Crosswind
Learning

Crosswind Success Series:
PMP® Exam Bootcamp Manual

www.crosswindpm.com
Tony Johnson, MBA, CAPM, PMP, PgMP, PfMP

9.7. Develop Project Management Plan (Planning Process Group)

The Develop Project Management Plan process defines, prepares, and coordinates all plan components and consolidates them into an integrated project management plan. The project management plan can include (but is not limited to) the management plans for scope, schedule, cost, quality, resource, communication, risk, procurement, and stakeholder.

Know the Key Inputs, Tools & Techniques, and Outputs for Develop Project Management Plan.

The project management plan defines the project work, the manner in which it will be performed, and the manner in which it is monitored and controlled.
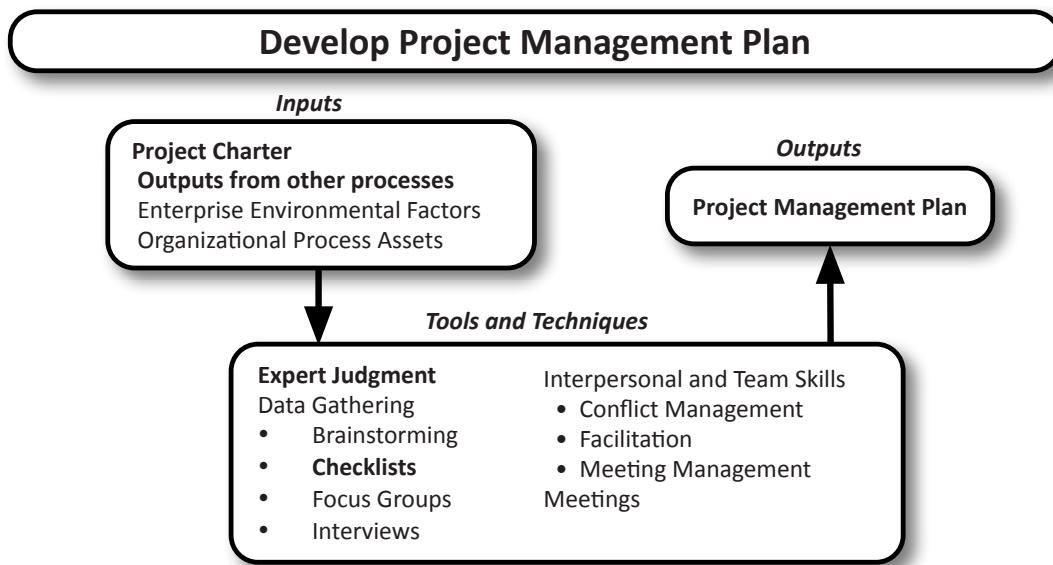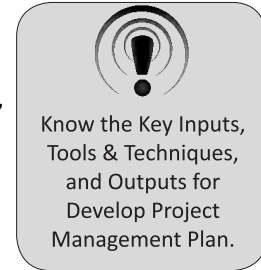
Develop Project Management Plan

Inputs

Project Charter
Outputs from other processes
Enterprise Environmental Factors
Organizational Process Assets

Outputs

Project Management Plan

Tools and Techniques

Expert Judgment
Data Gathering
• Brainstorming
• **Checklists**
• Focus Groups
• Interviews

Interpersonal and Team Skills
• Conflict Management
• Facilitation
• Meeting Management
Meetings

Figure 9-4: Develop Project Management Plan Data Flow Diagram
The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 4-4, Page 82

Develop Project Management Plan (Planning)		
Key Inputs	Project Charter	The project charter serves as the foundation of project planning and should contain sufficient high-level information to initiate the project management plan components.
	Outputs from Other Processes	The outputs (baselines and component plans) from the various project management process groups are integrated to comprise the project management plan. Any changes to the documents typically require an update to the project management plan.

Develop Project Management Plan (Planning)		
Key Tools & Techniques	Expert Judgment	Expert judgment is judgment based on expertise acquired in a specific area. It is important to consider expertise related to adapting the project management process to accommodate the needs of the project; identifying the resources, skill levels, and tools and techniques to be used to successfully execute the project; determining the level of configuration management appropriate to the project and the documents subject to formal change control; prioritizing project work with consideration of resource allocation; and establishing those managerial and technical details that will be included in the project management plan.
	Checklists	Checklists are utilized to ensure that appropriate procedures are followed during the creation of the project management plan. They are also utilized to confirm that the plan contains all necessary information. Standardized checklists developed by the organization or the industry are often used.
Key Outputs	Project Management Plan	The project management plan integrates subsidiary plans (those representing the knowledge areas identified by the Project Management Institute, Inc.), baselines from the planning processes, the project life cycle, the development approach, and management reviews. Supporting detail is included to validate the information contained.

Situational Question and Real World Application
It is very important that the project management plan addresses the knowledge areas.

