

Project Management

Theory, Principles, and Practices

1. Code of Conduct

Project Manager and Ethics

- ❑ code of Ethics and Professional Conduct describes the expectations that is expected of an individual, and also the global project management community.
- ❑ The ideals to which is aspired as well as the behaviors that are mandatory in the professional and volunteer roles.
- ❑ The values that defined as most important were **responsibility, respect, fairness, and honesty.**

Responsibility

- **Description of responsibility:**

Responsibility is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

- **Aspirational standard:**

- We make decisions and take actions based on the best interests of society, public safety, and the environment.
- We accept only those assignments that are consistent with our background, experience, skills, and qualifications.
- We fulfill the commitments that we undertake – we do what we say we will do
- When we make errors or omissions, we take ownership and make corrections promptly. When we discover errors or omissions caused by others, we communicate them to the appropriate body as soon they are discovered. We accept accountability for any issues resulting from our errors or omissions and any resulting consequences
- We protect proprietary or confidential information that has been entrusted to us.
- We uphold this Code and hold each other accountable to it

Responsibility

- **Mandatory standard:**
 - Regulations and Legal Requirements:
 - We inform ourselves and uphold the policies, rules, regulations and laws that govern our work, professional, and volunteer activities;
 - We report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct
 - Ethics complaints:
 - We bring violations of this Code to the attention of the appropriate body for resolution
 - We only file ethics complaints when they are substantiated by facts;
 - We pursue disciplinary action against an individual who retaliates against a person raising ethics concerns.

Respect

- **Description of respect:**
 - Respect is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources.
 - An environment of respect engenders trust, confidence, and performance excellence by fostering mutual cooperation—an environment where diverse perspectives and views are encouraged and valued.
- **Aspirational standard:**
 - We inform ourselves about the norms and customs of others and avoid engaging in behaviors they might consider disrespectful.
 - We listen to others' points of view, seeking to understand them.
 - We approach directly those persons with whom we have a conflict or disagreement.
 - We conduct ourselves in a professional manner, even when it is not reciprocated.

Respect

- **Mandatory standard:**
 - We negotiate in good faith.
 - We do not exercise the power of our expertise or position to influence the decisions or actions of others in order to benefit personally at their expense.
 - We do not act in an abusive manner toward others.
 - We respect the property rights of others.

Fairness

- **Description of fairness:**

Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self interest, prejudice, and favoritism.

- **Aspirational standard:**

- We demonstrate transparency in our decision-making process.
- We constantly reexamine our impartiality and objectivity, taking corrective action as appropriate.
- We provide equal access to information to those who are authorized to have that information.
- We make opportunities equally available to qualified candidates.

Fairness

- **Mandatory standard:**

- conflict of interest situation:
 - We proactively and fully disclose any real or potential conflicts of interest to the appropriate stakeholders;
 - When we realize that we have a real or potential conflict of interest, we refrain from engaging in the decision-making process or otherwise attempting to influence outcomes, unless or until: we have made full disclosure to the affected stakeholders; we have an approved mitigation plan; and we have obtained the consent of the stakeholders to proceed.
- favoritism and discrimination:
 - We do not hire or fire, reward or punish, or award or deny contracts based on personal considerations, including but not limited to, favoritism, nepotism, or bribery;
 - We do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation;
 - We apply the rules of the organization (employer, Project Management Institute, or other group) without favoritism or prejudice.

