This course supports the assessments for IT Project Management. The course covers 8 competencies and represents 3 competency units.

Introduction

Overview
Project management is a systematic approach to solving a problem, taking advantage of an opportunity, improving a process, or otherwise creating something. A project goes through several phases, with a distinct beginning and end. A successful project includes effectively carrying out tasks related to initiating, planning, executing, monitoring/controlling, and closing. Unsuccessful projects often skip some of these steps, perhaps not fully planning everything that needs to be done or forgetting to monitor the team to ensure they are sticking to the plan. An effective project manager foresees problems, makes appropriate trade-offs that ensure successful project completion, and, above all, facilitates communication among all project stakeholders, who are likely each looking for something different from the project.

This course provides an overview of the Project Management Institute’s project management methodology. As you learn about the various process groups and knowledge areas, you will apply your knowledge in case studies for planning a project that has not started yet and monitoring/controlling a project that is already underway. You will solve problems, gather information, and make decisions using your expert judgment. The techniques you practice in this course will be beneficial for you whether you manage a project in the future, participate on a project team, or are a stakeholder expecting certain benefits and results from a project.

Watch the following introduction video for this course:

Competencies
This course provides guidance to help you demonstrate the following assessments as you work through the course of study. 8 competencies:

- **Competency 320.1.1: Project Management Tools**
  The graduate evaluates potential project management tools for alignment with specified project activities.
- **Competency 320.1.2: Allocating Team Members**
  The graduate effectively allocates team members in an appropriate organizational structure for current projects.
- **Competency 320.1.3: Scheduling**
  The graduate creates project schedules that ensure timely project completion.
- **Competency 320.1.4: Communicating with Stakeholders**
  The graduate creates project communication plans that ensure ongoing project information is appropriately disseminated to project stakeholders.
- **Competency 320.1.5: Internal & External Risk Mitigation**
  The graduate develops mitigation plans that address internal and external risks within a project.
• Competency 320.1.6: Project Metrics
  The graduate analyzes project data using appropriate metrics to forecast project outcome.

• Competency 320.1.7: Problem Solving
  The graduate applies standard problem-solving techniques and strategies that facilitate resolution of problems that arise within a project.

• Competency 320.1.8: Presenting to Stakeholders
  The graduate develops presentation documents for internal and external stakeholders that communicate project assessment and recommendations for improvement.

Course Instructor Assistance
As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you’re studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don’t work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, so you are welcome to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success
The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources
The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Resources
You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

VitalSource E-Texts
The following textbook is available to you as an e-text within this course. You will be directly linked to the specific readings required within the activities that follow.


Directions for purchasing a printed text from VitalSource:

1. Access the text using the course links.
2. Click on the Main Menu Icon in the upper left corner.
3. Click Print on Demand.
4. If your text is available, it will be listed.
5. Click on the text and follow the prompts for purchasing the book.

For more information, review the Print on Demand Option for VitalSource Texts: Help documentation.

Ebook Central E-Books

The following textbook is available to you as an e-text within this course. You will be directly linked to the specific readings required within the activities that follow.


EBL e-books can be downloaded to your computer or mobile device. Follow the instructions to download your e-books for offline access.

Note: This e-text is available to you as part of your program tuition and fees, but you may purchase a hard copy at your own expense through VitalSource or a retailer of your choice. If you choose to purchase the text from a retailer, please use the ISBN listed to ensure that you receive the correct edition.

SkillSoft and Books 24x7

You will access SkillSoft items at the activity level within this course. For more information on accessing SkillSoft items, please see the "Accessing SkillSoft Learning Resources" page.

Topics and Pacing

This outline suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. Follow these guidelines carefully to complete the course in the suggested timeframe.

- Week 1:
  - Project Management Overview
  - Project Management Processes
- Week 2:
  - Project Charter
  - Project Risk Management
- Week 3:
  - Project Scope Management
○ Project Procurement Management

- Week 4:
  ○ WBS Dictionary
  ○ Scheduling Tools

- Week 5:
  ○ Human Resource Management
  ○ Communication

- Week 6:
  ○ Risk Management Review
  ○ Project Metrics
  ○ Problem Solving

**Project Management Methodology**

In order to build something, you need the right tools. To create an effective project plan, you need appropriate project management tools to help you organize and analyze project data and work with your stakeholders. Utilizing a framework such as PMI's PMBOK (the Project Management Institute's *Project Management Body of Knowledge*) will help ensure you put together a comprehensive plan for successfully completing your project.

