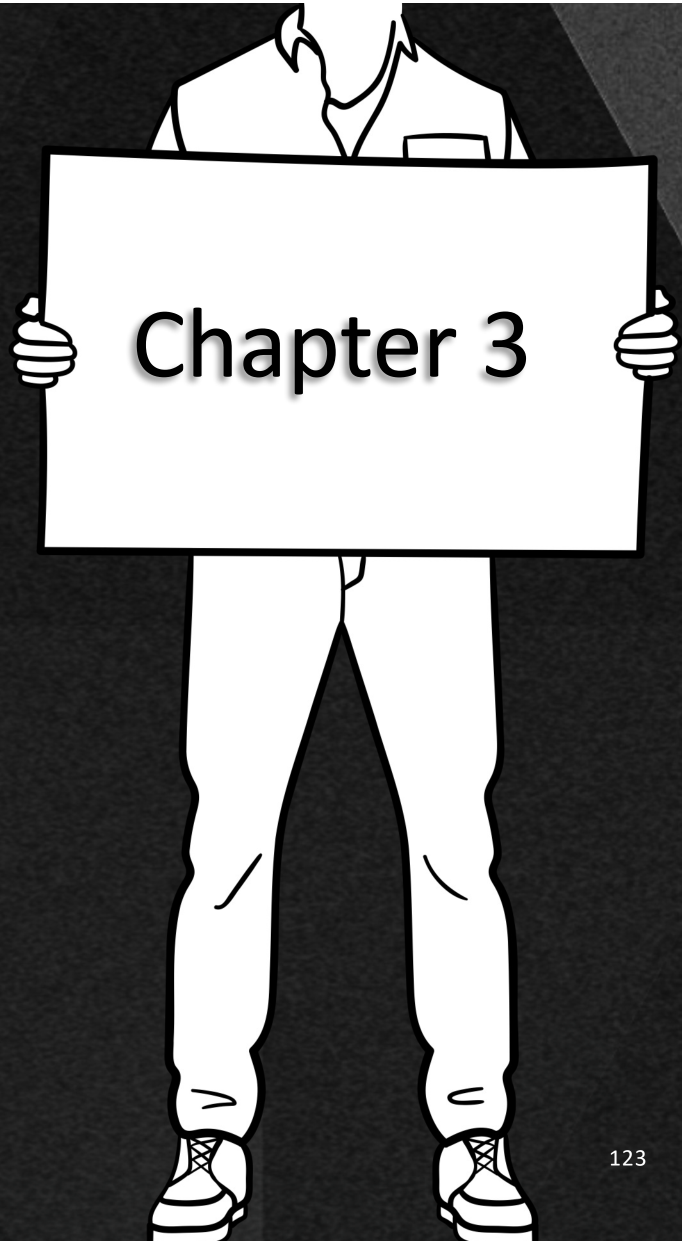
Project Management Processes

- Processes Overview
- Project Initiation Focus Area
- Planning Focus Area
- Executing Focus Area
- Monitor and Control Focus Area
- Close Focus Area



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PMP Questions

Try to state as many processes as possible

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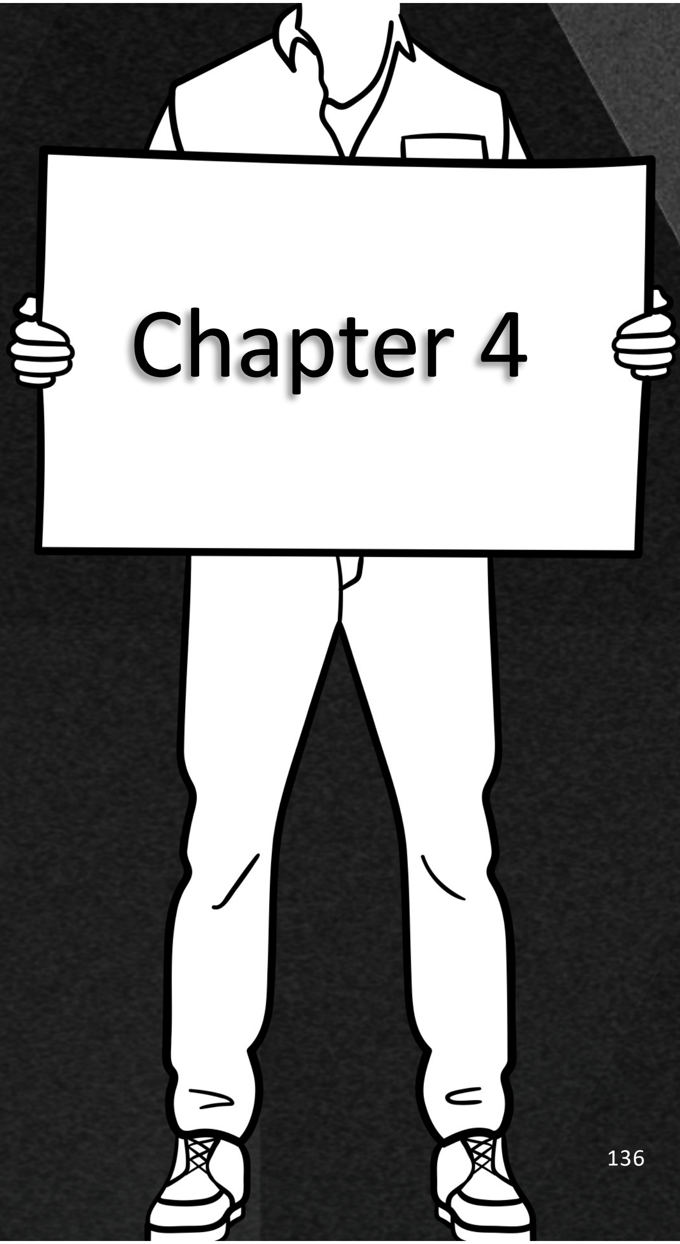
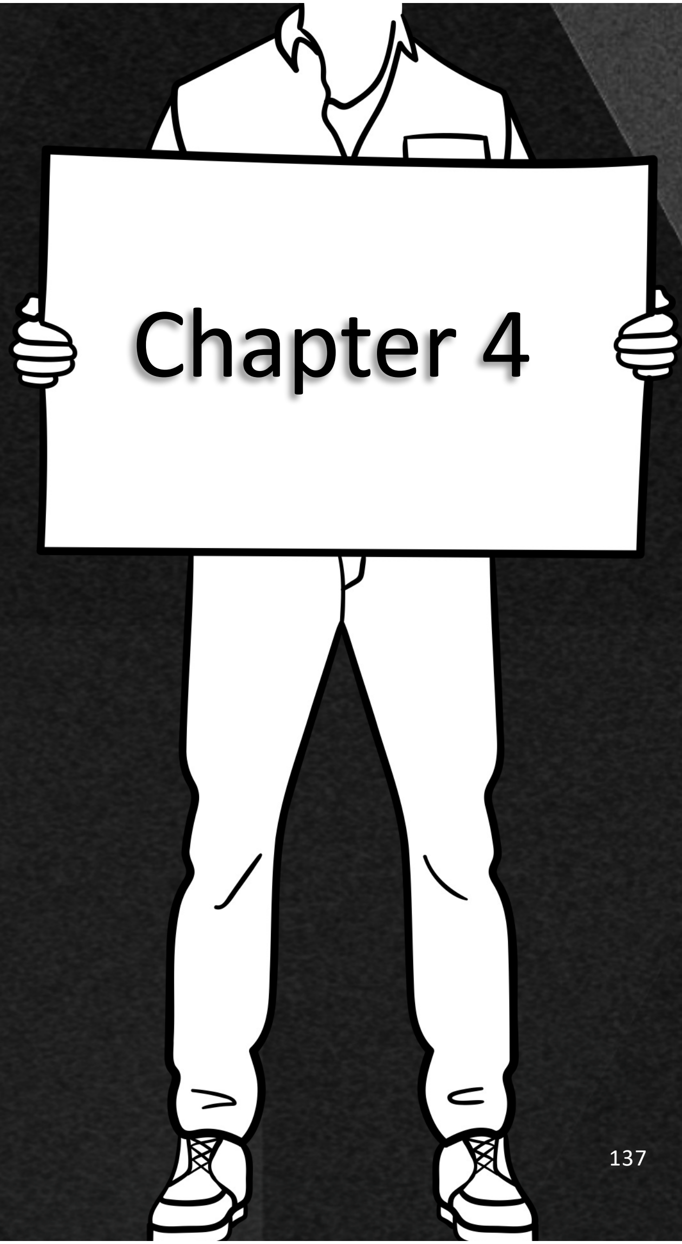
Initiating Focus Area