Honesty

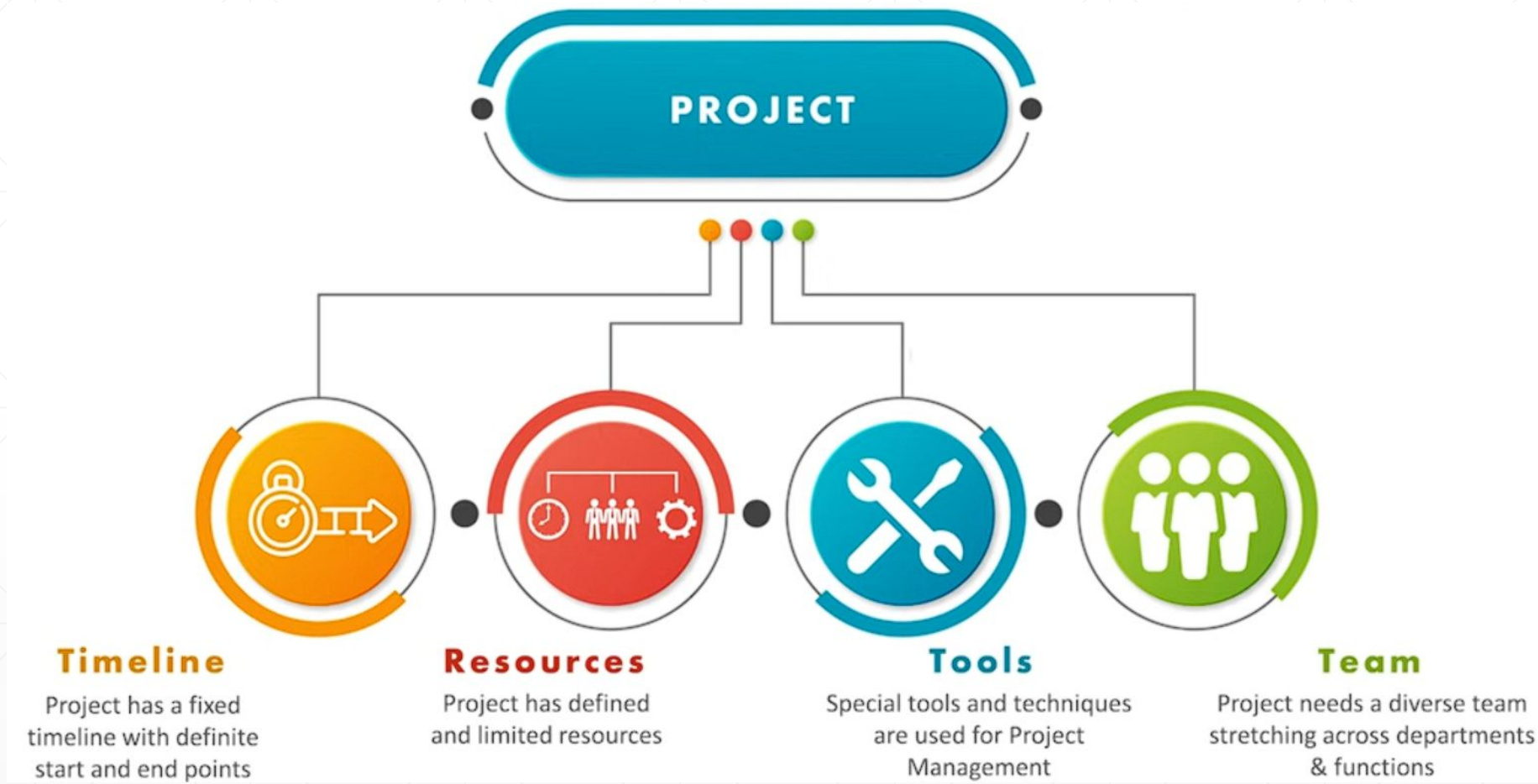
- **Description of honesty:**
Honesty is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.
- **Aspirational standard:**
 - We earnestly seek to understand the truth.
 - We are truthful in our communications and in our conduct.
 - We provide accurate information in a timely manner.
 - We make commitments and promises, implied or explicit, in good faith.
 - We strive to create an environment in which others feel safe to tell the truth.

Honesty

- **Mandatory standard:**
 - We do not engage in or condone behavior that is designed to deceive others, including but not limited to, making misleading or false statements, stating half-truths, providing information out of context or withholding information that, if known, would render our statements as misleading or incomplete.
 - We do not engage in dishonest behavior with the intention of personal gain or at the expense of another.

2. Foundational Elements

Projects



Projects

Why Project **starts**?

Demand in market

Strategic Opportunity

Customer Requirement

Technology Advancement

Legal Requirement

Objectives are acquired

Objectives won't be/ can't be met

Why Project **ends**?

Project vs Operations

Projects

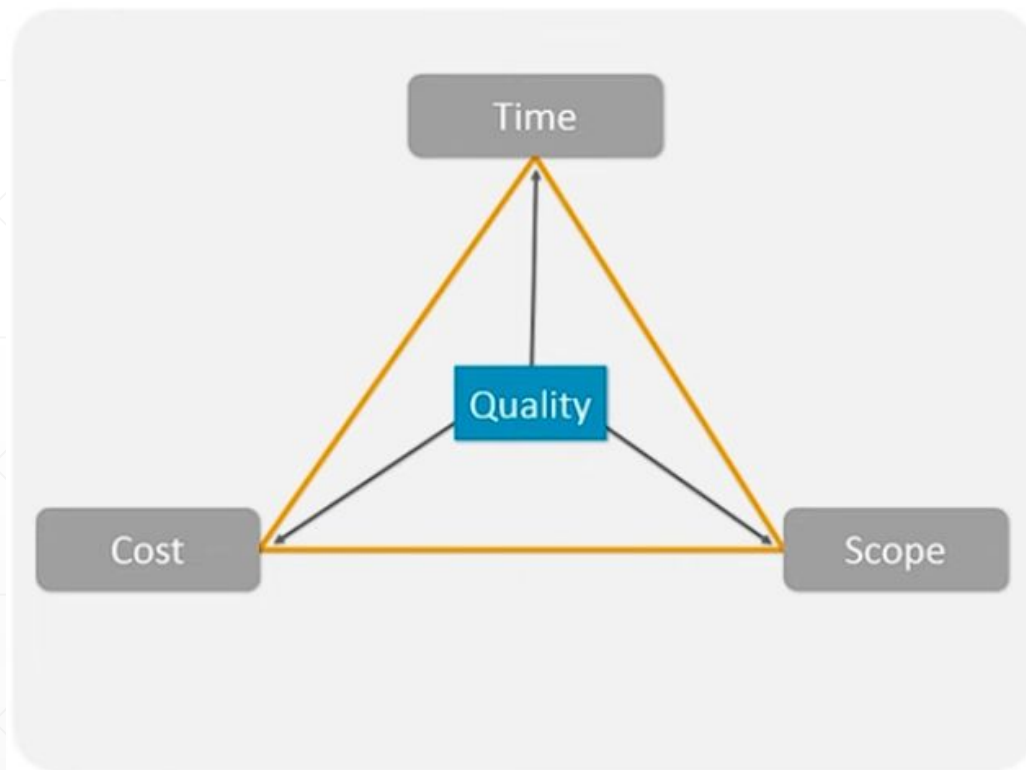
- Temporary endeavour
- Have definite start and end
- Tasks are unique to a project
- Purpose is to achieve a unique goal