**Project Management Overview**

First we look at the basics: defining a project and establishing the context in which a project is performed.

This topic addresses the following competency:

- **Competency 320.1.1: Project Management Tools**
  
The graduate evaluates potential project management tools for alignment with specified project activities.

This topic highlights the following objectives:

- Identify the major components of the PMI Project Methodology.
- Explain the benefits of using a defined project management process.

**Project Management Knowledge Center in SkillSoft**

The *Knowledge Center* in SkillSoft provides current information about the field of project management. Current and archived "Feature Topics" are available for you to read through the latest developments in project management. The "Business Impact Series" videos provide overview of various topics that are relevant to your studies. Get familiar with what is available in the Knowledge Center so you can refer back to it as you have questions throughout the course.

**Project Lifecycle**

Start off by reviewing what a project is and isn't. Here you'll get familiar with the major phases of the project lifecycle.

Read the following chapters in the *PMBOK*:
• Chapter 1 (“Introduction”)
• Chapter 2 (“Organizational Influences and Project Life Cycle”)

If you prefer the interactive modules, the following SkillSoft presentations cover most of the same information:

• IT Project Management Essentials: Introduction to IT Project Management
• Managing Projects within Organizations
• Getting Your Project off the Ground

Lessons Learned

A project manager’s job is complicated. The ability to communicate and manage expectations is key to keeping stakeholders in line, but there are many aspects of the environment that can threaten to draw attention away from where it is needed.

Read the following sections in Project Management: A Systems Approach to Planning, Scheduling, and Controlling:

• Section 5.27 (“Proverbs and Laws”) of Chapter 5 (“Management Functions”)
• Section 6.2 (“Time Robbers”) of Chapter 6 (“Management of Your Time and Stress”)

Project Management Processes

First we look at the basics: defining a project and establishing the context in which a project is performed.

This topic addresses the following competency:

• Competency 320.1.1: Project Management Tools
  The graduate evaluates potential project management tools for alignment with specified project activities.

This topic highlights the following objectives:

• Identify common tools used in the planning phase of a project.
• Outline the business benefits derived from using project management tools.
• Conduct an audit of potential project management tools to be used in a specified project.
• Select project management tools that appropriately fit work to be completed in a project.

Process Groups

In this activity, you start off with an overview of the project management process groups to see how they fit together. The next activity provides more details on each process group.

Read the following chapter in the PMBOK:

• Chapter 3 (“Project Management Processes”)

Knowledge Areas
Familiarize yourself with the following chapters in the *PMBOK*:

- Chapter 4 ("Project Integration Management")
- Chapter 5 ("Project Scope Management")
- Chapter 6 ("Project Time Management")
- Chapter 7 ("Project Cost Management")
- Chapter 8 ("Project Quality Management")
- Chapter 9 ("Project Human Resource Management")
- Chapter 10 ("Project Communications Management")
- Chapter 11 ("Project Risk Management")
- Chapter 12 ("Project Procurement Management")
- Chapter 13 ("Project Stakeholder Management")

You may choose to read these chapters in their entirety, but doing so is not necessary at this point. Start by taking a look at the figures at the beginning of each chapter, which outline the processes in each knowledge area. Each chapter follows the outline given in the figures, so if you want to look up more information about any aspect of the figure, go to that numbered section of the chapter.

As you review and become familiar with these tools, think about projects you have been associated with at work, at home, or with another group in which you are involved. Where have you employed some of these tools? Where should you have followed some of these processes but didn’t?

Now review the case study in RMGT Task 1 in Taskstream and think about which aspects of the PMI methodology would be most applicable based on the nature of the company and the type of project they are planning.  
**Complete: Task 1 Performance Task, Part A**

Complete the following task in Taskstream:

- MGT2 IT Project Management: Task 1, Part A

For details about this performance assessment, see the "Assessment" tab in this course.