- Project Initiation
- Identifying Stakeholders



Initiating Focus Area

- Project Initiation
- Identifying Stakeholders



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ITTO

Initiate Project or Phase

Inputs

Business documents

- Business case
- Benefits management plan

Agreements

Enterprise environmental factors

Organizational process assets

Tools & Techniques

Expert judgment

Data gathering

- Brainstorming
- Focus groups
- Interviews

Interpersonal and team skills

- Conflict management
- Facilitation
- Meeting management

Meetings

Responsibility assignment matrix

Project canvas

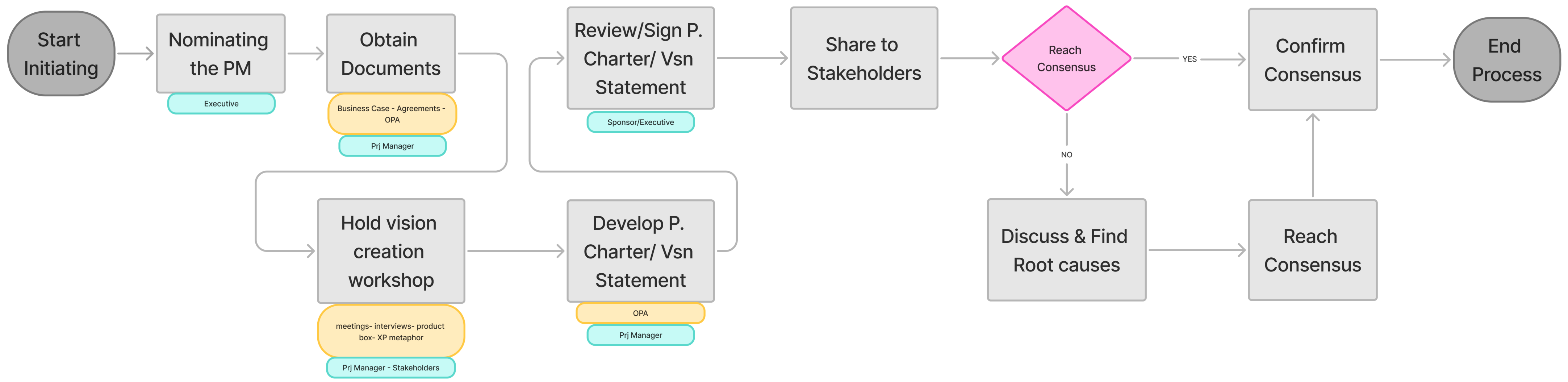
Outputs

Project charter

Assumption log

Etc.

Workflow



Start Initiating
Nominating the PM
Executive
Obtain Documents
Business Case - Agreements - OPA
Prj Manager
Hold vision creation workshop
meetings- interviews- product box- XP metaphor
Prj Manager - Stakeholders
Develop P. Charter/ Vsn Statement
OPA
Prj Manager
Review/Sign P. Charter/ Vsn Statement
Sponsor/Executive
Share to Stakeholders
Reach Consensus
YES
NO
Confirm Consensus
Discuss & Find Root causes
Reach Consensus
End Process

Identifying Value Components With Key Stakeholders

PMP ECO 2.3.1

Your Role

- Understand what stakeholders hope to gain from the project.
- Create personas to document communication needs, and value perspectives.
- Assess value components during value engineering processes.
- Develop an engagement strategy.

Benefit Measurement Methods

PMP ECO 2.3.5

Business

Cost-benefit ratio

- Measures the expected present value of an investment against its initial cost
- Cost-benefit ratio = Estimated cost ÷ Estimated benefit
- Ratio > 1 = viable

Opportunity cost

- Helps organizations understand what they are giving up when they choose one project over another
- Helps ensure alternatives are considered

Finance

Net Present Value (NPV)

- Calculates the present value of all expected cash inflows and outflows over the life of a project

Net present value (NPV) = Present value of benefits − Present value of costs

- Accept if net present value > 0

Return on Investment (ROI)

- Measures the gain or loss from an investment relative to the amount of money invested
- Accept if return on investment > 0

Internal Rate of Return (IRR)

- The discount rate at which the net present value of a project equals zero
- Shows the expected rate of return
- Accept if internal rate of return > Cost of capital

How to Create a Holistic Understanding of the Project

Ask stakeholders to clarify and explain their vision, expectations, and inputs so everyone shares the same understanding of the project.