Resource Management: If you fail to effectively address resource management, you may be unable to place the right resources on the project at the right time.

Stakeholder Management: If you fail to effectively address stakeholder management, your failure to engage stakeholders could result in stakeholder engagement and expectation issues.

Communications Management: If you fail to effectively address communications management, you may be unable to work effectively with stakeholders and the team, which could result in strained stakeholder expectations or activity completion issues.

Scope Management: If you fail to effectively address scope management, your client may start requesting additional items that could impact project goals. There is no control loop for scope.

Schedule Management: If you fail to effectively address schedule management, the schedule could slip rapidly or you may be unable to determine any variances between planned time and actual time. |

Cost Management: If you fail to effectively address cost management, you may be unable to determine variances between planned cost and actual cost.

Quality Management: If you fail to effectively address quality management, you may be unable to obtain sign off on completed work products due to the lack of clearly defined standards of acceptable completion criteria. This could result in cost and schedule overruns.

Risk Management: If you fail to effectively address risk management, the project could encounter unforeseen (and thus, unplanned) risk events that could damage or potentially destroy the project.

Procurement Management: If you fail to effectively address procurement management, your failure to engage outside vendors successfully could result in scope and completion issues.
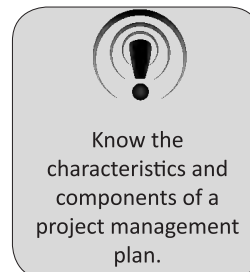
9.7.1.   Project Management Plan

The project management plan is a cumulative document that **contains all of the documents used in the management approach to the project**.

It describes the steps associated with executing, monitoring and controlling, and closing the project and can be at a summary or detailed level.

Generally, the plan includes the processes associated with the definition, integration, and coordination of the various documents in the following table.

Once the project is baselined, the plan should only be updated to reflect changes authorized through the formal change control process.

The documents contained can differ from project to project. In general, the following management plans and documents are included in the project management plan.

Know the characteristics and components of a project management plan.

Management Plans in the Project Management Plan Document	
Requirements Management Plan	Scope Management Plan
Schedule Management Plan	Cost Management Plan
Quality Management Plan	Configuration Management Plan
Communications Management Plan	Resource Management Plan
Procurement Management Plan	Risk Management Plan
Change Management Plan	Stakeholder Engagement Plan

| Also for Consideration in the Project Management Plan Document or Project Documents			
Milestone List	Milestone Schedule	Resource List and Calendar	(Project) Organizational Chart
Requirements	Requirements Traceability Matrix	Project Scope Statement	Work Breakdown Structure
Scope Baseline	Schedule Baseline	Cost Baseline	Quality Baseline
Risk Breakdown Structure	Risk Register	Change Control Systems	Stakeholder Register

9.7.2. Assumptions

During planning, it is necessary to make assumptions regarding scheduling, budgeting, and any other aspect of the project that is not yet known.

Lessons learned is valuable in helping to create valid assumptions.

As the project evolves, assumptions decrease.

> Know assumptions as they relate to a project.
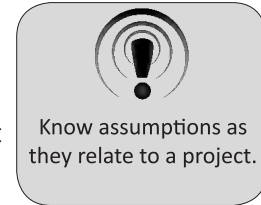
9.7.3. Constraints

Constraints are factors that limit project options, and can include such items as the number of people, the amount of time, or the amount of money available to complete the work of the project.

> Know constraints as they relate to a project.
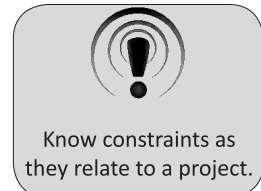
9.7.4. Baseline

The baseline is the approved version of a work product. The baseline value is the value against which the work results (sometimes called actuals) are compared. There can be a baseline value for any item on the project that will be measured. **Scope, schedule, cost, and quality** are typically baselined.

> Know the characteristics and importance of a baseline.
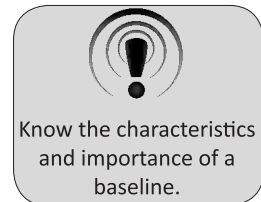
9.7.5. Project Management Information System (PMIS)

The project management information system is used for communication and information distribution on the project. It is not necessarily a high tech system, but is often a mixture of technical and non-technical tools.
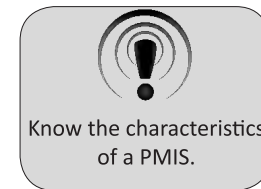
> Know the characteristics of a PMIS.

9.8. Direct and Manage Project Work (Executing Process Group)

The Direct and Manage Project work process consists of leading and performing project work in accordance with the project management plan, as well as implementing authorized changes.

> Know the Key Inputs, Tools & Techniques, and Outputs for Direct and Manage Project Work.

Chapter 9
Integration