Module 4: Implementing The Project Plan
Overview

- Project execution (or implementation) is the phase in which the plan designed in the prior phases of the project life are put into action.
- Most of the project’s time, cost and resources are spent in this stage as in this stage the project deliverables are created.
- By executing the work packages as per the defined schedule, the project team produces the deliverables of the project.
- As indicated in the figure on the left directing and management of project execution will often occur many times during the project and therefore is a cyclic process.
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Implementing The Project Plan
PM Knowledge Areas – Relevant Processes

- **Project Integration Management**
  - Develop Project Charter
  - Develop Project Management Plan
  - Direct and Manage Project Execution
  - Monitor and Control Project Work
  - Perform Integrated Change Control
  - Close Project or Phase

- **Project Scope Management**
  - Collect Requirements
  - Define Scope
  - Create WBS
  - Verify Project Scope
  - Control Project Scope

- **Project Time Management**
  - Define Activities
  - Sequence Activities
  - Estimate Activity Resources
  - Estimate Activity Durations
  - Develop Schedule
  - Control Schedule

- **Project Cost Management**
  - Estimate Costs
  - Determine Budget
  - Control Costs

- **Project Quality Management**
  - Plan Quality
  - Perform Quality Assurance
  - Perform Quality Control

| Execution Processes | Monitoring and Control Processes |
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PM Knowledge Areas – Relevant Processes

- **Project Human Resources Management**
  - Develop Human Resource Plan
  - Acquire Project Team
  - Develop Project Team
  - Manage Project Team

- **Project Risk Management**
  - Plan Risk Management
  - Identify Risks
  - Perform Qualitative Risk Analysis
  - Perform Quantitative Risk Analysis
  - Plan Risk Responses
  - Monitor and Control Risks

- **Project Procurement Management**
  - Plan Procurements
  - Conduct Procurements
  - Administer Procurements
  - Close Procurements

- **Project Communication Management**
  - Identify Stakeholders
  - Plan Communications
  - Manage Communication
  - Manage Stakeholder Expectations
  - Report Performance

- **Execution Processes**
- **Monitoring and Control Processes**
Routine communication is a detail inexperienced PMs can easily overlook. Creating efficient flow of communication is essential for creating a positive workflow experience for all constituents.

Experienced PMs understand that managing stakeholder expectations, regular communications and responding to their needs is as important as communicating with project team.

Decisions on resource allocation and distribution are necessary. Creating the reports/docs necessary to respond to procurement processes ensures best budgetary decisions.

Routine quality assurance checks helps the PM make necessary adjustments needed in addition to sharing with stakeholders data about the health state of the project.

Supporting teams with the tools and knowledge needed to do the job most effectively will enhance performance. Building team cohesion bundled with training can lead to success.

Team leaders who listen to employee concerns and respond appropriately can directly impact the success of the entire project. Making mid-course adjustments when necessary and mitigating challenges can result in a strong end product.

Majority of project budget is spent during the execution stage. It is important that PMs have a clear set of goals and a realistic time line from the very beginning. Ensuring that scheduling and phasing details to be sure that related tasks can be done as planned.

Setting up best teams and clearly setting expectations is a key project success factor. Team leaders should understand how their part fits into the larger project benchmark goals.

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**Execution Process Groups**

- Direct and Manage Project Execution
- Perform Quality Assurance
- Acquire Project Team
- Manage Project Team
- Develop Project Team
- Manage Communications
- Conduct Procurements
- Manage Stakeholder Expectations
GCAA developed a process specifically for project execution and deliverable acceptance.

The process describes how the GCAA carries out the execution of the project following project initiation.

The process guides the project manager throughout the life cycle of the project on the steps to follow to capture vendor progress and accept deliverables and milestone completion.
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Execution Process – GCAA Example

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Sample GCAA Milestone Completion Notification Form

Sample GCAA Deliverable Acceptance Form
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Execution Process – GCAA Example

Sample GCAA Project Dependency Register

Sample GCAA Project Dependency Register Form
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The Project Plan

Project Dependency Management
Team Activity 11

For the same project:
“Automation of Enterprise Project Management Process”
Using the GCAA template produce a sample project dependency register
## Project Dependency Management

### Team Activity 11

<table>
<thead>
<tr>
<th>Interdepend. #</th>
<th>Date Logged</th>
<th>Interdependency Type</th>
<th>Interdependency Description</th>
<th>Date Action Required by</th>
<th>PMO Actions Required / Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25 Jul</td>
<td>Input</td>
<td>HW standards to be provided by IT before the start of HW specification activity</td>
<td>25 Aug</td>
<td>Monitor</td>
</tr>
<tr>
<td>2</td>
<td>25 Jul</td>
<td>Resource sharing</td>
<td>PMO resource to be dedicated for the project before start of functional requirements</td>
<td>15 Aug</td>
<td>None</td>
</tr>
</tbody>
</table>
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**Monitoring and Control Process Groups**

- This set of processes addresses the skills needed to review progress and document benchmarks.
- Keeping an eye on team performance and reacting quickly and appropriately to any emergent issues is vital for maintaining positive forward momentum.
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**Monitoring and Control Process Groups**

- Keeping stakeholders up to date on progress and team performance through reports and ongoing documentation contributes to project success.

- Regularly assessing progress related to scope, benchmark goals, timeline, and budget helps to ensure that there are no unpleasant surprises as the project unfolds.
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Project Progress
Team Activity 12

For the same project:
“Automation of Enterprise Project Management Process”
Using the GCAA template produce a sample project progress report
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Monitoring and Control Process Groups

- Even well-planned projects are going to require change from time to time.

The larger the project the more change there usually is.

- This process is to keep track of change in light of timeline and budgetary considerations which is an important task that must be addressed throughout the project.
As the project progresses through each phase, it is important to secure the documentation related to completed portions of the project. Re-visiting other process groups to be sure that objectives have been met reflecting any changes is part of the follow-through needed as the project continues toward completion.
If there have been adjustments to budget, timeline, or the desired end-product, it is important to re-visit the documentation related to scope and mitigate any unresolved challenges.

Maintaining effective communication with stakeholders and related constituents will keep everyone updated and engaged in the project’s success.
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Many factors will affect cost throughout the project timeline. Keeping track of any changes in budget is important so that communication around the control of costs is clear and accurate.

Bad control of project cost may push the project over budget and lead to failure.
Quantifying and reporting quality control issues are necessary – and ongoing – to support the accuracy and responsiveness of the project.

Sample GCAA Deliverable Acceptance Form
Collecting and reporting performance data is important to complete proper forecasting with regard to timeline and phasing. Keeping stakeholders aware of team progress toward benchmark goals supports positive project relations.
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Monitoring and Control Process Groups

- Tracking risk, responding to documented risk, and evaluating response to risk is all a part of ensuring the project progresses effectively through each phase of the timeline.
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Monitoring and Control Process Groups

- Team needs will change throughout the project, additional items may be required while other items and services may not be needed at all. Keeping track of all paperwork that documents any changes in contracts is vital to delivering the project within budget, or as close as possible.