Existing project agreements may include:

- Contracts
- Memorandums of Understanding (MOU)
- Service-Level Agreements (SLA)
- Letters of Agreement or Intent
- Verbal agreements
- Emails between key stakeholders
- Statement of Work (SOW)

Referring to the Business Case and Business Needs

Business case

- A documented economic feasibility study
- Establishes benefits of project work
- Provides a basis for authorization of further project activities

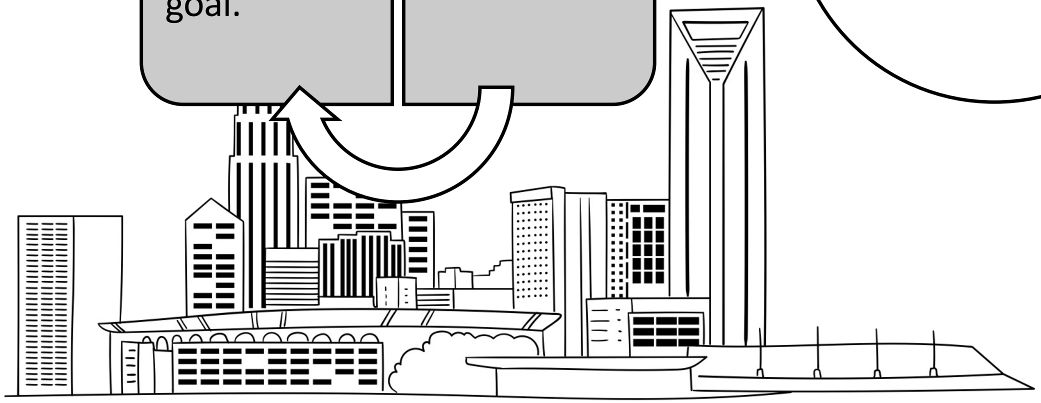
Business needs

- Identifies high-level deliverables
- A prerequisite of a formal business case
- Describes requirements—what needs creating and/or performing

Keeping the Project Vision Current

Project vision:

- A way to create passion and meaning for a project's envisioned goal.
- A powerful motivational tool.



A good project vision:

- Summarizes the project
- Describes the best achievable outcome
- Creates a common and cohesive picture
- Inspires passion for the outcome

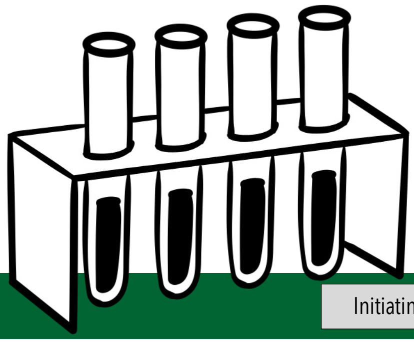
Collaborating With a Project Vision

What is the project purpose?

What defines successful project work?

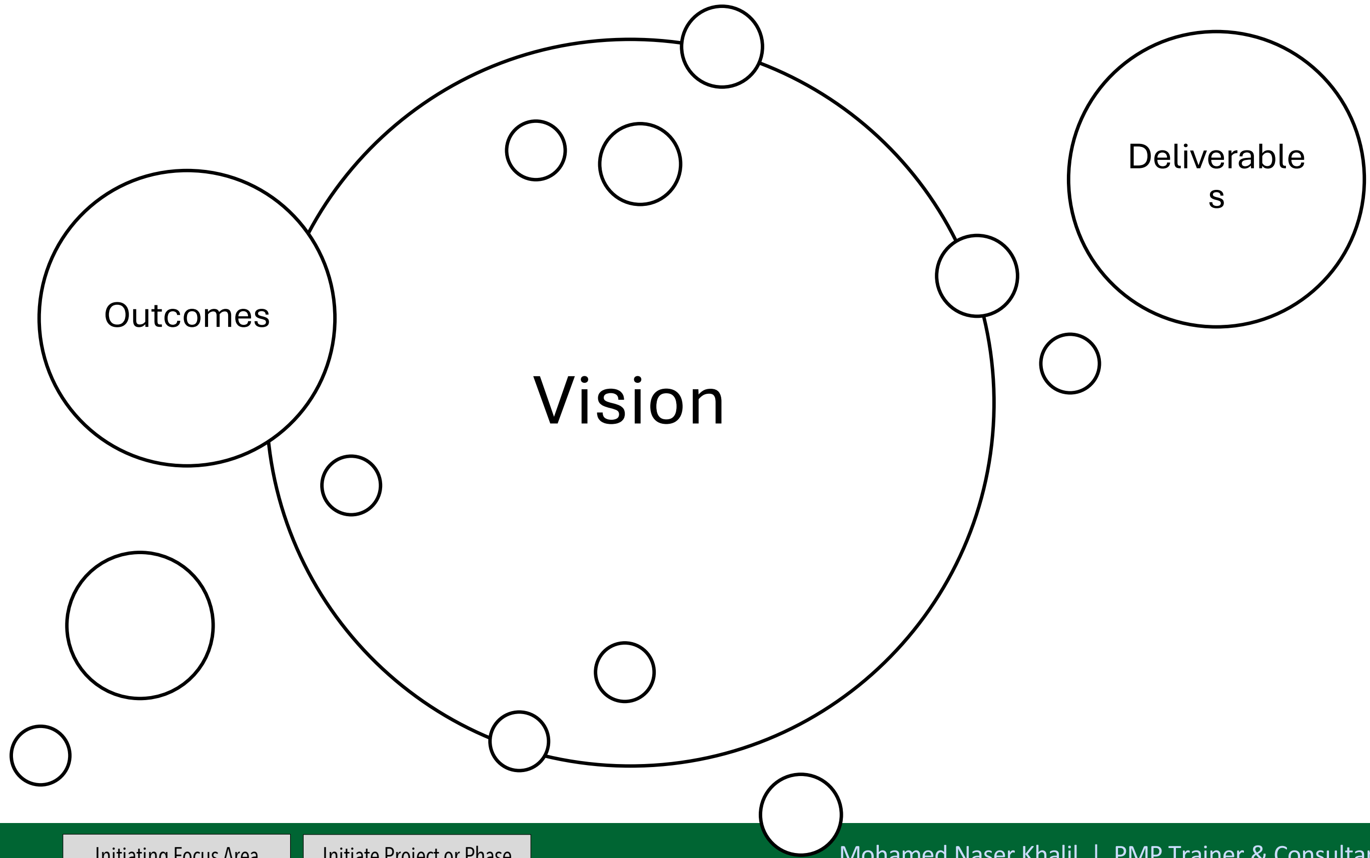
How will the future be better when the project outcomes are delivered?

How will the project team know that it is drifting from the project vision?



Delivering With a Project Vision

- Shifting focus from deliverables to intended outcomes.



Helping Everyone Understand the Vision

Product box exercise

A technique used to explain a desired solution or outcome. Stakeholders try to describe aspects of a solution in the same way a marketer might describe product features and benefits on a box.

