Crosswind Learning

Crosswind Success Series:
PMP® Exam Bootcamp Manual

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The project manager, with the project team, directs the performance of the work, manages the technical and organizational interfaces in the project, and implements authorized changes.

During this process, resources are allocated as available, their work is managed, and any changes that arise from the analysis of work performance data and work performance information are put into place.

Note that work performance data is an input into the monitoring and controlling process group and can be used as feedback for lessons learned.
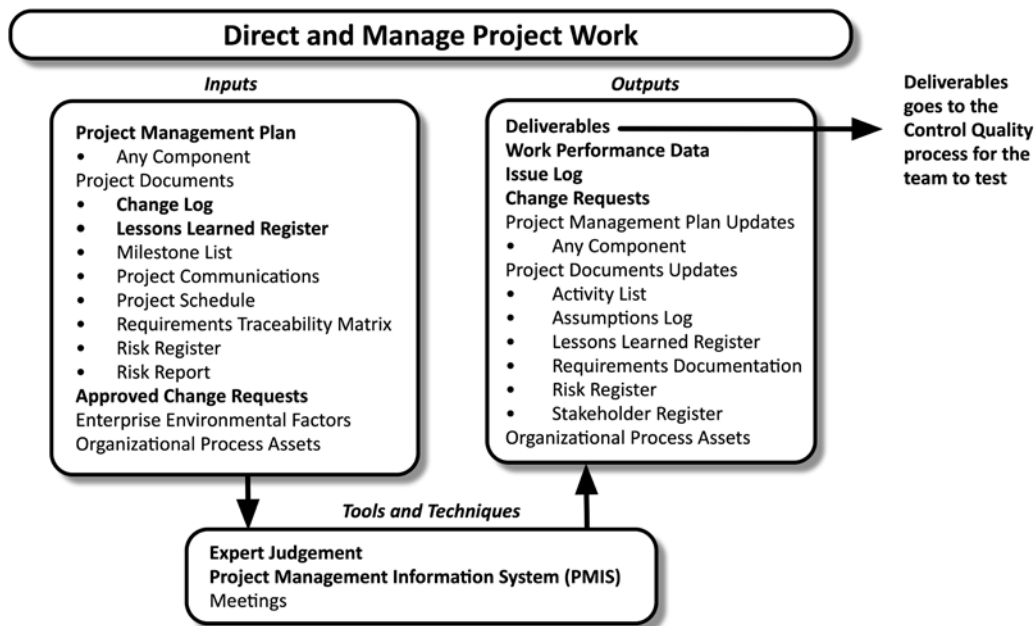
Direct and Manage Project Work

Inputs

Project Management Plan
• Any Component
Project Documents
• **Change Log**
• **Lessons Learned Register**
• Milestone List
• Project Communications
• Project Schedule
• Requirements Traceability Matrix
• Risk Register
• Risk Report
Approved Change Requests
Enterprise Environmental Factors
Organizational Process Assets

Outputs

Deliverables
Work Performance Data
Issue Log
Change Requests
Project Management Plan Updates
• Any Component
Project Documents Updates
• Activity List
• Assumptions Log
• Lessons Learned Register
• Requirements Documentation
• Risk Register
• Stakeholder Register
Organizational Process Assets

Deliverables goes to the Control Quality process for the team to test

Tools and Techniques

Expert Judgement
Project Management Information System (PMIS)
Meetings

Figure 9-5: Direct and Manage Project Work 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 4-6, Page 90

Chapter 9
Integration

Direct and Manage Project Work (Executing)		
Key Inputs	Project Management Plan	The project management plan integrates subsidiary plans, baselines from the planning processes, the project life cycle, the development approach, and management reviews. Supporting detail is included to validate the information contained.
	Change Log	The change log is key to the execution of the project management plan. The log allows the team to ensure that it has the most current information on the state of project change requests.

Direct and Manage Project Work (Continued)		
Key Inputs (Cont.)	Lessons Learned Register	The lessons learned register is a document the team can reference to discover the challenges, problems, and successes of the project (what worked and didn't work) so the team can establish guidelines, continuously improve its performance, and evolve as a team.
	Approved Change Requests	Approved change requests are requests for modification of the project that have been approved by authorized personnel during the formal change control process. The changes can expand or contract the scope of the project and modify policies, procedures, the project management plan, budgets, and schedules.
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 organizational governance, industry-related technical details, legal and procurement matters, management of cost and budget, and legislative and regulatory directives.
	Project Management Information System (PMIS)	The project management information system (PMIS) is part of the enterprise environmental factors. It is the portal to automated tools, a system that gathers and distributes information, a configuration management system, and/or interfaces to online automated systems that are used to direct and manage project work.
Key Outputs	Deliverables	Deliverables represent the completion of predefined pieces of the work. They are distinctive and demonstrable products, results, or services. Upon completion of the first version of a deliverable, change control should be applied as necessary.
	Work Performance Data	Work performance data represents the raw metrics and observations identified during the performance of project work activities. The data is passed to controlling processes for analysis.
	Issue Log	The issue log is used to record and track any project challenges that cannot be immediately resolved. The project team uses the log to ensure issues are resolved during the execution of the project management plan. Updates occur during activities performed while monitoring and controlling the project.
	Change Requests	Change requests are requests for modification that have not been formally approved through the change control process. Modifications can be requested from inside or outside the project and may include: corrective action, preventative action, defect repair, updates to documentation, or updates to information.

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9.8.1. Work Authorization System

A work authorization system is a formal or informal system used in project management to ensure that work is done as planned. It ensures that the right work is done, in the right order, at the right time, and by the right people. The system can help control cost.

Know the characteristics of a work authorization system.

If work is not done in the sequence as planned, sequence deviation can potentially cause issues that result in rework.

A work authorization system can also be used to minimize or eliminate gold plating. Discussed in the Quality chapter, gold plating involves providing more than was promised or committed. Part of the problem associated with the lack of a work authorization system and/ or using gold plating is that the work that isn't part of the project can keep resources from completing legitimate project work or lead to rework if defects result.
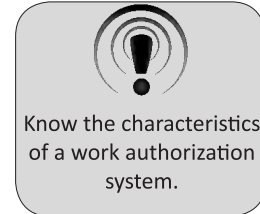
9.8.2. The Project Manager's Role in Integration

Project managers are responsible for the planning and completion of the project management plan and for project integration. Project managers must be sensitive to the project's needs, especially at **key interface points** on the project.

The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Pages 90-97

9.9. Manage Project Knowledge

The Manage Project Knowledge process entails creating new knowledge from existing knowledge in order to achieve project objectives and add to organizational learning.

Know the Key Inputs, Tools & Techniques, and Outputs for Manage Project Knowledge.

Existing knowledge is used to improve project outcomes and new knowledge (obtained as a result of the project) is used to support operations as well as future projects and phases.

Knowledge is either explicit (can be easily expressed using words, pictures, and/or numbers) or tacit (can be difficult to express, such as insights, beliefs, or experiences). Both explicit and tacit learning must be managed.

Managing knowledge is very complex because explicit knowledge lacks context, so it is open to interpretation, and tacit knowledge includes context, but is difficult to express. Another hurdle to knowledge management is that people are not always motivated to share their knowledge. This hurdle can be overcome by creating an atmosphere of trust.

From an organizational perspective, the objective of project knowledge management is to ensure that the skills, expertise, and experience of the project team and knowledgeable stakeholders are utilized before, during, and after the project.