Operations

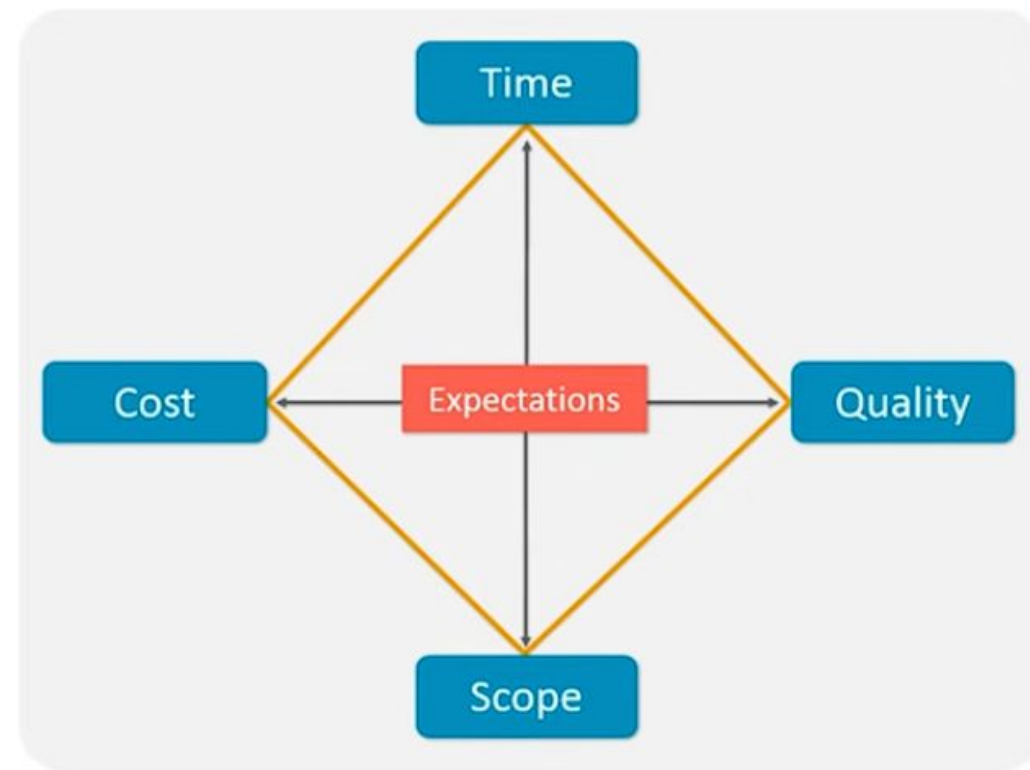
- Routine activities
- Ongoing processes
- Repetitive and cyclical
- Purpose is to sustain the business

Project Management Diamond

Traditional Triple Constraints of Project Management



Project Management Diamond



Advantages of Project Management

- Better Efficiency
- Increases Customer Satisfaction
- Enhanced Efficacy
- Better teamwork
- Greater Competitive Edge
- Service Expansion
- Improves Flexibility
- Effective Risk Management
- Enhanced Quantity
- Improved Quality



Skills Required

- Communication
- Leadership
- Team Management
- Negotiation
- Personal Organization
- Risk Management