Helping Everyone Understand the Vision

Extreme programming (XP) metaphor

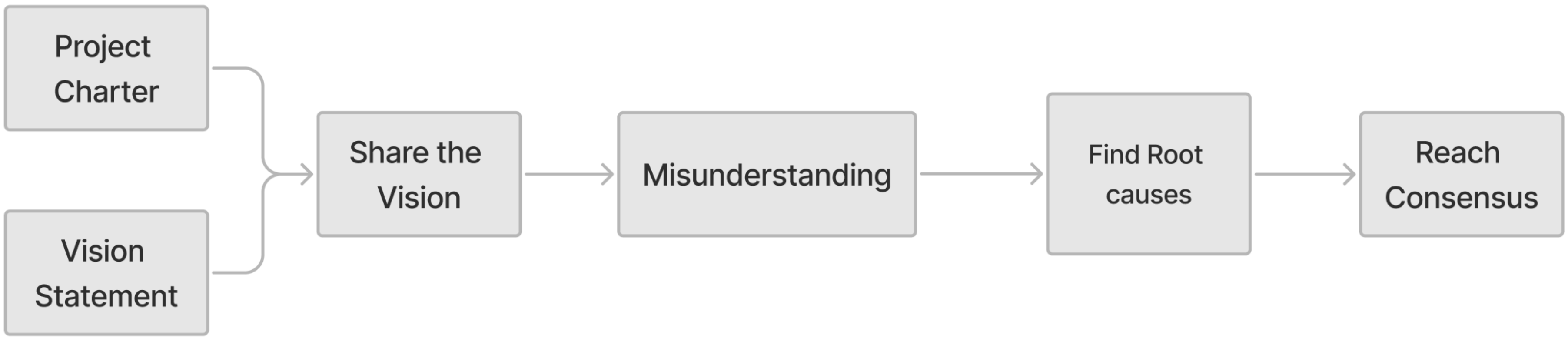
A common Extreme Programming (XP) technique that describes a common vision of how a program works.

"Passing the PMP exam is like climbing a mountain. You cannot jump directly to the summit; you must prepare, follow a route, overcome obstacles, and reach checkpoints before arriving at the top."

Once You Have Agreement on the Project Agreements …

There is no single way to create a project charter, but every project needs to have one!

Identifying the Misunderstanding



Identifying the Root Cause of a Misunderstanding

Step1
- Engage with all the relevant stakeholders

Step2
- Look deeper to identify the actual problem

Step3
- Analyze all the contributing factors

Step4
Investigate potential misunderstandings

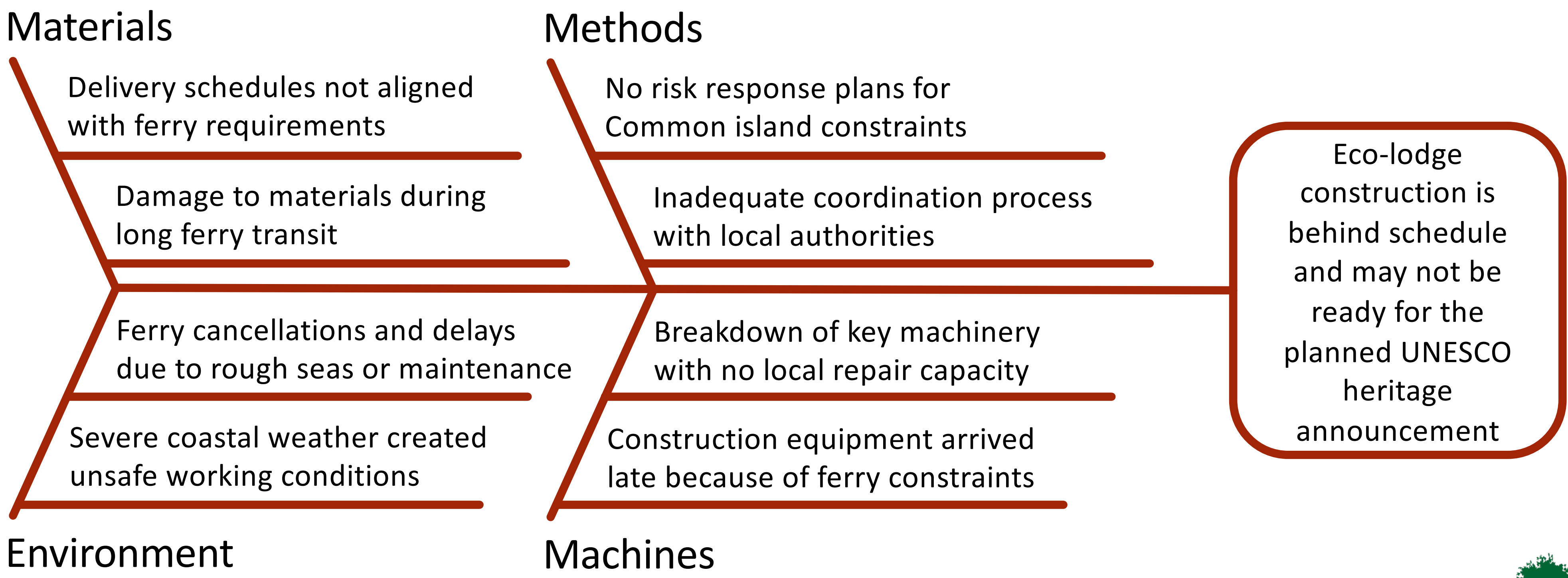
Step5
- Support the agreed-on outcome

The 5 Whys: An Example

Look Deeper to Identify the Actual Problem

Why didn't you pass the PMP exam?	I missed too many questions.
Why did you miss too many questions?	You really need to know what they were asking about.
Why didn't you know what they were asking about?	I've been on projects for years; I didn't think I needed to study.
What exam areas didn't you study?	I know a lot about predictive approaches; not as much about adaptive approaches.
Why didn't you study adaptive approaches?	I underestimated the breadth of the exam.

Ishikawa Diagram Example



Ishikawa, Kaoru (1968). *Guide to Quality Control.* Tokyo: JUSE.

PMP in Practice

Project Charter

- Formally authorizes the project.
- Grants authority to the project manager.
- Enables use of organizational resources.
- Defines business need and project justification.
- Aligns the project with strategic goals.
- Establishes a clear project vision and direction.
- Created by a project sponsor or project manager
- Approved by Executive/Sponsor approval.

PROJECT CHARTER			
Project Name/No.			
Client			
Project Manager			
Project Objective Purpose			
Project Description			
High-Level Reqs/Assumptions			
High-Level Contraints			
High-Level Risks	Category	Risks	
Main Milestones	Milesonte Event	Due Date	
Project Budget			
Main Stakeholders	Stakeholder	Role	Contact
Approvals	Sponsor/Executive Signature		

Project Vision Statement

- Created by a project sponsor or executive.
- Includes a clear vision of the desired objectives and alignment with the organization's strategic goals.
- Refer to it throughout the project to maintain alignment.