**Project Integration Management**

Integration is about bringing discrete elements together to form a whole. In project management, we take the needs of a variety of stakeholders and combine them in a way that best meets those needs. Not everyone will agree, so there is always some amount of compromise. In order to move forward with more detailed project planning, everyone needs to be on the same page.

**Project Charter**

The project charter is proof that a project is supported by management and other stakeholders. It is not an actionable plan, but rather documented support that allows a detailed plan to be created. Managers will not allow resources to be allocated for a non-existent project. An
approved charter means the project exists, even if at a preliminary level, and that resources can be allocated within the context established by the charter.

This topic addresses the following competencies:

- **Competency 320.1.1: Project Management Tools**
  The graduate evaluates potential project management tools for alignment with specified project activities.
- **Competency 320.1.3: Scheduling**
  The graduate creates project schedules that ensure timely project completion.

This topic highlights the following objectives:

- Organize business requirements in a project charter document.
- Use the project scope and project charter to define specific project deliverables.

**Project Charter**

Review the following chapter in the *PMBOK*:

- Chapter 4 ("Project Integration Management")
- Section 6.1 ("Plan Schedule Management") of Chapter 6 ("Project Time Management")

Read the following sections of Chapter 11 ("Planning") in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Section 11.25 ("Total Project Planning")
- Section 11.26 ("The Project Charter")

If you prefer the interactive modules, the following SkillSoft presentation covers most of the same information:

- Integrated Initiation and Planning.

**Complete: Task 1 Performance Task, Part B**

Complete the following task in Taskstream:

- MGT2 IT Project Management: Task 1, Part B

For details about this performance assessment, see the "Assessment" tab in this course.

**Project Planning**

Once the project charter is approved, it is time to start putting together the detailed project plan. You'll need to determine what you're actually trying to accomplish with the project, the steps to get you there, and any risks that might slow you down.

**Project Procurement Management**
The first step of the procurement process is determining what, if anything, ought to be purchased. You may find that building something yourself gives you more control than if you purchase something created by a third party. On the other hand, purchasing something that already exists has the potential to reduce costs and quality issues. If you do decide to move forward with procurement, it is important that you analyze your options and select the best fit.

This topic addresses the following competencies:

- **Competency 320.1.3: Scheduling**  
  The graduate creates project schedules that ensure timely project completion.
- **Competency 320.1.5: Internal & External Risk Mitigation**  
  The graduate develops mitigation plans that address internal and external risks within a project.

This topic highlights the following objectives:

- Identify the importance of performing a make-or-buy analysis.
- Analyze the trade-offs between making and buying an item needed in a given project situation.
- Compare the relative costs and risks associated with different types of contracts.
- Apply the appropriate steps for preparing and reviewing the responses to a solicitation package.

**Procurement**

Read the following chapter in the *PMBOK*:

- **Chapter 12 (“Project Procurement Management”)**

Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- **Chapter 19 (“Contract Management”)**

If you prefer the interactive modules, the following SkillSoft presentations cover most of the same information:

- **Planning Project Procurement Management**
- **Managing Procurements**

**Project Scope Management**

The project scope document gives a more detailed description of what is and is not part of the project. As project manager, you logically think through and document each step that will be required to move from the current state to the desired state and any potential risks that threaten your plans.

This topic addresses the following competencies:
- **Competency 320.1.3: Scheduling**
  The graduate creates project schedules that ensure timely project completion.
- **Competency 320.1.5: Internal & External Risk Mitigation**
  The graduate develops mitigation plans that address internal and external risks within a project.

This topic highlights the following objectives:

- Identify the importance of using Work Breakdown Structure to define the work scope of a project.
- Summarize the major components of a Work Breakdown Structure.
- Apply the Work Breakdown Structure process to specified tasks.
- Develop individual tasks to achieve project goals using a Work Breakdown Structure.
- Use the project scope and project charter to define specific project deliverables.
- Outline the boundaries of work to be completed in a project scope document.