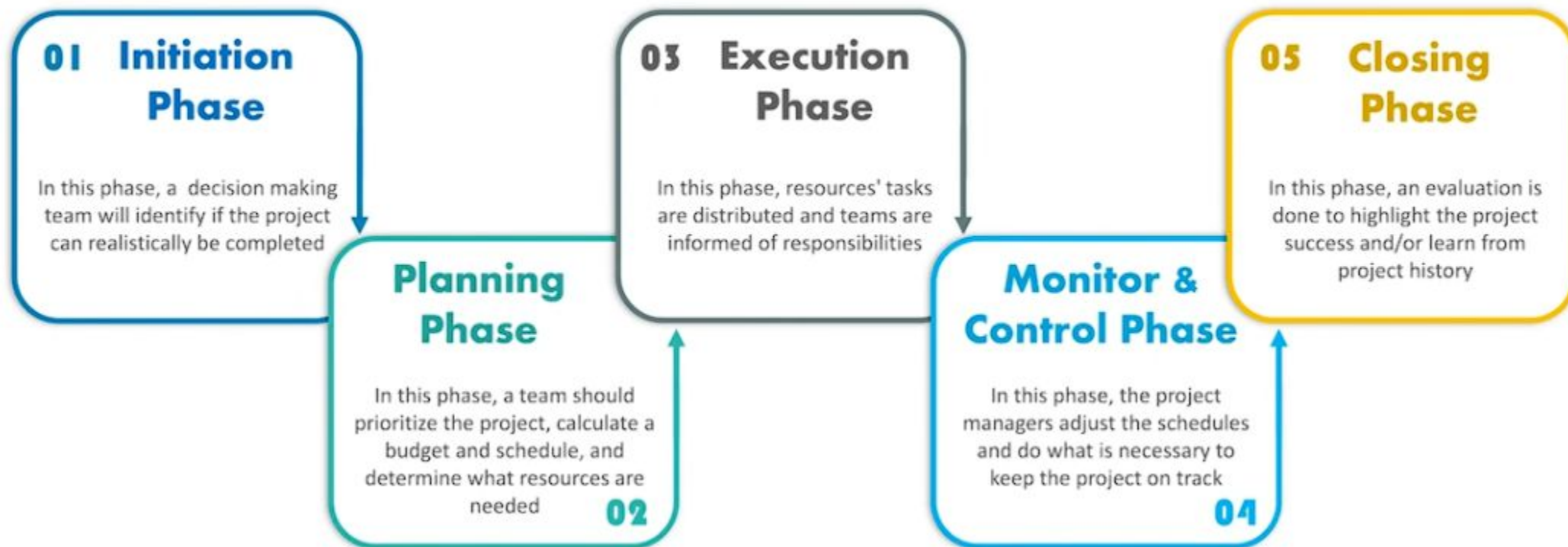


Project Management - Partnership

- The relationship between a project manager and a business analyst should be a collaborative **partnership**. A project will have a higher likelihood of being successful if project managers and business analysts fully understand each other's roles and responsibilities to successfully achieve project objectives.
 - Relationships based on partnership and cooperation with the supplier are more beneficial to the organization and to the suppliers than traditional supplier management.
 - Partnership is a formal arrangement in which two or more parties cooperate to manage and operate a business
-

3. Project Management Phases

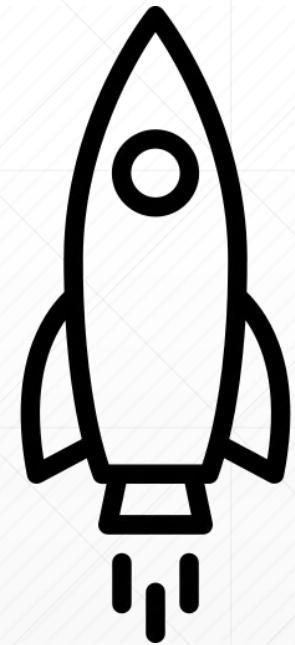
Project Management Phases



01 - Initiation Phase

Activities involved in this phase:

- Well Defined Scope Statement
- Identification of Project Stakeholders
- Ensuring Resource Availability



02 - Planning Phase

Popular methods for setting goals:



03 - Execution Phase

- Develop team
- Assign resources
- Execute project management plans
- Procurement management if needed
- PM directs and manages project execution
- Set up tracking systems
- Task assignments are executed
- Status meetings
- Update project schedule
- Modify project plans as needed

04 - Monitor and Control Phase

5 KPIs to measure project performance



05 - Closing Phase

Processes in this phase

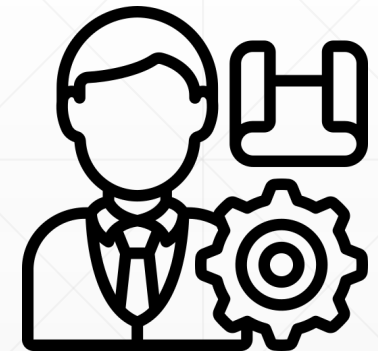
- Scope Verification
- Contract Close Out
- Project Closure



4. Project Manager

Project Manager

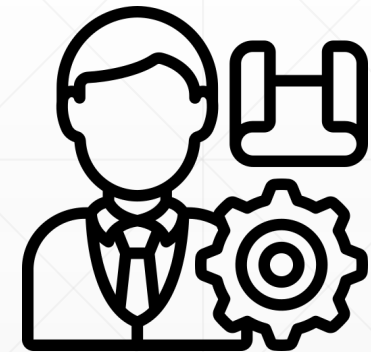
- The project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.
- Project manager leads the project team to meet the project's objectives and stakeholders' expectations.
- The project manager works to balance the competing constraints on the project with the resources available.



Project Manager

Project Manager Roles and Responsibilities :

- Planning
- Leadership
- Time Management
- Budget Planning
- Customer Satisfaction
- Handling Project Risks
- Monitoring Development
- Creating Report



5. Knowledge Areas

Knowledge Areas And Processes



6. Project Integration Management

Project Integration Management

Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project managements activities within the project management process groups.

Project Integration Management Process are :



Develop Project Charter

Input

1. Business Document
2. Agreement
3. Enterprise Environmental Factors
4. Organizational Process assets

Tools

1. Expert Judgement
2. Data Gathering
3. Interpersonal and Team Skills
4. Meetings

Output

1. Project charter
2. Assumption log

Develop Project Management Plan

Input

1. Project Charter
2. Enterprise Environmental Factors
3. Outputs from other process
4. Organizational Process assets

Tools

1. Expert Judgement
2. Data Gathering
3. Interpersonal and Team Skills
4. Meetings

Output

Project Management Plan

Direct and Manage Project Work

Input

1. Project Management Plan
2. Approval Change Request
3. Enterprise Environmental Factors
4. Project Documents
5. Organizational Process assets

Tools

1. Expert Judgement
2. Project Management Information Systems (PMIS)
3. Meetings

Output

1. Deliverables
2. Work Performance Data
3. Issue Log
4. Change Request
5. Project Management Updates
6. Project Document Updates
7. Organizational Process Assets Updates

Manage Project Knowledge

Input

1. Project Management Plan
2. Deliverables
3. Enterprise Environmental Factors
4. Project Documents
5. Organizational Process assets