When and How Are the Project Charter Used?

Used at the start of the project	Provides enough context to begin planning
Used as a foundation and reference point	Also functions as a communication and commitment mechanism

Project Charter: Contents

Project sponsor, project manager, and key stakeholders	Project description and preliminary requirements	Measurable project objectives	Business needs and expected benefits
Financial goals and key milestones	High-level schedule and timeline	Assumptions, constraints, and boundaries	Key risks and approval requirements
Approved budget	Success criteria and exit criteria	Relevant information from the business case	

Promoting the Shared Vision

	Share the project vision and charter with stakeholders and the team.
	Gain agreement and commitment from everyone.
	Clarify stakeholder expectations.
	Good understanding will ease define team roles, responsibilities, and priorities.
	Monitor and reinforce agreements throughout the project.
	Ensure stakeholders and team members honor their commitments during the project.

ITTO

Inputs

- **Business documents**
  - Business case
  - Benefits management plan
- **Agreements**
- **Enterprise environmental factors**
- **Organizational process assets**

Tools & Techniques

- **Expert judgment**
- **Data gathering**
  - Brainstorming
  - Focus groups
  - Interviews
- **Interpersonal and team skills**
  - Conflict management
  - Facilitation
  - Meeting management
- **Meetings**
- **Responsibility assignment matrix**
- **Project canvas**

Outputs

- **Project charter**
- **Assumption log**
- **Etc.**

- **Business Case:** This document serves as the primary economic feasibility study used to establish the validity of the benefits to be delivered. Its value proposition is to provide the fundamental basis for the authorization of project management activities by detailing the reasons for initiation and the objectives to be measured at completion.
- **Benefits Management Plan:** This plan defines the specific processes for creating, maximizing, and sustaining the value produced by the project. Its main point is to describe how and when project benefits—outcomes that provide value to the sponsoring organization—will be delivered and measured.
- **Business Documents:** This category synthesizes the relationship between the Business Case and the Benefits Management Plan. These are considered business-level inputs, developed prior to project initiation and reviewed periodically throughout the lifecycle to ensure continued alignment with business goals.
- **Project Charter:** Issued by a sponsor or initiator, this document formally authorizes the existence of the project. Its strategic function is to provide the project manager with the official authority to apply organizational resources to project activities.

PMP Questions

A new manager joins a hybrid project. What should they review first to understand the strategic benefits and objectives?

A. The Project Roadmap

B. The Business Case

C. The Technical Design Documents

D. The Sprint Backlog

B

The Business Case contains the economic feasibility and strategic alignment that justify the project's existence. It is the primary document to understand intended benefits.

PMP Questions

A new manager is joining the project team under a hybrid management framework. What document should the new manager review first to understand the Strategic Benefits and objectives of the project?

A. The road map

B. Technical design documents

C. strategic alignment documents

D. The business case

D

The business case is a documented economic feasibility study that outlines the required business need, expected business value, and benefits of the project, establishing the strategic context and objectives.

PMP Questions

A new project manager request a Project Charter template from the Organization OPA, but when she starts filling in the Project Charter she found a major mistake in the Project Charter template shown here, what is this mistake?

A. Doesn't contain major elements

B. Contains non-required details

C. Signature issue

D. Don’t have Gantt chart

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Project Manager			
Project Objective Purpose			
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Main Milestones	Milesonte Event	Due Date	
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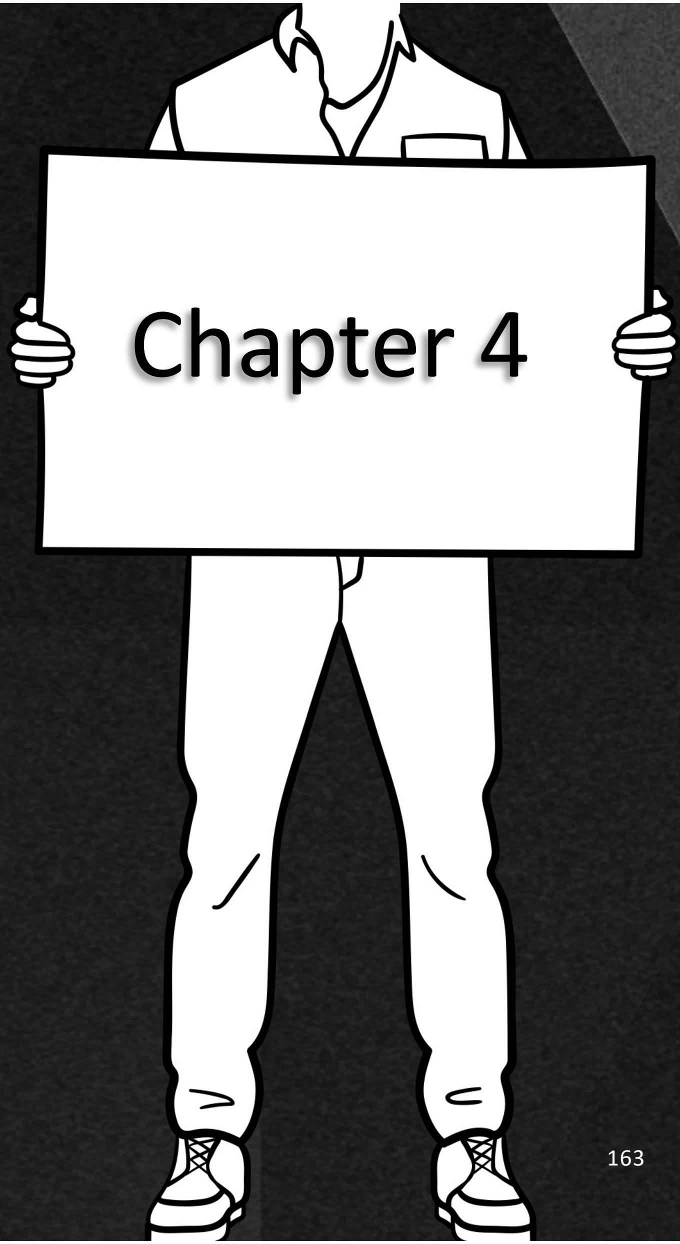
Approvals	Functional Manager		

C

The Project charter should be signed by the Sponsor/Executive

Initiating Focus Area

- Project Initiation
- Identifying Stakeholders



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ITTO

Identifying Stakeholders

Inputs
Project charter

Business documents
- Business case
- Benefits management plan

Project management plan
- Communications management plan
- Stakeholder engagement plan