**Work Breakdown Structure**

The Work Breakdown Structure (WBS) will help you deconstruct your project into various levels of activities to ensure that nothing is left out. The 100% Rule is a rule of thumb that the WBS should document 100% of the work that is needed to complete the project, and while you may not always get there, it is a worthy goal to aim for.

Read the following in the *PMBOK*:

- Chapter 5 ("Project Scope Management")
- Section 6.2 ("Define Activities") of Chapter 6 ("Project Time Management")

Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Chapter 11 ("Planning")

If you prefer the interactive modules, the following SkillSoft presentations cover most of the same information:

- Project Requirements and Defining Scope
- Creating the Work Breakdown Structure
- Monitoring and Controlling Project Scope
- Defining and Sequencing Project Activities

**Project Risk Management**

Risks are unknowns that have the potential to affect the quality, budget, or schedule of your project. Depending on the potential impact and the likelihood of a risk becoming an issue, you will come up with a plan for dealing with it. Plans could include attempting to prevent it, mitigating its impact, transferring the risk to another party, or simply accepting the risk and dealing with it if it occurs. While we generally spend more time talking about dealing with
negative risks, you’ll also want to watch out for positive risks to encourage and take advantage
of.

This topic addresses the following competencies:

- **Competency 320.1.3: Scheduling**
  The graduate creates project schedules that ensure timely project completion.
- **Competency 320.1.5: Internal & External Risk Mitigation**
  The graduate develops mitigation plans that address internal and external risks within a
  project.

This topic highlights the following objectives:

- **Determine Risk**
  - Identify various risk identification techniques.
  - Identify common risks to projects.
  - Explain how to use various risk identification techniques to identify potential
    project risks.
  - Utilize risk identification techniques to develop a list of internal and external risks
    for a given project.
  - Outline potential risks of a project in a risk analysis document.
- **Mitigate Risk**
  - Recognize the elements of common mitigation plans.
  - Classify the types of risk that available mitigation strategies are designed to
    address.
  - Analyze the cost of potential mitigation plans.
  - Determine which risk mitigation costs should be added to the budget of a given
    project.
  - Create a mitigation plan to deal with identified risks to a project.

**Risk Management**

Read the following chapter in the *PMBOK*:

- **Chapter 11 (“Project Risk Management”)**

Read the following chapter in *Project Management: A Systems Approach to Planning,
Scheduling, and Controlling*:

- **Chapter 17 (“Risk Management”)**

If you prefer the interactive modules, the following SkillSoft presentations cover most of the
same information:

- **Risk Management Planning**
- **IT Project Management Essentials: Managing Risks in an IT Project**
- **Risk Response, Monitor, and Control**
Complete: Task 1 Performance Task, Part C

Complete the following task in Taskstream:

- MGT2 IT Project Management: RMGT Task 1, Part C

For details about this performance assessment, see the "Assessment" tab in this course.

**Project Scheduling**

Once you have broken out what tasks need to be performed, it’s time to see how they fit together in the schedule. Analyze every task in the WBS (Work Breakdown Structure) to determine how long each will take, what order they should be done in, and who will perform them. You can then visualize the schedule using a Gantt chart and determine the critical path. At this point, you have resources scheduled and projected start and finish dates, so look back over everything and make sure you haven’t left anything out before finalizing and sending everyone in the company a copy of your plan. Identify and fix any major holes and start thinking about how you plan to spend your time as project manager once the project gets underway.

**WBS Dictionary**

The WBS (Work Breakdown Structure) identifies the tasks that need to be completed for each phase of the project. In order to move from a list of tasks to a finalized project schedule, we need additional information about each task. The WBS Dictionary provides details about each task. These details will vary depending on the needs of the company and the project.

This topic addresses the following competency:

- **Competency 320.1.3: Scheduling**
  
  The graduate creates project schedules that ensure timely project completion.

This topic highlights the following objectives:

- **Estimate Task Durations**
  - Describe common estimating techniques for tasks.
  - Develop estimates using defined project techniques and tools.
  - Apply appropriate estimating techniques to given tasks using multiple techniques, including Project Evaluation and Review Technique (PERT).
  - Compare the results of multiple estimating techniques for given tasks.
  - Evaluate the validity of conducted estimates to determine which is most appropriate for given tasks.

