

TABLE 3–13 Monitoring and controlling processes and outputs Knowledge Area Monitoring and Controlling Process Outputs Project Integration Management Monitor and control project work Change requests Work performance reports Project management plan updates Project documents updates Perform integrated change control Approved change requests Change log Project management plan updates Project documents updates Project Scope Management Validate scope Accepted deliverables Change requests Work performance information Project documents updates Control scope Work performance information Change requests Project management plan updates Project documents updates Organizational process assets updates Project Time Management Control schedule Work performance information Schedule forecasts Change requests Project management plan updates Project documents updates Organizational process assets updates Project Cost Management Control cost Work performance information Cost forecasts Change requests Project management plan updates Project documents updates Organizational process assets updates Project Quality Management Control quality Quality control measurements Validated changes Validated deliverables Work performance information Change requests Project management plan updates Project documents updates Organizational process assets updates (continued) 115 The Project Management Process Groups: A Case Study Copyright 2012 Cengage Learning. As philosopher George Santayana said, "Those who cannot remember the past are condemned to repeat it." TABLE 3–14 Sample weekly progress report Project Name: Project Management Intranet Project Team Member Name: Cindy Dawson, cindy_dawson@jwdconsulting.com Date: August 5 Work completed this week: – Worked with Kevin to start the intranet site construction – Organized all the content files – Started developing a file naming scheme for content files – Continued work on " Ask the Expert " and User Requests features – Met with preferred supplier – Verified that their software would meet our needs – Discovered the need for some customization Work to complete next week: – Continue work on intranet site construction – Prepare draft contract for preferred supplier – Develop new cost estimate for outsourced work What ' s going well and why: The intranet site construction started well. The design was very clear and easy to follow. Kevin really knows what he ' s doing. What ' s not going well and why: It is difficult to decide how to organize the templates and examples. Need more input from senior consultants and clients. Suggestions/Issues: – Hold a special meeting to decide how to organize the templates and examples on the intranet site. – Get some sample contracts and help in negotiating with the preferred supplier. Project changes: I think we can stay on schedule, but it looks like we ' ll need about \$10,000 more for outsourcing. That ' s doubling our budget in that area. (C) Cengage Learning 2014 117 The Project Management Process Groups: A Case Study Copyright 2012 Cengage Learning. All Rights Reserved. May not be copied, scanned, or duplicated, in whole or in part. It is also important to plan for and execute a smooth transition of the project into the normal operations of the company. Most projects produce results that are integrated into the existing organizational structure. For example, JWD Consulting ' s project management intranet site project will require staff to support the intranet site after it is operational. Erica included support costs of \$40,000 per year for the projected three– year life of the new system. She also created a transition plan as part of the final report to provide for a smooth transition of the system into the firm ' s operations. The plan included a list of issues that had to be resolved before the firm could put the new intranet site into

production. For example, Michael Chen would not be available to work on the intranet site after the six-month project was complete, so the team had to know who would support the " Ask the Expert " feature and plan some time for Michael to work with that person. Several of the firm ' s client contracts were based on TABLE 3–13 Monitoring and controlling processes and outputs (continued) Knowledge Area

Monitoring and Controlling Process Outputs Project Communications Management Control communications Work performance information Change requests Project documents updates Organizational process assets updates Project Risk Management Control risks Work performance information Change requests Project management plan updates Project documents updates Organizational process assets updates Project Procurement Management Control procurements Work performance information Change requests Project management plan updates Project documents updates Organizational process assets updates Project Stakeholder Management Control stakeholder engagement Work performance information Change requests Project documents updates Organizational process assets updates Source: PMBOK (R) Guide, Fifth Edition , 2012. The project team produced a hard copy of the final TABLE 3–15 Closing processes and output Knowledge Area Closing Process

Outputs Project Integration Management Close project or phase Final product, service, or result transition Organizational process assets updates Project Procurement Management Close procurements Closed procurements Organizational process assets updates Source: PMBOK (R) Guide, Fifth Edition , 2012. When she was not working on this project, Erica was managing JWD Consulting ' s Project Management Office (PMO), and she could already see how the intranet site would help her staff save time and make their consultants more productive. Notice the bulleted items in the fourth question, such as the importance of having a good kick-off meeting, working together to develop a team contract, using project management software, and communicating well with the project team and sponsor. TABLE 3–16 Lessons-learned report (abbreviated) Project Name: JWD Consulting Project Management Intranet Site Project Sponsor: Joe Fleming Project Manager: Erica Bell Project Dates: May 2 – November 4 Final Budget: \$150,000 1. Joe agreed with that approach, and approved the additional funding Erica projected they would need based on the earned value projections and the need to make up a little time on critical tasks. Project Closing The closing process involves gaining stakeholder and customer acceptance of the final products and services and then bringing the project or project phase to an orderly end. Table 3–15 lists the knowledge areas, processes, and outputs of project closing based on the PMBOK (R) Guide, Fifth Edition . Erica reviewed the confidential, individual lessons-learned reports from each team member and wrote one summary lessons-learned report to include in the final documentation, part of which is provided in Table 3–16. worked on tasks each Friday afternoon by 4 p.m. via the firm ' s enterprise-wide project management software. They were using the enterprise version of Microsoft Project 2010, so they could easily update their task information via the Web. Even though many IT projects are canceled before completion, it is still important to formally close any project and reflect on what can be learned to improve future projects. Erica also had Joe sign a client acceptance form, one of the sample templates on the new intranet site that the project team suggested all consultants use when closing their projects. All Rights Reserved. 2