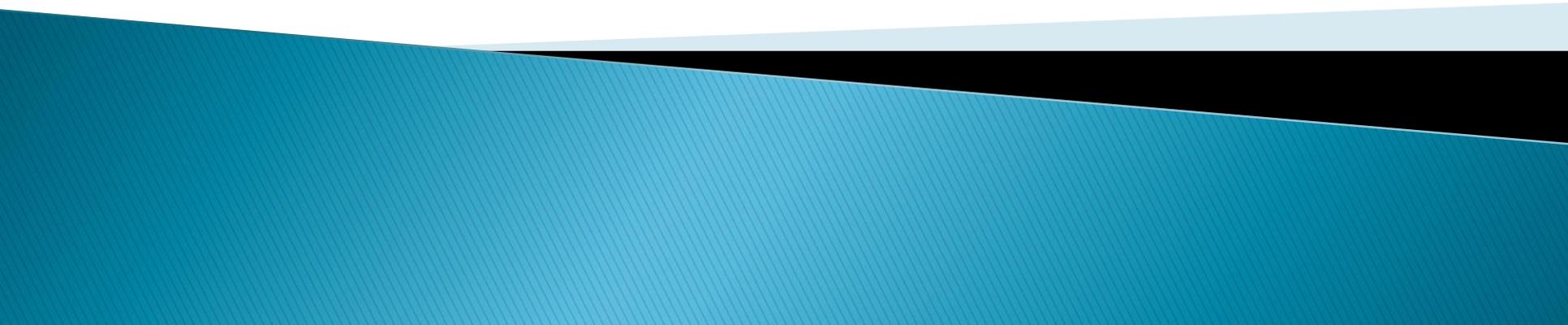


Unit 17: Project Development and Implementation for Strategic Manager

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Learning Outcome 1

- ▶ Learning Objectives:
- ▶ LO.2 Be able to plan for the launch of a project to implement a new product, service or process:
 - Ac 2.1 Produce a project plan for an agreed project
 - Ac 2.2 Match appropriate resources to a Project
 - Ac 2.3 Cost all resources required for implementing a project
 - Ac 2.4 Agree timescales for the management and implementation of a project
 - Ac 2.5 Plan an appropriate strategy for the implementation of a project

In This Session

- ▶ LO.2 Be able to plan for the launch of a project to implement a new product, service or process:
 - Ac 2.1 Produce a project plan for an agreed project
 - ▶ Assessment Criteria
 - ▶ Further Readings
 - ▶ References
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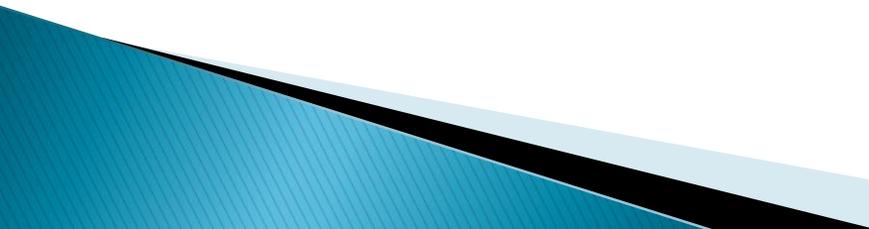
AC 2.1 Produce a project
plan for an agreed
project



Introduction

- ▶ Project planning is at the core of what all project managers do, no matter the industry, type of project, or their level of expertise. At its core, a project plan defines your approach and the process your team will use to manage the project according to scope. Every project needs a plan; not only does it go a long way toward keeping teams honest in terms of scope and deadlines, a plan communicates vital information to all project stakeholders. (Harned, 2015)
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Planning Process Group

- ▶ Planning Process Group – defines and refines objectives, and plans the course of action required to attain the objectives and scope that the project was undertaken to address (Corporate Education Group, 2010).
 - ▶ Schwalbe (2010) notes that Planning Processes include devising and maintaining a workable scheme to ensure that the project addresses the organisation's needs. There are several plans for projects, such as the scope management plan, schedule management plan, cost management, procurement management plan, and so on, defining each knowledge area as it relates to the project at that point in time.
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Develop Project Management Plan

- ▶ Develop Project Management Plan is the process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan (PMBOK® Guide, Fifth Edition, Glossary)
 - ▶ “The project management plan defines how the project is executed, monitored and controlled, and closed” (PMI, 2013:74).
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Develop Project Management Plan

- ▶ Typical project management plans include (MSBM, 2013):
 1. Scope baseline
 2. Schedule baseline
 3. Cost baseline
 4. Scope management plan
 5. Requirements management plan
 6. Schedule management plan
 7. Cost management plan
 8. Quality management plan
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Develop Project Management Plan con't