- **Determine Task Dependencies**
  - Describe the concept of task dependency.
  - Explain the reasons for dependencies.
  - Analyze given project tasks to determine dependencies.
  - Create a table with tasks, completion estimates, and dependencies.

**Analyzing Task Needs**
Read the following sections in the *PMBOK*:

- Section 5.4.3.1 ("WBS Dictionary") of Chapter 5 ("Project Scope Management")
- Section 6.3 ("Sequence Activities") of Chapter 6 ("Project Time Management")
- Section 6.4 ("Estimate Activity Resources") of Chapter 6 ("Project Time Management")
- Section 6.5 ("Estimate Activity Durations") of Chapter 6 ("Project Time Management")

If you prefer the interactive modules, the following SkillSoft presentations cover most of the same information:

- **Planning Project Costs**

### Scheduling Tools
Tools such as the Gantt chart and critical path are helpful in creating the project schedule and visualizing it. By using the information gathered in the WBS dictionary, you can lay out the specific dates that tasks will be scheduled, resolve conflicts when resources are over-allocated, finalize your labor budget, determine the projected completion date of the project, and prioritize the tasks that most directly affect the date the project will be completed. Once the schedule is finalized, the Gantt chart and critical path will help you manage your limited time as project manager so you can keep your eye on any problem areas that need more of your attention.

This topic addresses the following competencies:

- **Competency 320.1.3: Scheduling**
  The graduate creates project schedules that ensure timely project completion.
- **Competency 320.1.5: Internal & External Risk Mitigation**
  The graduate develops mitigation plans that address internal and external risks within a project.

This topic highlights the following objectives:

- Identify the benefits of various project scheduling tools.
- Describe the benefits and drawbacks of various project scheduling tools.
- Prepare a project network diagram for a given project.
- Determine the critical path for a given project.
- Evaluate whether critical path calculations meet the needs stated in project planning documents.
- Create a project schedule that ensures timely project completion for a given project.

### Presenting the Schedule

Read the following sections in the *PMBOK*:

- Section 6.6 ("Develop Schedule") of Chapter 6 ("Project Time Management")
- Section 6.7 ("Control Schedule") of Chapter 6 ("Project Time Management")

Read the following chapter in *Project Management: A Systems Approach to Planning,*
Scheduling, and Controlling:

- Chapter 12 ("Network Scheduling Techniques")
- Section 13.2 ("Bar (Gantt) Chart") of Chapter 13 ("Project Graphics")

Ensuring Successful Project Execution

Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Chapter 9 ("The Variables for Success")

Complete: Task 1 Performance Task, Parts D–F

Complete the following task in Taskstream:

- MGT2 IT Project Management: Task 1, Parts D–F

For details about this performance assessment, see the "Assessment" tab in this course.

Project Organization and Communication

The success of any project hinges on having the right people in the right places and ensuring everyone has the information they need to do their job. Unhappy stakeholders can cause major issues with your project, so it is important to keep everyone working toward the same goals.

Human Resource Management

Every company is different. Every project is different. It is important to be in touch with the culture of the company and the needs of project team members as you organize your team. Choosing a poorly matched organizational structure may leave you with a project manager or team lead that does not have sufficient power to keep the project moving forward as other projects or initiatives fight for priority. On the other hand, an overly powerful project manager may leave functional areas in a bad state by occupying the resources they need to do their daily work. A project is temporary, so you need to find the right balance to get the work done quickly without interrupting company operations.

This topic addresses the following competencies:

- **Competency 320.1.2: Allocating Team Members**
  The graduate effectively allocates team members in an appropriate organizational structure for current projects.

- **Competency 320.1.4: Communicating with Stakeholders**
  The graduate creates project communication plans that ensure ongoing project information is appropriately disseminated to project stakeholders.

- **Competency 320.1.8: Presenting to Stakeholders**
  The graduate develops presentation documents for internal and external stakeholders that communicate project assessment and recommendations for improvement.