Project documents
- Change log
- Issue log
- Requirements documentation

Agreements

Enterprise environmental factors

Organizational process assets

Tools & Techniques
Expert judgment

Data gathering
- Questionnaires and surveys
- Brainstorming

Data analysis
- Stakeholder analysis
- Document analysis

Data representation
- Stakeholder mapping/representation

Meetings

Outputs
Stakeholder register

Change requests

Project management plan updates
- Requirements management plan
- Communications management plan
- Risk management plan
- Stakeholder engagement plan

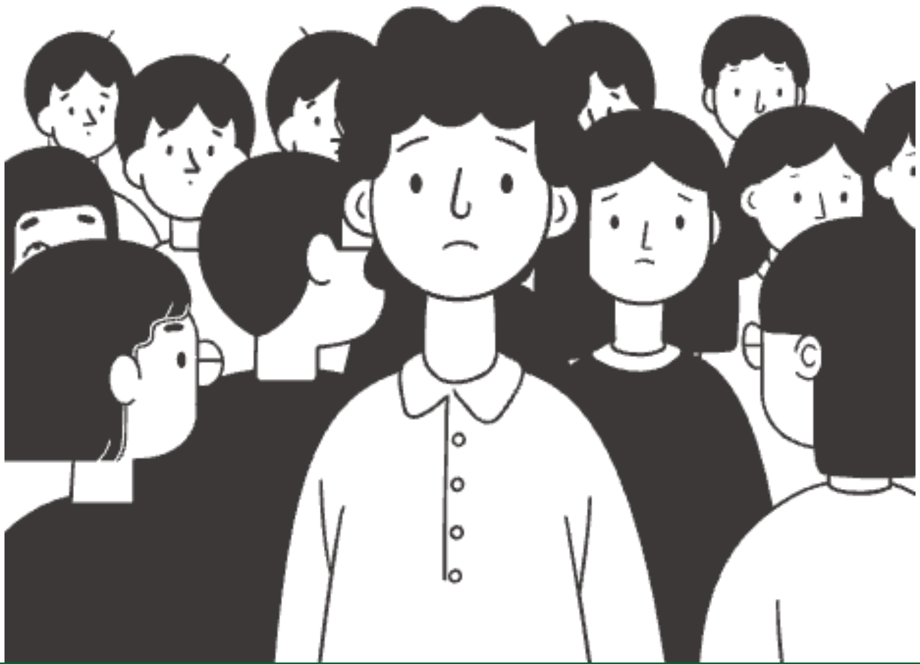
Project document updates
- Assumption log
- Issue log
- Risk register

Typical Project Stakeholders

PMP ECO 1.4.1

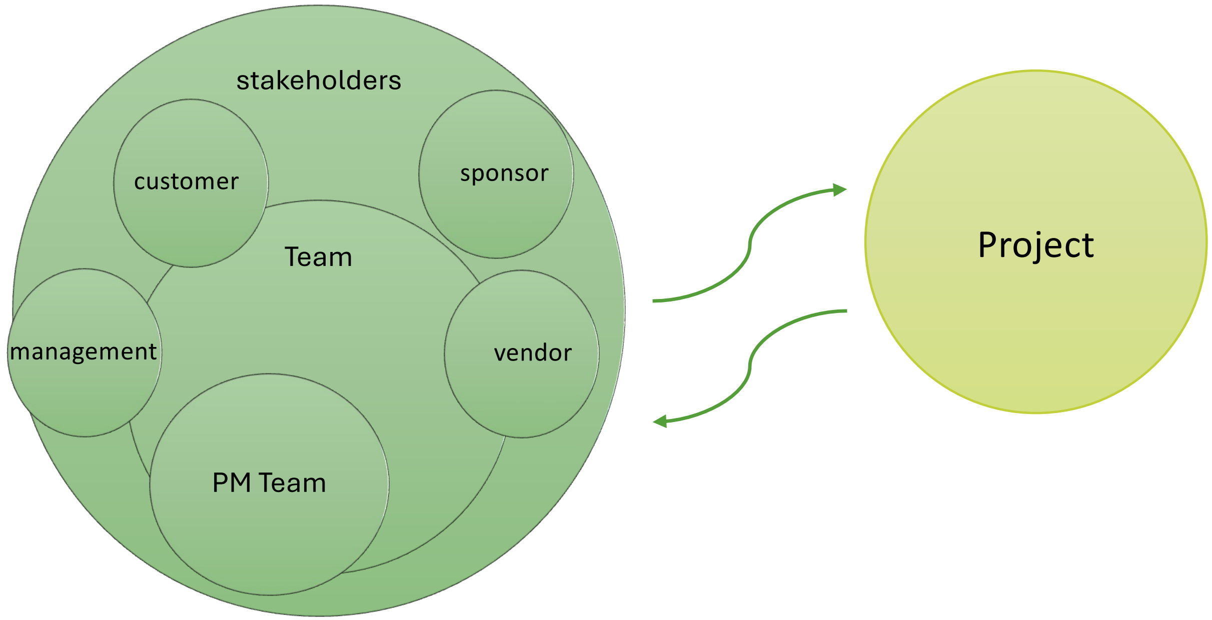
STAKEHOLDER

An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a portfolio, program, or project.

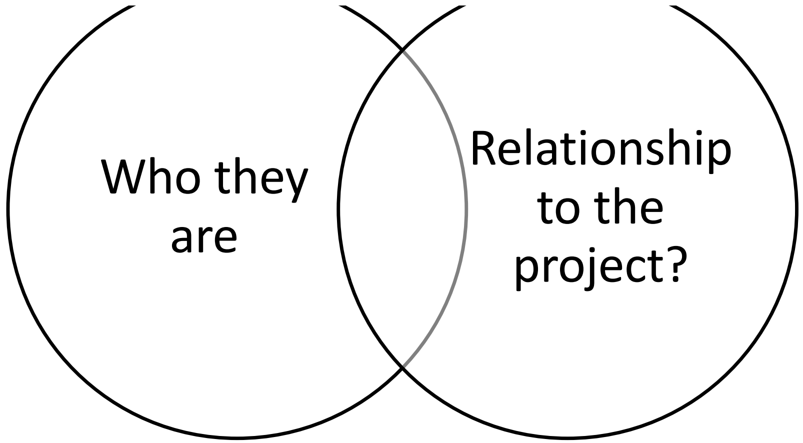


Typical Project Stakeholders

- End users
- Customers
- Employees
- Organizations
- Managers
- Sponsors
- Business partners
- Suppliers and contractors
- Governments
- Communities



Stakeholder Identification



Who are they?

- Review the business case and benefits plan.
- Check logs, .requirements, and project documents for additional stakeholders.

Relationship to the project

- Interest
- Involvement
- Influence
- Interdependencies
- Impact on project success

Identify and engage stakeholders early to avoid surprises later in the project!

