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## A Project Management Plan

A project management plan includes all actions necessary to define, integrate, and coordinate all subsidiary and complementing plans into a cohesive project management plan. It defines how the project is executed, monitored and controlled, and closed. The project management plan is updated and revised through the integrated change control process. In addition, the process of developing project management plan documents the collection of outputs of planning processes and includes the following:

Project management processes selected by the project management team

- Level of implementation of each selected process
- Descriptions of tools and techniques to be used for accomplishing those processes
- How selected processes will be used to manage the specific project
- How work will be executed to accomplish the project objectives
- How changes will be monitored and controlled
- How configuration management will be performed
- How integrity of the performance measurement baselines will be maintained and used
- The requirements and techniques for communication among stakeholders
- The selected project life cycle and, for multiphase projects, the associated project phases

Key management reviews for content, extent, and timing Inputs to Step 3 are the same as defined previously and include preliminary project scope statement, project management processes, enterprise environmental factors, and organizational process assets.

The tools and techniques for Step 3 are project management methodology, project information system, and expert judgment. Project management methodology defines a process that aids a project management team in developing and controlling changes to the project plan. PMIS at this step covers the following segments:

Automated system, which is used by the project team to do the following:

- Support generation of the project management plan
- Facilitate feedback as the document is developed
- Control changes to the project management plan
- Release the approved document

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Configuration management system, which is a subsystem that includes sub processes for accomplishing the following:

- Submitting proposed changes
  - Tracking systems for reviewing and authorizing changes
  - Providing a method to validate approved changes
  - Implementing change management system
- Configuration management system, which forms a collection of formal procedures used to apply technical and administrative oversight to do the following:
- Identify and document functional and physical characteristics of a product or component
  - Control any changes to such characteristics
  - Record and report each change and its implementation status
  - Support audit of the products or components to verify conformance to requirements

Change control system is the segment of PMIS that provides a collection of formal procedures that define how project deliverables and documentation are controlled. Step 4 requires the project manager and project team to perform multiple actions to execute the project plan successfully. Some of the required activities for project execution are summarized below:

- Perform activities to accomplish project objectives
- Expend effort and spend funds
- Staff, train, and manage project team members
- Obtain quotation, bids, offers, or proposals as appropriate
- Implement planned methods and standards
- Create, control, verify, and validate project deliverables
- Manage risks and implement risk response activities
- Manage sellers
- Adapt approved changes into scope, plans, and environment
- Establish and manage external and internal communication channels
- Collect project data and report cost, schedule, technical and quality progress and status information to facilitate forecasting
- Collect and document lessons learned and implement approved process improvement activities
- The process of directing and managing project execution also requires implementation of the following:
  - Approved corrective actions that will bring anticipated project performance into compliance with the plan
  - Approved preventive actions to reduce the probability of potential negative consequences

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