Tools

1. Expert Judgement
2. Knowledge Management
3. Interpersonal and team skills
4. Information Management

Output

1. Lesson Learned Register
2. Project Management Plan Updates
3. Organizational Process Assets Updates

Monitor and Control Project Work

Input

1. Project Management Plan
2. Work Performance Information
3. Agreement
4. Enterprise Environmental Factors
5. Project Documents
6. Organizational Process assets

Tools

1. Expert Judgement
2. Data Analysis
3. Decision Making
4. Meetings

Output

1. Work Performance Report
2. Change Request
3. Project Management Plan Updates
4. Project Document updates

Perform Integrated Change Control

Input

1. Project Management Plan
2. Work Performance Information
3. Project Documents
4. Change Request
5. Enterprise Environmental Factors
6. Organizational Process assets

Tools

1. Expert Judgement
2. Change Control Tools
3. Decision Making
4. Data Analysis
5. Meetings

Output

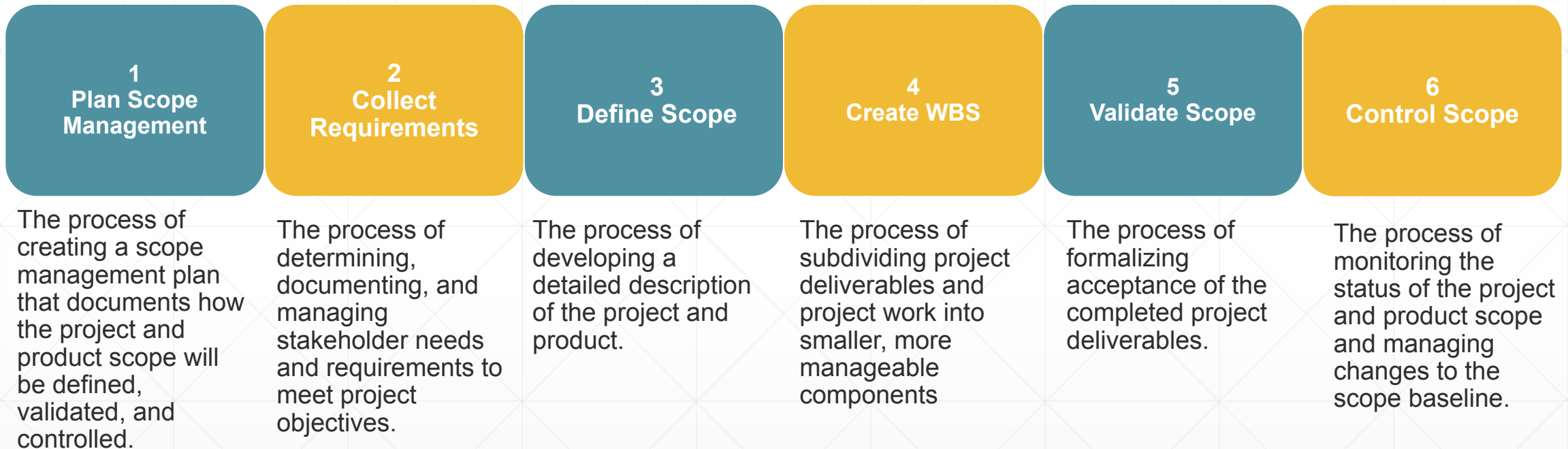
1. Approved Change Request
2. Project Management Plan Updates
3. Project Document updates

7. Project Scope Management

Project Scope Management Processes

Scope Management is the process in which we identify, define and control the outputs, outcomes and benefits of a project

Project Scope Management Processes are :



Plan Scope Management

Input

1. Project Charter
2. Project Management Plan
3. Organizational Process Assets
4. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Data Analysis
3. Meetings

Output

1. Scope Management Plan
2. Requirement Management Plan

Collect Requirements

Input

1. Project Charter
2. Project Management Plan
3. Project Documents
4. Business Documents
5. Agreements
6. Organizational Process Assets
7. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Data Analysis
3. Data Gathering
4. Decision Making
5. Interpersonal and Team Skills
6. Data Representation
7. Context Diagram

Output

1. Requirement Documentation
2. Requirement Traceability Matrix

Define scope

Input

1. Project Charter
2. Project Management Plan
3. Project Documents
4. Organizational Process Assets
5. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Data Analysis
3. Decision Making
4. Interpersonal and Team Skills
5. Product Analysis

Output

1. Project Scope Statement
2. Project Documentation Updates

Create WBS

Input

1. Project Management Plan
2. Project Documents
3. Organizational Process Assets
4. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Decomposition