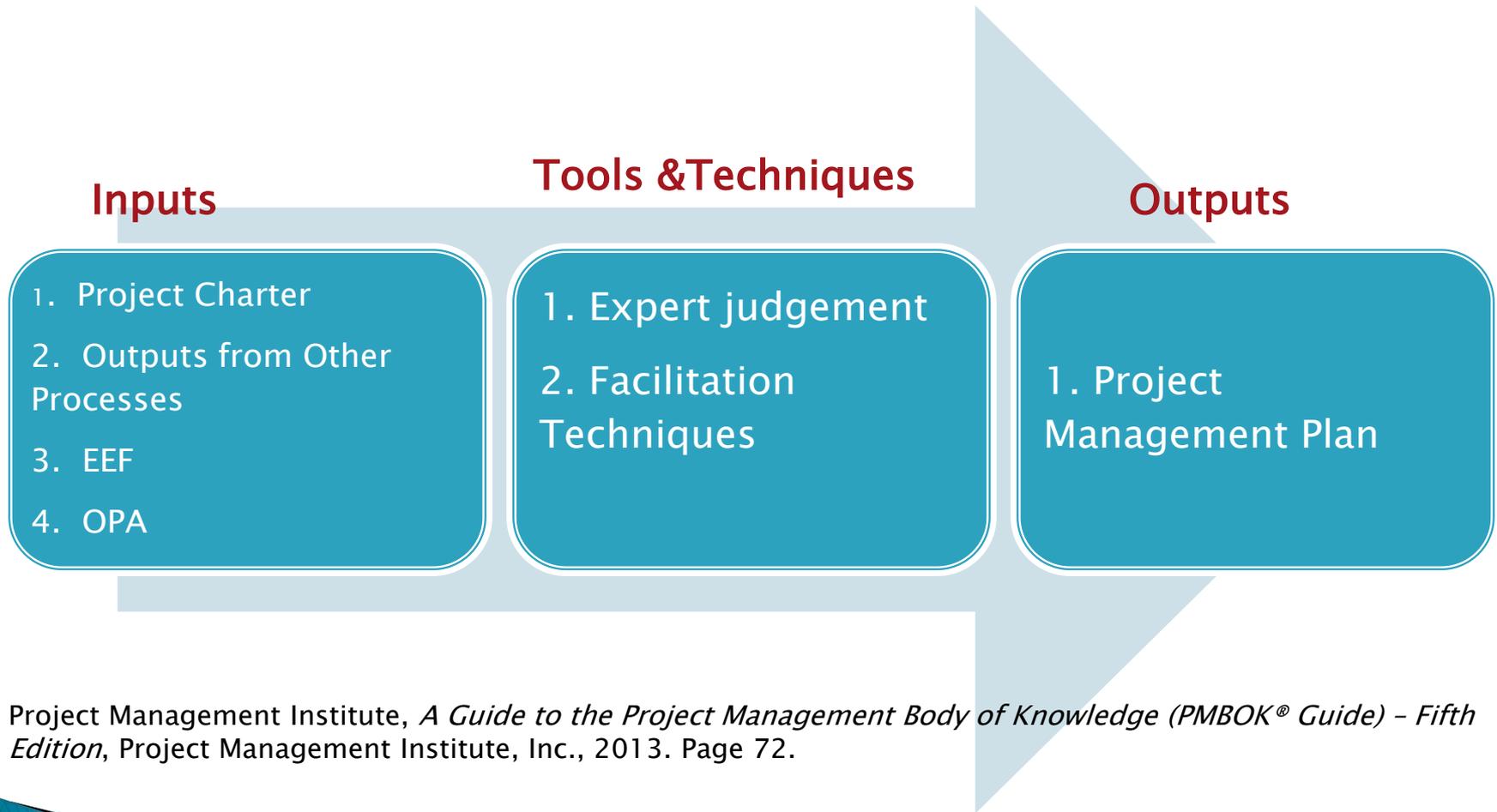
9. Process improvement plan
 10. Human resource management plan
 11. Communications management plan
 12. Risk management plan
 13. Procurement management plan
 14. Stakeholder management plan
 15. Change management plan
 16. Configuration management plan
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Steps to creating a Project Plan

Larson and Larson (2015) provide 10 steps to creating a Project Plan:

1. process for Explain the project plan to key stakeholders and discuss its key components
 2. Define roles and responsibilities
 3. Hold a kick-off meeting
 4. Develop a Scope Statement.
 5. Develop scope baseline
 6. Develop the schedule and cost baselines.
 7. Create baseline management plans.
 8. Develop the staffing plan
 9. Analyze project quality and risks
 10. Communicate!
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Develop Project Management Plan



Project Management Institute, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition*, Project Management Institute, Inc., 2013. Page 72.

