Assignment Cover Sheet

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Course:	International Diploma in Project Management
Assignment NO:	Two

1. (i) b. Initiation Planning

(ii) "Project Deliverables" are any distinct, unique and verifiable product, result or capability, which a project phase produces that combine with other deliverables to produce the complete project's main deliverable. In order to achieve such, a deliverable must be specific and verifiable.

It is critical for the right deliverables to be produced and the project's goals to be achieved, to ensure the success of the project.

(iii) A project's goals and objectives must be SMART in their approach:
S = "Specific" – the goals must be specific and written in clear, concise and comprehensive terms.
M = "Measurable" – the goals should be measurable.
A = "Accurate" – the goals of a project should be accurate and must describe precisely what is required.
R = "Realistic/Tangible" – a project's goals must be centred in reality and must be attainabe.
T = "Time Bound" – a project's goals should have a timeframe with an end date assigned to them.

Simply, the purpose of a project's goals and objectives is to detail what it is trying to produce, do or accomplish and they describe the final result of the project.

(iv) The triple constraints of time, quality and budget are formally dealt with at the "feasibility stage" of the project. The "feasibility stage" assesses the business case to confirm it is feasible to manufacture or implement. This assessment would ultimately decide whether to continue into the Project Definition stage or to discontinue the project.

(v) The "Project Charter" is the document that outlines the purposes of the project and how it should be managed. This includes the project manager's appointment, responsibility, and the authority to use a company's resources. It is the official, written acknowledgement and recognition that a project exists.

The "project charter" contains the following information:

- An overview of the project
- The project deliverables
- The project goals and objectives
- The project resources and cost estimates
- The project business case
- A feasibility study
- The organisation and roles of the project sponsor, project manager, project staff and executive management.

2. In the 1960's and 1970's project management focused on the execution phase of the project life cycle, because it required the greatest level of effort and it was where the majority of expenditure was incurred.

   Since the 1980's the emphasis has shifted to focus on the front end of the project life cycle, where the corporate vision and values are established, the requirements (needs and opportunities) to maintain a competitive advantage are investigated. This allows for a project sponsor to propose their best business case and for a project manager to develop a thorough feasibility study. From this point the project manager can ascertain a proper client brief and a detailed scope to provide the critical direction for the planning of the project.

The stakeholders have the greatest influence over the project at the early stages, but as project decisions are made, the design freezes, contracts are issued and the work is progressively completed, the cost of charges increases dramatically. It is said that the IT industry's rule of thumb is that the cost to make changes increases by a factor of ten percent (10%) per phase – for example, the cost of change is $1.00 in the feasibility stage, $10.00 in the design phase, $100.00 in the execution phase and $1000.00 during the operational phase.

And as per the triple constraints theory – cost, quality, time, if any one of these constraints change as the project moves from the initiation phase through to the close-out phase, it could cause the project not to meet its goals and objectives originally set by the client and therefore rendering it unsuccessful.

It is therefore critical that the appointed project manager plans the project thoroughly to ensure that its meets all the client's goals and objectives without compromising the time, cost and quality parameters set.

3. The "Project Planning" phase comes after the "Initiating Phase" and its develops the best course of action to attain the stated scope of work and objectives (deliverables) for which the project is being undertaken. This involves integrating all the nine knowledge areas (as defined in PMBOK) and through an interactive planning process, focusses on the optimum project plan or baseline plan.

The following plans are made during this phase.

1. The baseline or project plan
2. The project resource plan
3. The project organisational plan
4. The project staff management plan.
5. The project constraints
6. The project financial plan
7. The project quality plan
8. The project communication plan
9. The project risk plan
10. The project procurement plan

4. The following are the activities performed during the project closure phase:

1) Identifying any outstanding items, relating to activities, risks or issues.
2) Drawing up a list of activities required to hand over documentation, cancel supplier contracts and to release project resources back to the business or specialist consultants back into the market.
3) Communicating closure to all the stakeholders and interested parties.
4) Providing a handover plan to transfer the deliverables to the customer.

It must be remembered that the project is only closed when all activities identified in the Project Closure Report have been completed.

Student Statement:

By submitting this assignment, I confirm that this is my own work.

Student Signature	**ANTON JOHN KRAUSE**	Date	24th November 2016

For Tutor / Assessor Use Only

Total Marks	
Marks Obtained	
Percentage / Grade	