Output

1. Scope Baseline
2. Project Documents Updates

Validate Scope

Input

1. Project Management Plan
2. Project Documents
3. Work Performance
4. Verified Deliverables

Tools

1. Inspection
2. Decision Making

Output

1. Accepted Deliverables
2. Work Performance Information
3. Change Requests
4. Project Document Updates

Control Scope

Input

1. Project Management Plan
2. Project Documents
3. Work Performance Data
4. Organizational Process Assets

Tools

Data Analysis

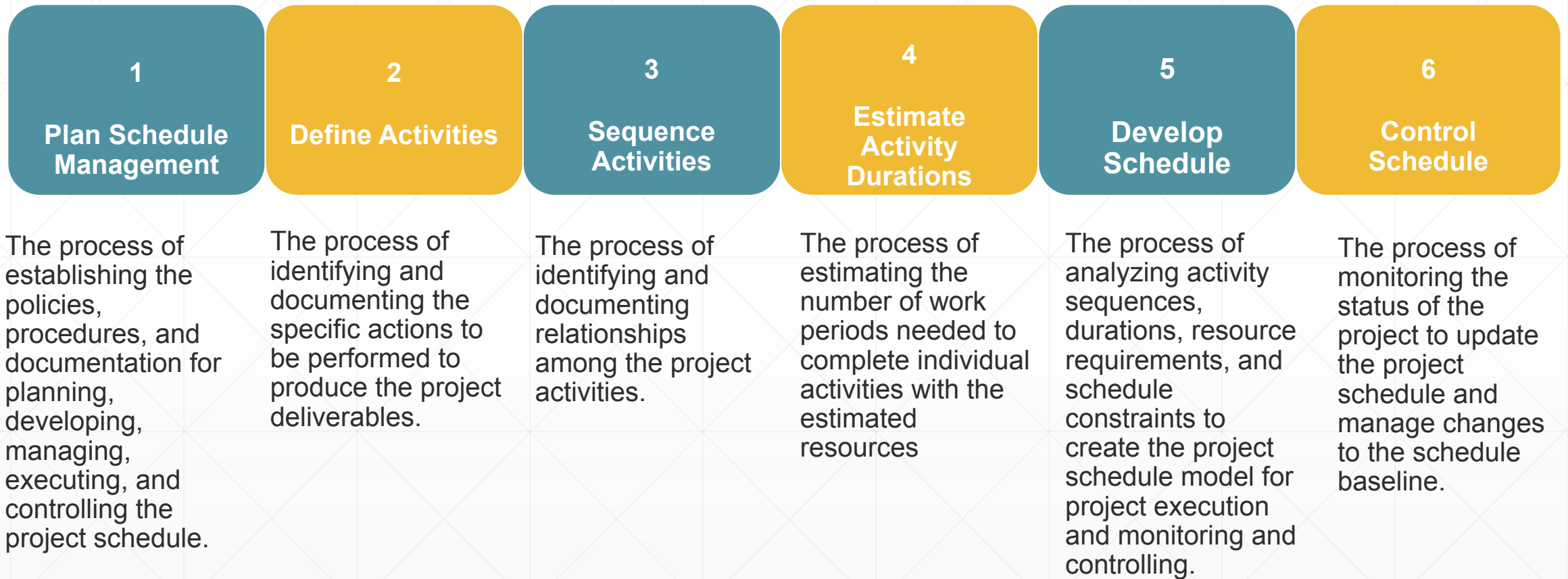
Output

1. Work Performance
2. Change Requests
3. Project Management Updates
4. Project Documents Updates

8. Project Schedule Management

Project Schedule Management

The Project Schedule Management processes



Plan Schedule Management

Input

1. Project Charter
2. Project Management Plan
3. Organizational Process Assets
4. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Data Analysis
3. Meetings

Output

1. Project Schedule Model Development
2. Level of Accuracy
3. Units of Measure
4. Control Thresholds
5. Project Schedule Model Maintenance
6. Organizational Procedure Links

Define Activities

Input

1. Project Management Plan
2. Organizational Process Assets
3. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Decomposition
3. Rolling Wave Planning

Output

1. Activity List
2. Activity Attributes
3. Milestone List
4. Change Request
5. Project Management Plan Update

Sequence Activities

Input

1. Project Management Plan
2. Project Documents
3. Organizational Process Assets
4. Enterprise Environmental Factors

Tools

1. Precedence Diagramming Method
2. Dependency determination
3. Lead and Lags

Output

1. Project schedule network diagram
2. Project Documents Updates

Estimate Activity Duration

Input

1. Project Management Plan
2. Project Documents
3. Organizational Process Assets
4. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Analogous Estimating
3. Parametric Estimating
4. 3-Point Estimating
5. Decision Making
6. Meetings
7. Data Analysis
8. Decision Making

Output

1. Duration Estimates
2. Basis of Estimates
3. Project Documents Updates

Develop Schedule

Input

1. Project Management Plan
2. Project Documents
3. Agreements
4. Organizational Process Assets
5. Enterprise Environmental Factors

Tools

1. Schedule Network Analysis
2. Critical Path
3. Data Analysis
4. Resource Optimization
5. Project Management Information System
6. Lead and Lags
7. Schedule Compression
8. Agile releasing Plan

Output

1. Schedule baseline
2. Schedule data
3. Project Schedule
4. Project Calendars
5. Change Request

Control Schedule

Input

1. Project Management Plan
2. Project Documents
3. Agreements
4. Organizational Process Assets
5. Work Performance Data

Tools

1. Data Analysis
2. Critical Path Method
3. Resource Optimization
4. Project Management Information System
5. Schedule Compression
6. Leads and Legs

Output

1. Work Performance Information
2. Schedule Forecast
3. Change Request
4. Project Management Plan Updates
5. Project Documents Updates

9. Project Cost Management

Project Cost Management

Project Cost Management is the process of planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget.

The Project Cost Management processes

1. Plan Cost Management

The process of defining how the project costs will be estimated, budgeted, managed, monitored, and controlled.

2. Estimate Costs

The process of developing an approximation of the monetary resources needed to complete project work.



3. Determine Budget

The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.

4. Control Costs

The process of monitoring the status of the project to update the project costs and manage changes to the cost baseline.