This topic highlights the following objectives:
Choose the Appropriate Organizational Structure
- Describe common organizational structures used in project management.
- Explain possible benefits and drawbacks of various organizational structures.
- Select several appropriate alternative organizational structures for a given project.
- Outline the similarities and differences among proposed project organizational structures.
- Recommend an appropriate organizational structure for a project.

Assign Roles
- Identify necessary project management roles.
- Discuss the skills needed for each project role
- Compile the qualifications of potential project team members.
- Outline potential project assignments for available team members.
- Rank the relative importance of project roles among multiple planned projects.
- Evaluate the relative skills of project members for planned project roles.
- Assign team members to roles based on team member expertise and project needs.

Organization

Review the following in the *PMBOK*:

- Section 2.1 (“Organizational Influence on Project Management”) of Chapter 2 (“Organizational Influences and Project Life Cycle”)
- Chapter 9 (“Project Human Resource Management”)

Read the following in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Chapter 3 (“Organizational Structures”)

If you prefer the interactive modules, the following SkillSoft presentations cover most of the same information:

- Planning Project Human Resources
- Managing Projects Within Organizations

Selecting the Project Team

Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Chapter 4 (“Organizing and Staffing the Project Office and Team”)

Managing the Project Team

Read the following in Chapter 5 (“Management Functions”) of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
- Section 5.5 ("Barriers to Project Team Development")
- Section 5.6 ("Suggestions for Handling the Newly Formed Team")
- Section 5.7 ("Team Building as an Ongoing Process")
- Section 5.8 ("Dysfunctions of a Team")

If you prefer the interactive modules, the following SkillSoft presentations cover most of the same information:

- **Project Human Resources Management Simulation**

**Communication**

Ideally your stakeholders are all united in helping get your project completed. It’s beneficial to have stakeholders that are willing to help you and lend support to your project, but everyone has different priorities. Start with identifying your stakeholders and analyzing what they need to be happy and get their jobs done. Focus more time on stakeholders who have more influence over your project than others. Openness is a key to communication as project manager. Don’t avoid the problems when they occur. Confront them so they can be solved immediately. This doesn’t mean everyone needs to know everything, though you should make sure everyone has just what they need, when they need it, to perform their tasks.

This topic addresses the following competencies:

- **Competency 320.1.2: Allocating Team Members**
  The graduate effectively allocates team members in an appropriate organizational structure for current projects.

- **Competency 320.1.4: Communicating with Stakeholders**
  The graduate creates project communication plans that ensure ongoing project information is appropriately disseminated to project stakeholders.

- **Competency 320.1.8: Presenting to Stakeholders**
  The graduate develops presentation documents for internal and external stakeholders that communicate project assessment and recommendations for improvement.

This topic highlights the following objectives:

- **Understand Your Stakeholders**
  - Identify the various roles of project stakeholders.
  - Classify the types of information that will need to be made available to stakeholders.
  - Identify the communication needs of each stakeholder.
  - Organize stakeholders into groups based on similar communication needs.

- **Plan Documentation to Meet Stakeholder Needs**
  - Identify common project documentation styles.
  - Articulate the message strategy used in presentation documents.
  - Implement appropriate presentation principles for representing a variety of project status details.

**Analyze Stakeholder Needs**
Read or review the following sections in the *PMBOK*:

- Section 2.2 (“Project Stakeholders and Governance”) of Chapter 2 (“Organizational Influences and Project Life Cycle”)
- Chapter 13 (“Project Stakeholder Management”)

**Plan Communication**

Read the following in the *PMBOK*:

- Chapter 10 (“Project Communications Management”)

Read the following sections in Chapter 5 (“Management Functions”) of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Section 5.15 (“Communications”)
- Section 5.16 (“Project Review Meetings”)
- Section 5.17 (“Project Management Bottlenecks”)
- Section 5.19 (“Active Listening”)
- Section 5.26 (“Communication Traps”)

If you prefer the interactive modules, the following SkillSoft presentations cover most of the same information:

- Control Project Communications
- Direct, Monitor, and Control Project Work
- Plan and Manage Project Communications
- Communicating Effectively with Project Stakeholders Simulation

