

Business Case

Def.:

- *Economic feasibility study*
- *Determines whether outcomes of the project justify the investment from a business point of view*

Erstellt in:

- Prior to project

Input to:

- 4.1 Develop Project Charter
- 4.7 Close Project or Phase
- 5.2 Collect Requirement
- 7.3 Determine Budget
- 12.1 Plan Procurement Management
- 13.1 Identify Stakeholder

Updated in:

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Content:

- Business needs
 - Reason for need
 - Stakeholder
 - Scope
- Analysis of situation
 - Organizational strategy
 - Known risks
 - Critical success factors
 - Decision criteria (required/desired/optional)
- Options for addressing the opportunity
- Recommendation of an option/milestones/roles/responsibilities
- Evaluation: Operation after implementation

Benefits Management Plan

Def.:

- *Defines processes for creating, maximizing and sustaining benefits*
- *Defines how to measure benefits*

Erstellt in:

- Prior to project

Input to:

- 4.1 Develop Project Charter
- 4.7 Close Project or Phase
- 7.3 Determine Budget
- 12.1 Plan Procurement Management
- 13.1 Identify Stakeholder

Updated in:

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Content:

- Target benefits: expected tangible/intangible value
- Strategic alignment: to the business strategy of the organization
- Timeframe: benefits by phase/short-term/long-term
- Benefits owner: accountable person for recording/monitoring/realizing benefits
- Metrics: direct/indirect measures
- Assumptions
- Risks: for benefit realization

Requirements Traceability Matrix

Def.:

- *Links product requirements from their origin to deliverables that satisfy them*
- *Helps ensure that each requirement adds business value by linking it to business and project objectives*

Erstellt in:

- 5.2 Collect Requirements → (erzeugt) → Requirements Traceability Matrix

Input to:

- 4.3 Direct & Manage Project Work, 4.6 Perform Integrated Change Control
- **5.5 Validate Scope, 5.6 Control Scope**
- **8.1 Plan Quality Management**
- **12.1 Plan Procurement Management**
- **12.3 Control Procurements**

Updated in:

- 5.3 Define Scope, **5.5 Validate Scope, 5.6 Control Scope**
- **8.1 Plan Quality Management**
- **12.1 Plan Procurement Management, 12.2 Conduct Procurements**
- **12.3 Control Procurements**

Content:

- Business needs, opportunities, goals, objectives
- Project objectives
- Project scope and WBS deliverables
- Product design
- Product development
- Test strategy and test scenarios
- Attributes: unique ID, textual description, rationale for inclusion, owner, source, priority, version, current status, status date, stability, complexity, acceptance criteria

Cost Management Plan

Def.:

- *Subsidiary Management Plan of the Project Management Plan.*
- *Describes HOW project costs will be planned, structured and controlled*

Erstellt in:

- 7.1 Plan Cost Management → (erzeugt) → Cost Management Plan

Input to:

- 7.2 Estimate Costs
- 7.3 Determine Budget
- **7.4 Control Costs**
- 11.2 Identify Risks

Updated in:

- **7.4 Control Costs**
- 11.5 Plan Risk Responses

Content:

- Units of measure
- Level of precision
- Level of accuracy
- Organizational procedure links (e.g. control accounts in the WBS → linked to code/account number of the organization's accounting system)
- Control thresholds (variance thresholds allowed before some action needs to be taken)
- Rules of performance measurement (EVM)
 - WBS control accounts
 - EVM techniques (weighted milestones, fixed-formula, percent complete)
- Reporting formats (format/frequency)
- Additional details
 - Strategic funding
 - Fluctuations in currency rate

Cost Baseline

Def.:

- *Approved version of the time-phased project budget, excluding management reserves*
- *Can be changed only through formal change procedures. Used as basis for comparison to actual results.*

Erstellt in:

- 7.3 Determine Budget → (erzeugt) → Cost Baseline

Input to:

- 4.6 Perform Integrated Change Control
- **7.4 Control Costs**
- **9.3 Acquire Resources**
- 11.2 Identify Risks, 11.4 Perform Quantitative Risk Analysis
- **11.5 Plan Risk Responses**
- **12.2 Conduct Procurements**

Updated in:

- 5.6 Control Scope
- 6.2 Define Activities ,6.5 Develop Schedule, 6.6 Control Schedule
- **7.4 Control Costs**
- 8.2 Manage Quality
- **9.3 Acquire Resources**, 9.5 Manage Team, 9.6 Control Resources
- **11.5 Plan Risk Responses**
- **12.2 Conduct Procurements**, 12.3 Control Procurements

Content:

- EXCLUDES management reserves
- Activities plus contingencies aggregated into work packages.
- Work packages plus contingencies aggregated into control accounts.
- Summation of control accounts makes up cost baseline in S-shaped form
- Cost baseline = performance measurement baseline, when EVM is used
- Project budget = cost baseline + management reserves
- Change control is needed to put management reserve funds into the cost baseline

Bid documents

Def.:

- *Part of the Procurement Documentation.*
- *Solicits proposals from selected sellers.*

Erstellt in:

- 12.1 Plan Procurement Management → (erzeugt) → Bid documents

Input to:

- 4.7 Close Project or Phase
- 11.2 Identify Risks
- 12.2 Conduct Procurements
- **12.3 Control Procurements**

Updated in:

- **12.3 Control Procurements**

Content:

- Bid: selection based on price
- Tender: selection based on price
- Quotations: selection based on price
- RFP: Used when there is a problem in the project and the solution is not easy
- RFQ: Used when more information is needed about how vendors satisfy the requirements and on how much it will cost
- RFI: Information is requested. Is typically followed by RFP or RFQ.

Agreements

Def.:

- *Contract = Mutually binding agreement between seller and buyer.*
- *E.g.: Contract, Memorandums of Understanding (MOU), Service Level Agreements (SLA), Letter of Agreement, Letter of Intent*

Erstellt in:

- 12.2 Conduct Procurements → (erzeugt) → Agreements

Input to:

- 4.1 Develop Project Charter, 4.5 Monitor & Control Project Work
- 4.7 Close Project or Phase
- 5.2 Collect Requirements
- 6.5 Develop Schedule, 7.3 Determine Budget, 9.6 Control Resources
- 11.2 Identify Risks, 12.3 Control Procurements, 13.1 Identify Stakeholder
- 13.2 Plan Stakeholder Engagement

Updated in:

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Content:

- Procurement SOW/major deliverables
- Schedule, Milestones
- Performance Reporting
- Pricing/payment terms
- Warranty
- Incentives and Penalties
- Insurance bonds
- Subcontractor approvals
- GTC
- Termination clause & ADR mechanisms