Plan Cost Management

Input

1. Project Charter
2. Project Management Plan
3. Organizational Process Assets
4. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Data Analysis
3. Meetings

Output

Cost Management Plan

Estimate Cost

Input

1. Project Management Plan
2. Project Documents
3. Organizational Process Assets
4. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Analogous Estimating
3. Parametric Estimating
4. Bottom-up estimating
5. Three point estimating
6. Data Analysis
7. Project Management Information System (PIMS)
8. Decision Making

Output

1. Cost Estimates
2. Basis of Estimates
3. Project Document Updates

Determine Budget

Input

1. Project Management Plan
2. Project Documents
3. Business Documents
4. Agreement
5. Organizational Process Assets
6. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Historical Information Review
3. Data Analysis
4. Cost Aggregation
5. Funding Limit Reconciliation
6. Financing

Output

1. Cost Baseline
2. Project Funding Requirements
3. Project Document Updates

Control Cost

Input

1. Project Management Plan
2. Project Documents
3. Project Funding Requirement
4. Work Performance Data
5. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Analysis
3. Id-Complete Performance Index
4. Project Management Information System (PMIS)

Output

1. Work Performance Information
2. cost forecasts
3. Change Requests
4. Project Management Plan update
5. Project Document Updates

8. Project Quality Management

Project Quality Management

1. Project Quality Management also supports continuous process improvement activities as undertaken on behalf of the performing organization.
2. Project Quality Management includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements in order to meet stakeholders' objectives.



Plan Quality Management

Input

1. Project Charter
2. Project Management Plan
3. Project Document
4. Organizational Process Assets
5. Enterprise Environmental Factors

Tools

1. Expert Judgement
2. Data Gathering
3. Data Analysis
4. Data representation
5. Decision Making
6. Test and Inspection Planning
7. Meetings

Output

1. Quality Management Plan
2. Quality Metrics
3. Project management Plan Updates
4. Project Documents Updates

Plan Quality Management

Input

1. Project Management Plan
2. Project Document
3. Organizational Process Assets

Tools

1. Data Gathering
2. Data Analysis
3. Design for X
4. Data representation
5. Decision Making
6. Problem Solving
7. Quality Improvement Methods

Output

1. Quality Report
2. Test and evaluation docs
3. Change Request
4. Project management Plan Updates
5. Project Documents Updates

Control Quality

Input

1. Project Management Plan
2. Project Document
3. Approved Change Request
4. Deliverables
5. Work Performance Data
6. Organizational Process Assets
7. Enterprise Environmental Factors

Tools

1. Data Gathering
2. Testing/Product Evaluations
3. Data Analysis
4. Inspection
5. Data representation
6. Meetings

Output

1. Quality Control Measurements
2. Verified Deliverables
3. Work Performance Information
4. Change Request
5. Project management Plan Updates
6. Project Documents Updates

9. Project Resource Management

Project Resource Management

1. Plan Resource Management

The process of defining how to estimate, acquire, manage, and utilize physical and team resources

2. Estimate Activity Resources

The process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work.

3. Acquire Resources

The process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.

4. Develop Team

The process of improving competencies, team member interaction, and the overall team environment to enhance project performance.

5. Manage Team

The process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance.

6. Control Resources

The process of ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned versus actual use of resources, and performing corrective action as necessary

Plan Resource Management

Input

1. Project Charter
The Project Charter provides
The High Level Project
Description and Requirements
2. Project Management Plan
 - Quality management plan
 - Scope Baseline
3. Project Document
 - Project Schedule
 - Requirement documentations
 - Risk Register
 - Stakeholder Register

Tools

1. Expert Judgement
2. Data representation
3. Organizational Theory
4. Meetings

Output

1. Resource Management Plan
2. Team Charter
3. Project Documents Updates

Estimate Activity Resources

Input

1. Project Management Plan
 - Resource management plan
 - Scope Baseline
2. Project Document
 - Activity Attributes
 - Activity Lists
 - Assumption Log
 - Cost Estimates
 - Resource Calendars
 - Risk Register
3. Enterprise Environment Factors
 - Resource Location
 - Resource Availability
 - Team Resource Skills
 - Organizational Culture
 - Published Estimating Data
 - Marketplace Conditions

Tools

1. Expert Judgement
2. Data representation
3. Organizational Theory
4. Meetings

Output

1. Resource Requirements
2. Basis of estimates
3. Resource Breakdown
4. Project Document updates

Acquire Resources

Input

1. Project Management Plan
 - Resource management plan
 - Procurement management plan
 - Scope Baseline
2. Project Document
 - Project Schedule
 - Resource Calendars
 - Risk Register
3. Enterprise Environment Factors
 - Existing Information on organizational resource
 - Marketplace Conditions
 - Organizational structure
 - Geographic locations

Tools

1. Decision making
2. Interpersonal and team skills
3. Pre-Assignment
4. Virtual teams

Output

1. Physical Resource Assignments
2. Project Team Assignments
3. Resource Calendars
4. Change Request
5. Project Management Plan Updates
6. Project Document Updates
7. Enterprise Environmental updates
8. Organizational Process assets Updates

Develop Team

Input

1. Project Management Plan
 - Resource management plan
2. Project Document
 - Lesson Learned Register
 - Project Team Assignments
 - Resource Calendars
 - Team Charter

Tools

1. colocation
2. virtual teams
3. communication technology
4. interpersonal and team skills
5. recognition and rewards
6. training
7. individual and team assessments
8. meetings

