

Perspectives in Project Management

WCP

	Key Project Management Activities	Key Project Management Software Activities
Initiation	<ul style="list-style-type: none"> ➤ Initiate the project <ul style="list-style-type: none"> <input type="checkbox"/> Identify project stakeholders <input type="checkbox"/> Develop a project charter <input type="checkbox"/> Obtain a decision on whether or not to proceed to the detailed definition phase 	<ul style="list-style-type: none"> ➤ Configure PM software as required <ul style="list-style-type: none"> <input type="checkbox"/> Confirm defaults <input type="checkbox"/> Prepare the calendar to reflect work days and hours <input type="checkbox"/> Enter project level information (i.e. project name, project manager, project portfolio information, etc...)
Definition	<ul style="list-style-type: none"> ➤ Develop detailed project documentation including <ul style="list-style-type: none"> <input type="checkbox"/> Risk management plan <input type="checkbox"/> Communication strategy <input type="checkbox"/> Change management plan <input type="checkbox"/> Work Breakdown Structure <input type="checkbox"/> Task descriptions/measurable deliverables <input type="checkbox"/> Resource requirements <input type="checkbox"/> Roles/Responsibilities <input type="checkbox"/> Cost estimates <input type="checkbox"/> Logic Diagram <input type="checkbox"/> Critical Path Schedule ➤ Solve <ul style="list-style-type: none"> <input type="checkbox"/> Schedule conflicts (e.g., negative float) <input type="checkbox"/> Resource conflicts <input type="checkbox"/> Schedule logic problems ➤ Obtain decision: Proceed to Implementation phase or not? ➤ Obtain formal sign-off of the plan by necessary project stakeholders (If the decision is to proceed to project implementation) 	<ul style="list-style-type: none"> ➤ Enter data into PM software including <ul style="list-style-type: none"> <input type="checkbox"/> Tasks (in WBS format) <input type="checkbox"/> Activity descriptions <input type="checkbox"/> Project resources (including holidays, department, and other relevant information) <input type="checkbox"/> Project cost estimates <input type="checkbox"/> Task interdependencies <input type="checkbox"/> Task constraints <input type="checkbox"/> Other information useful for sorting/filtering data or for analysis and reporting purposes ➤ Identify <ul style="list-style-type: none"> <input type="checkbox"/> Schedule conflicts (e.g., negative float) <input type="checkbox"/> Resource conflicts <input type="checkbox"/> Tasks without predecessors/successors ➤ Set baseline in PM software (if project plan is approved) ➤ Distribute the project plan to necessary stakeholders
Implementation	<ul style="list-style-type: none"> ➤ Maintain project control <ul style="list-style-type: none"> <input type="checkbox"/> Evaluate change requests <input type="checkbox"/> Resolve issues <input type="checkbox"/> Determine project status <input type="checkbox"/> Update schedule based on progress <input type="checkbox"/> Communicate project progress including actual as well as projected variances <input type="checkbox"/> Manage conflict ➤ Take action if project variances exist <ul style="list-style-type: none"> <input type="checkbox"/> Determine the best approach to get project back on track <input type="checkbox"/> Obtain approval for necessary adjustments <input type="checkbox"/> Update the risk management plan ➤ Communicate with key stakeholders regarding status and changes ➤ Obtain sign-off on key deliverables/ milestones and obtain decision on how to, or whether or not to, proceed to the next project deliverable 	<ul style="list-style-type: none"> ➤ Enter project status into PM software including <ul style="list-style-type: none"> <input type="checkbox"/> Actual start/finish date of tasks <input type="checkbox"/> Actual effort spent on tasks <input type="checkbox"/> Remaining duration/effort on tasks which have started <input type="checkbox"/> Actual expenses <input type="checkbox"/> Authorized scope changes ➤ Identify the following <ul style="list-style-type: none"> <input type="checkbox"/> Schedule variances <input type="checkbox"/> Resource conflicts <input type="checkbox"/> Cost overruns ➤ Enter schedule adjustments to resolve conflicts ➤ Generate updated project schedules and reports ➤ Distribute schedules and reports to necessary stakeholders. For each stakeholder group: <ul style="list-style-type: none"> <input type="checkbox"/> Select the appropriate report format <input type="checkbox"/> Select the appropriate level of detail <input type="checkbox"/> Filter data as required to provide only relevant information
Completion	<ul style="list-style-type: none"> ➤ Conduct a post-project review <ul style="list-style-type: none"> <input type="checkbox"/> Evaluate project success against original project requirements <input type="checkbox"/> Evaluate project management of the project ➤ Document the lessons learned ➤ Obtain final sign-off of project by key project stakeholders ➤ Celebrate! 	<ul style="list-style-type: none"> ➤ Archive project files for future reference ➤ Save project information as a template to use on similar projects in the future (first remove confidential information and/or project specific constraints, etc...)