Assessing Stakeholders

PMP ECO 1.4.2

PMP ECO 1.5.1

STAKEHOLDER ANALYSIS

A technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be considered throughout the project.

Data Gathering

- Questionnaires and surveys
- Brainstorming

Data Analysis

- Stakeholder analysis
- Document analysis

Data Representation

- 2D grids
  - Power/interest
  - Power/influence
- 3D grid—
  - Stakeholder "cube"
  - Salience model

Knowing Your Stakeholders

Go Beyond Job Titles

Power	Interest	Influence (attitude or impact)
Level of authority	Level of concern about project outcomes	Ability to influence project outcomes or cause changes to planning or executing

Since this is a public document, it may be wise not to name stakeholders by name—particularly when they are resistant. Use numbers rather than names.

Stakeholder Perceptions can be damaging to a project, whether they are negative or positive

Capturing Stakeholder Feedback and Perceptions

Key stakeholders

- Interview to understand **project requirements and vision** and **communication preferences**

All stakeholders

- Appropriate, regular project communications

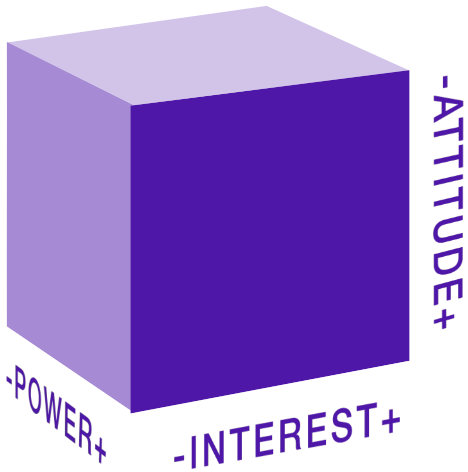
Large and public groups

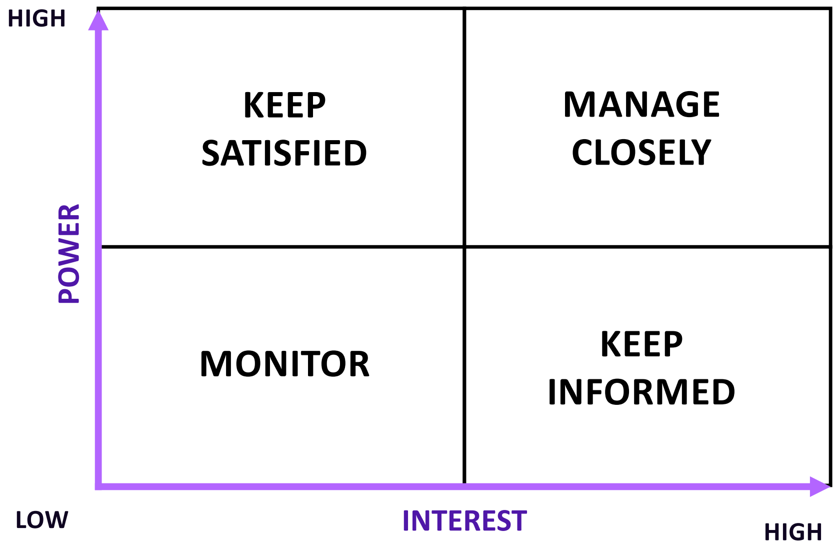
- Questionnaires/surveys
- Facilitated conversations/sessions—online or in person
- Digital media—email campaigns, websites, group chats
- Posters and advertising

Stakeholder Mapping (Categorizing)

- Use two dimensions to map stakeholders:
- Power/interest grid
- Power/influence grid

Or use three dimensions—a **cube**—to refine the analysis further!





Method:

- Place each stakeholder on the grid (*do not use names*).
- Use the same quadrant labels but change the axis labels.

PMP in Practice

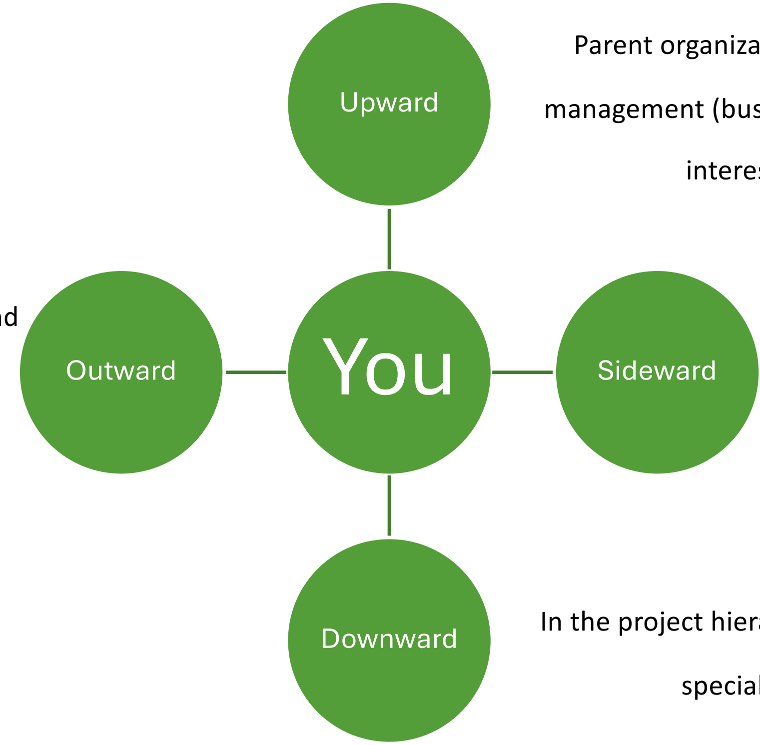
Stakeholder Mapping (Categorizing)

Power Interest Matrix

POWER		
H	**A- Keep satisfied** high Power-low interest ex. govnt sectors- sponsor-consultants	**B- Manage Closely** high Power-high interest ex. management- client
L	**D- Keep Monitored** low power-low interest ex. IT- Admin team	**C- Keep Informed** low power-high interest ex. Project Team- subcon- vendors
	L	H
	INTEREST	

Directions of Influence

You should understand the social network of project stakeholders, specifically the direction of their influence on the project.