Project Management Plan

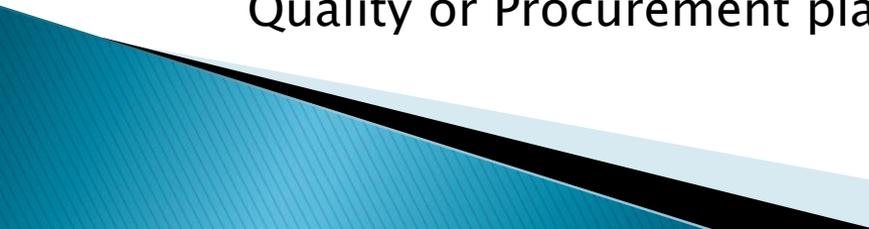
Project Management Plan	Project Documents	
Change management plan	Activity attributes	Project staff assignments
Communications management plan	Activity cost estimates	Project statement of work
Configuration management plan	Activity duration estimates	Quality checklists
Cost baseline	Activity list	Quality control measurements
Cost management plan	Activity resource requirements	Quality metrics
Human resource management plan	Agreements	Requirements documentation
Process improvement plan	Basis of estimates	Requirements traceability matrix
Procurement management plan	Change log	Resource breakdown structure
Scope baseline <ul style="list-style-type: none"> • Project scope statement • WBS • WBS dictionary 	Change requests	Resource calendars
Quality management plan	Forecasts <ul style="list-style-type: none"> • Cost forecast • Schedule forecast 	Risk register
Requirements management plan	Issue log	Schedule data
Risk management plan	Milestone list	Seller proposals
Schedule baseline	Procurement documents	Source selection criteria
Schedule management plan	Procurement statement of work	Stakeholder register
Scope management plan	Project calendars	Team performance assessments
Stakeholder management plan	Project charter Project funding requirements Project schedule Project schedule network diagrams	Work performance data Work performance information Work performance reports

Source: PMI (2013, pg.78)

Roles and Responsibilities

- ▶ Not all key stakeholders will review all documents, so it is necessary to determine who on the project needs to approve which parts of the plan. Some of the key players are:
 - Project sponsor, who owns and funds the entire project. Sponsors need to review and approve all aspects of the plan.
 - Designated business experts, who will define their requirements for the end product. They need to help develop the scope baseline and approve the documents relating to scope. They will be quite interested in the timeline as well.

Roles and Responsibilities cont

- Project manager, who creates, executes, and controls the project plan. Since project managers build the plan, they do not need to approve it.
 - Project team, who build the end product. The team needs to participate in the development of many aspects of the plan, such as identifying risks, quality, and design issues, but the team does not usually approve it.
 - End users, who use the end product. They too, need to participate in the development of the plan, and review the plan, but rarely do they actually need to sign off.
 - Others, such as auditors, quality and risk analysts, procurement specialists, and so on may also participate on the project. They may need to approve the parts that pertain to them, such as the Quality or Procurement plan.
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Scope Statement

- ▶ The Scope Statement is arguably the most important document in the project plan. It's the foundation for the rest of the project. It describes the project and is used to get common agreement among the stakeholders about the scope.
- ▶ The Scope Statement clearly describes what the outcome of the project will be. (Larson and Larson, 2012)
- ▶ The Scope Statement should include:
 - Business need and business problem
 - Project objectives, stating what will occur within the project to solve the business problem
 - Benefits of completing the project, as well as the project justification
 - Project scope, stated as which deliverables will be included and excluded from the project.
 - Key milestones, the approach, and other components as dictated by the size and nature of the project.

Scope Baseline

- ▶ Once the deliverables are confirmed in the Scope Statement, they need to be developed into a **work breakdown structure** (WBS), which is a decomposition of all the deliverables in the project. This deliverable WBS forms the scope baseline and has these elements:
 - Identifies all the deliverables produced on the project, and therefore, identifies all the work to be done.
 - Takes large deliverables and breaks them into a hierarchy of smaller deliverables. That is, each deliverable starts at a high level and is broken into subsequently lower and lower levels of detail.
 - The lowest level is called a "work package" and can be numbered to correspond to activities and tasks.

THE END



Assessment Criteria

- ▶ Discussion with Students in Class for agreement.
 - ▶ AC 2.1
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Further Reading

- ▶ <http://couchable.co/blog/post/creating-a-design-project-outline>
- ▶ <http://www.cs.colostate.edu/~mstrout/CS653Fall10/Slides/06-proposal-writing.ppt.pdf>
- ▶ <http://www.projecttimes.com/articles/10-steps-to-creating-a-project-plan.html>
- ▶ <http://www.computerweekly.com/feature/How-to-create-a-clear-project-plan>

References

- ▶ Corporate Education Group (2010) Certificate in Applied Project Management Participant Guide
- ▶ Harned, Brett (2014) Writing and Selling a Masterful Project Plan retrieved from <http://teamgantt.com/guide-to-project-management/how-to-plan-a-project/>
- ▶ Larson, Elizabeth and Larson, Richard (2012) 10 Steps to Creating a Project Plan retrieved from <http://www.projecttimes.com/articles/10-steps-to-creating-a-project-plan.html>
- ▶ Mona School of Business & Management (2013) Principles & Practices of Project Management, Module 2, UWI, Mona
- ▶ PMI (2008) PMBOK (Project Management Body of Knowledge) Guide, Fourth Edition
- ▶ Schwalbe (2010) Managing Information Management Projects, sixth ed., Cengage Learning International Centre.
- ▶ Valenti, Andrew (2010) An Introduction to Project Selection Techniques retrieved from http://www.slideshare.net/apvalenti/project-selection-5320287?next_slideshow=1