**Project Closure**

Read the following sections in the *PMBOK*:

- Section 4.6 (“Close Project or Phase”) of Chapter 4 (“Project Integration Management”)
- Section 12.4 (“Close Procurements”) of Chapter 12 (“Project Procurement Management”)

Read the following sections in Chapter 2 (“Project Management Growth: Concepts and Definitions”) of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Section 2.10 (“The Many Faces of Success”)
- Section 2.11 (“The Many Faces of Failure”)
- Section 2.12 (“The Stage-Gate Process”)
- Section 2.13 (“Project Life Cycles”)
- Section 2.14 (“Gate Review Meetings (Project Closure)”)
Approach to Planning, Scheduling, and Controlling:

- Section 11.20 (“Stopping Projects”)
- Section 11.21 (“Handling Project Phaseouts and Transfers”)

If you prefer the interactive modules, the following SkillSoft presentation covers most of the same information:

- IT Project Management Essentials: Testing Deliverables and Closing IT Projects

**Complete: Task 2 Performance Task**

Complete the following task in Taskstream:

- MGT2 IT Project Management: Task 2

For details about this performance assessment, see the "Assessment" tab in this course.

**Monitoring & Controlling**

Once your project plan is approved, it’s time to carry it out. Not everything goes according to plan, and you’ll find there were things you forgot to account for beforehand, so you always want to be monitoring performance, updating your risk management plan, and working with project teams to ensure they are successful. When needed, changes may need to be made to the project scope, budget, schedule, team, or other portions of your plan. Use relevant project metrics to measure how well you’re sticking to the plan so problems can be identified and fixed as soon as possible.

**Project Risk Management Review**

The material covered in the following topics includes much of the same information previously listed in the "Project Risk Management" topic, under "Project Planning." If you have already completed your studies in that topic, you may wish to review the concepts covered there before proceeding. If you have not yet completed the "Project Risk Management" topic, you are encouraged to complete that section of the course first, then move on to the following topics.

This topic addresses the following competencies:

- **Competency 320.1: Internal & External Risk Mitigation**
  The graduate develops mitigation plans that address internal and external risks within a project.

- **Competency 320.1.6: Project Metrics**
  The graduate analyzes project data using appropriate metrics to forecast project outcome.

- **Competency 320.1.7: Problem Solving**
  The graduate applies standard problem-solving techniques and strategies that facilitate resolution of problems that arise with in a project.

- **Competency 320.1.8: Presenting to Stakeholders**
  The graduate develops presentation documents for internal and external stakeholders.
that communicate project assessment and recommendations for improvement.

**Project Metrics**

Project metrics allow you to measure the performance of your project team in terms of quality, budget, and schedule. Risk assessments account for these same areas as we analyze in our risk. You might associate a metric with a given risk. If a given variance gets too high, that signals that a risk mitigation plan needs to be carried out. Ideally this is done before a problem has developed so far that the project can’t recover. The difference between metrics and risks is that risks are about guessing what may or may not happen, while metrics measure what’s actually happened. Metrics can also be used to project future performance, but even then, future performance is estimated based on measured past performance.

This topic addresses the following competencies:

- **Competency 320.1.5: Internal & External Risk Mitigation**
  The graduate develops mitigation plans that address internal and external risks within a project.

- **Competency 320.1.6: Project Metrics**
  The graduate analyzes project data using appropriate metrics to forecast project outcome.

- **Competency 320.1.7: Problem Solving**
  The graduate applies standard problem-solving techniques and strategies that facilitate resolution of problems that arise with in a project.

- **Competency 320.1.8: Presenting to Stakeholders**
  The graduate develops presentation documents for internal and external stakeholders that communicate project assessment and recommendations for improvement.

This topic highlights the following objectives:

- **Choose Appropriate Project Metrics**
  - Identify calculation formulas for specific metrics.
  - Match project metrics to needs for a given project.
  - Describe the purpose for metrics in project reviews.

- **Analyzing Metrics**
  - Calculate project metrics to establish project status data.
  - Use established metrics to identify challenges for a given project.
  - Analyze the results of metric calculations to predict project outcome.