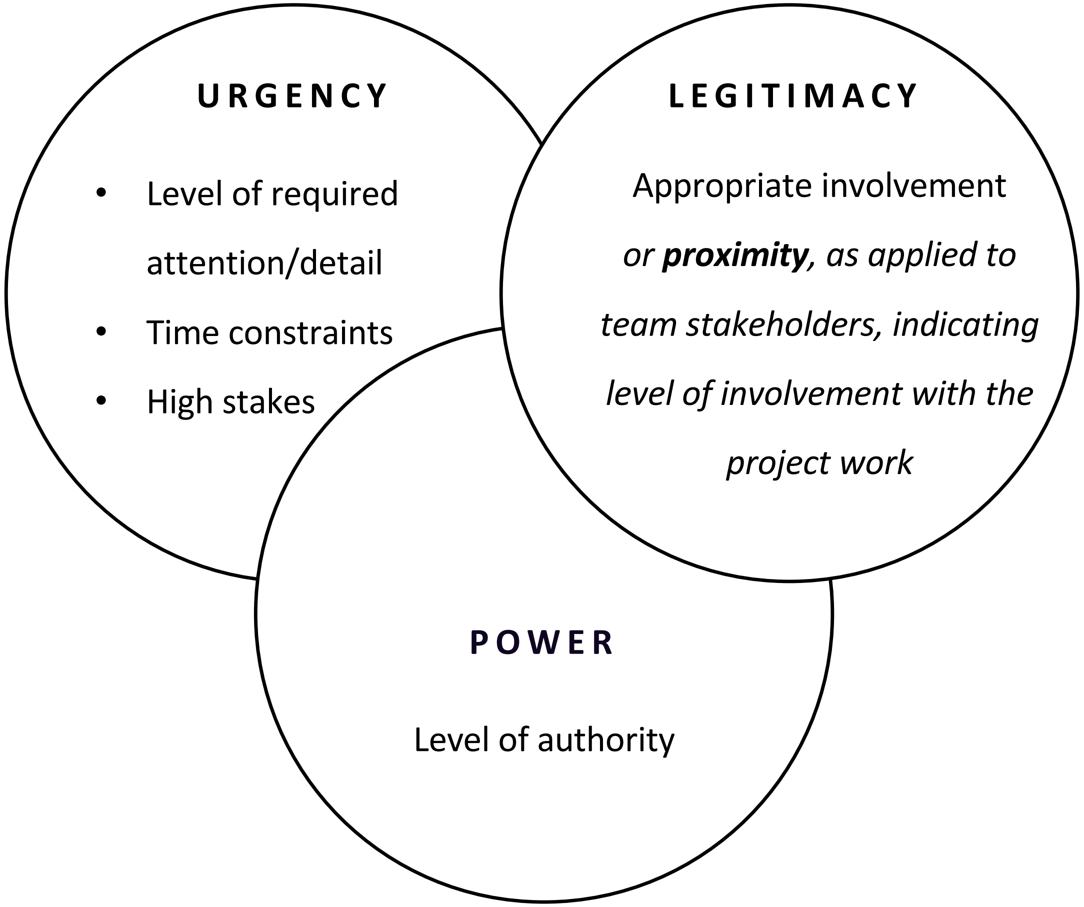
Upward: Parent organization—senior management (business, financial interests)

Sideward: Friendly or competitive for resources—project manager's peers, other organizational departments

Outward: Have a stake in the project—client, end user, external

Downward: In the project hierarchy—team or specialists

Salience Model



Creating the Stakeholder Register

STAKEHOLDER REGISTER

A project document that contains information about project stakeholders, including an assessment and classification of project stakeholders.

- Capture and record important stakeholder information.
- Factor in organizational process assets (OPAs) stakeholder registers from previous, similar projects.
- Update it! Describe the evolving relationships with stakeholders throughout the project.

Contains the information necessary to execute the stakeholder engagement plan.

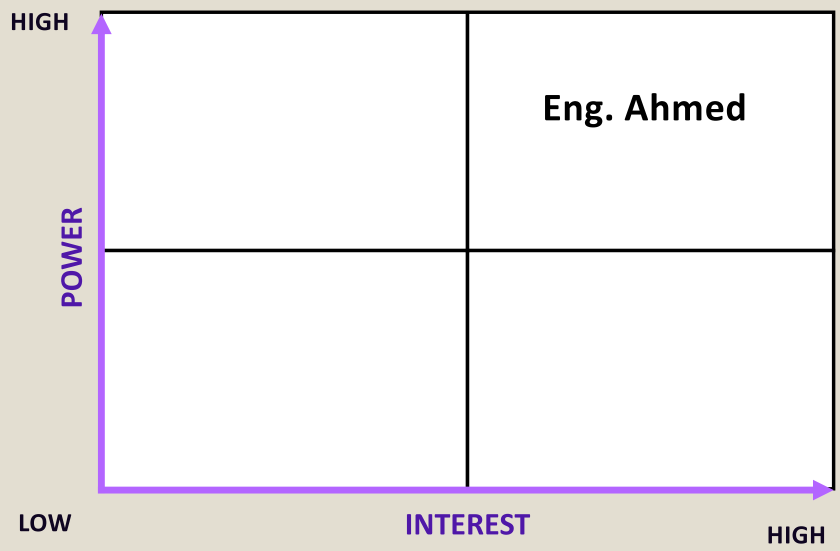
PMP in Practice

Creating the Stakeholder Register

STAKEHOLDER REGISTER											
	Identification						Assessment		Action		
Sr.	Name	Org	Role	Contact	Category	Appear when	Power	Interest	Strategy	Actions	By
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
10											
10											
10											

PMP Questions

In the shown diagram, what is the proper strategy the project manager should follow to manage Eng. Ahmed the line manager of the project manager



A . Monitor: Provide minimal effort and occasional updates.

B. Keep Informed: Send regular progress reports and newsletters.

C. Manage Closely: Engage them frequently and manage their expectations actively.

D. Keep Satisfied: Ensure their specific needs are met to prevent them from becoming an obstacle.

C

Stakeholders in the top-right quadrant (High Power and High Interest) are critical to project success. Because they have the ability to significantly impact the project and are highly concerned with its outcome, the standard project management strategy is to Manage Closely

PMP Questions

You are managing a large construction project involving stakeholders with varying authority and influence. How should you approach leading these stakeholders?

A. Treat all stakeholders equally and involve them in all decision-making processes.

B. Focus primarily on the stakeholders with the highest authority and influence.

C. Prioritize the stakeholders based on their impact on the project's success and engage them accordingly.

D. Minimize interactions with stakeholders to avoid conflicts and delays.

C

It is critical to prioritize stakeholders based on their impact and influence on the project's success for effective engagement,.

PMP Questions

You are managing a global project where team members have different cultural backgrounds and communication styles. How should you approach leading these stakeholders?

A. Utilize a directive leadership style to provide clear instructions and expectations.

B. Adapt your leadership style to accommodate the preferences and communication styles of each team member.

C. Implement a participative leadership style to encourage collaboration and shared decision-making.

D. Employ a laissez-faire leadership style and let team members communicate in their preferred manner.

B

Effective leadership involves adjusting the leadership style to the emotional needs and communication preferences of diverse project stakeholders.