**Quality Metrics**

Read the following chapter in the *PMBOK*:

- Chapter 8 ("Project Quality Management")

Read the following sections in Chapter 20 ("Quality Management") of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:
- Section 20.7 (“Quality Management Concepts”)
- Section 20.8 (“The Cost of Quality”)
- Section 20.9 (“The Seven Quality Control Tools”)

If you prefer the interactive modules, the following SkillSoft presentations cover most of the same information:

- **IT Project Management Essentials: Monitoring and Controlling IT Projects**

### Cost and Schedule Metrics

Read the following chapter in the *PMBOCK*:

- **Chapter 7 (“Project Cost Management”)**

Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- **Sections 15.5–15.7 of Chapter 15 (“Cost Control”)**

If you prefer the interactive modules, the following SkillSoft presentation covers most of the same information:

- "Monitoring the Progress of an IT Project" in *IT Project Management Essentials: Monitoring and Controlling IT Projects*

### Material Costs

Review the following chapter in the *PMBOCK*:

- **Chapter 7 (“Project Cost Management”)**

Read the following chapter in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- **Sections 15.10–15.12 of Chapter 15 (“Cost Control”)**

### Problem Solving

Once you have identified a problem exists, it’s time to spring into action and fix it. You might need to request more money, adjust the scope of the project, reallocate resources, or provide training to team members. The nature of the problem will guide you in choosing an appropriate remedy. Often there are multiple ways of solving a given problem, and everyone may not agree on which is best. It is important to analyze the consequences of your decisions and keep in mind that as you adjust one constraint, others are affected. Authorizing employee overtime to get caught up when behind schedule will cost more money. Bringing in lower paid workers to perform tasks might save money but cause quality problems. Reworking poor quality output will cost you in both time and money, but not fixing a quality issue will probably be more expensive in the long term.
This topic addresses the following competencies:

- **Competency 320.1.5: Internal & External Risk Mitigation**
  The graduate develops mitigation plans that address internal and external risks within a project.

- **Competency 320.1.6: Project Metrics**
  The graduate analyzes project data using appropriate metrics to forecast project outcome.

- **Competency 320.1.7: Problem Solving**
  The graduate applies standard problem-solving techniques and strategies that facilitate resolution of problems that arise within a project.

- **Competency 320.1.8: Presenting to Stakeholders**
  The graduate develops presentation documents for internal and external stakeholders that communicate project assessment and recommendations for improvement.

This topic highlights the following objectives:

- **Apply Problem-Solving Techniques and Strategies**
  - Identify various problem-solving techniques and strategies.
  - Describe how problem-solving techniques and strategies should be used in resolving project issues.

- **Determine Solutions**
  - Construct a model that explains the causes for identified project issues.
  - Apply problem-solving techniques to develop solutions to existing problems.

- **Present Solutions**
  - Use appropriate audience and message strategies to present the results of project assessments and metrics.
  - Select project challenges and obstacles for which stakeholders will require additional information.
  - Parse unformatted project information to establish key status points.
  - Outline a recovery plan that addresses project challenges and obstacles.
  - Critique the recovery plan to ensure validity and success potential.
  - Develop a presentation for stakeholders recommending solutions to known challenges and obstacles.

**Management**

Read the following in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Chapter 10 ("Working with Executives")
- Sections 11.30–11.33 of Chapter 11 ("Planning")
- Section 12.15 ("The Myths of Schedule Compression") of Chapter 12 ("Network Scheduling Techniques")
- Chapter 16 ("Trade-Off Analysis in a Project Environment")
- Chapter 22 ("The Business of Scope Changes")

**Quality and Cost Improvement**
Read the following sections in *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*:

- Sections 20.14–20.16 of *Chapter 20 ("Quality Management")*
- Sections 15.13–15.15 of *Chapter 15 ("Cost Control")*

**Complete: Task 3 Performance Task**

Complete the following task in Taskstream:

- MGT2 IT Project Management: Task 3

For details about this performance assessment, see the "Assessment" tab in this course.

**Final Steps**

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete the assessments, schedule and complete your assessments now.