Output

1. Team performance assessments
2. change requests
3. Project Management update
4. Project documents updates
5. Enterprise environmental factors updates
6. Organizational process assets updates

Manage Team

Input

1. Project Management Plan
 - Resource management plan
2. Project Document
 - Issue Log
 - Lesson Learned Register
 - Project Team Assignments
 - Team Charter
3. Work Performance Reports
 - Physical or electronic representation of work performance information

Tools

1. interpersonal and team skills
2. project management information system

Output

1. change requests
2. Procurement Management Plan update
3. Project documents updates
4. Enterprise environmental factors updates

Control Resources

Input

1. Project Management Plan
 - Resource management plan
2. Project Document
 - Issue log
 - Lesson Learned Register
 - Physical Resource Assignments
 - Project Schedule
 - Resource Breakdown structure
 - Resource Requirements
 - Risk Register
3. Work Performance Data
4. Agreements
5. Organizational Process Assets

Tools

1. Data Analysis
2. Problem Solving
3. Interpersonal and team Skills
4. Project Management Information System

Output

1. Work Performance Information
2. change requests
3. Procurement Management Plan updates
4. Project documents updates

10. Project Communication Management

Project Communication Management

Project Communication Management Includes the process necessary to ensure that the informations needs of the project and its stakeholders are met through development of artifacts and implementation of activities designed to achieve effective of information exchange

The Processes are:

1. Plan Procurement Management

The process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project.

2. Manage Communications

The process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.

3. Monitor Communications

The process of ensuring the information needs of the project and its stakeholders are met.

Plan Communication Management

Input

1. Project Charter
2. Project management plan
3. Project Document
4. Enterprise Environmental Factors
5. Organizational Process Assets

Tools

1. Expert Judgement
2. Communication Requirements Analysis
3. Communication Technology
4. Data Representation
5. Communication Models
6. Communication Methods
7. Interpersonal and Team Skills
8. Meeting

Output

1. Communication Management Plan
2. Project Management Plan
3. Project documents updates

Manage Communication

Input

1. Project management plan
2. Project Document
3. Work Performance Reports
4. Enterprise Environmental Factors
5. Organizational Process Assets

Tools

1. Project Reporting
2. Communication Technology
3. Project Information Management System (PIMS)
4. Meeting
5. Communication Models
6. Communication Methods
7. Interpersonal and Team Skills

Output

1. Project Communication
2. Project Management Plan Updates
3. Project documents updates
4. Organizational Process Assets Updates

Monitor Communication

Input

1. Project management plan
2. Project Document
3. Work Performance Reports
4. Enterprise Environmental Factors
5. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Analysis
3. Project Information Management System (PIMS)
4. Meeting
5. Interpersonal and Team Skills

Output

1. Work Performance Information
2. Change Request
3. Project Communication
4. Project Management Plan Updates
5. Project documents updates

11. Project Risk Management

Project Risk Management

- Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project.
- The objectives of project risk management are to increase the probability and/or impact of positive risks and to decrease the probability and/or impact of negative risks, in order to optimize the chances of project success.

Project Risk Management

Project Risk Management Processes are :

1. Plan Risk Management

The process of defining how to conduct risk management activities for a project.

2. Identify Risks

The process of identifying individual project risks as well as sources of overall project risk, and documenting their characteristics.

3. Perform Qualitative Risk Analysis

The process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics.

4. Plan Risk Responses

The process of developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, as well as to treat individual project risks.

5. Implement Risk Responses

The process of implementing agreed-upon risk response plans.

6. Monitor Risks

The process of monitoring the implementation of agreed-upon risk response plans, tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness throughout the project.

Plan Risk Management

Input

1. Project Charter
2. Project management plan
3. Project Document
4. Enterprise Environmental Factors
5. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Gathering
3. Meeting

Output

Risk Management Plan

Identify Risk

Input

1. Project management plan
2. Project Document
3. Agreement
4. Procurement Documentation
5. Enterprise Environmental Factors
6. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Gathering
3. Data Analysis
4. Interpersonal and Team Skills
5. Prompt Lists
6. Meeting

Output

1. Risk Register
2. Risk Report
3. Project documents updates

Perform Qualitative Risk Analysis

Input

1. Project management plan
2. Project Document
3. Enterprise Environmental Factors
4. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Gathering
3. Risk Categorization
4. Interpersonal and Team Skills
5. Data Representation
6. Data Analysis
7. Meetings

Output

Project documents updates

Perform Quantitative Risk Analysis

Input

1. Project management plan
2. Project Document
3. Enterprise Environmental Factors
4. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Gathering
3. Interpersonal and Team Skills
4. Representation of Uncertainty
5. Data Analysis

Output

Project documents updates

Plan Risk Response

Input

1. Project management plan
2. Project Document
3. Enterprise Environmental Factors
4. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Gathering
3. Interpersonal and Team Skills
4. Strategies for threats
5. Strategies for Opportunities
6. Contingent Response Strategies
7. Strategies for overall project Risk
8. Data Analysis
9. Decision Making

Output

1. Change Requests
2. Project Management Plan Updates
3. Project documents updates

Implement Risk Responses

Input

1. Project management plan
2. Project Document
3. Organizational Process Assets

Tools

1. Expert Judgement
2. Interpersonal and Team Skills
3. Project Management Information System (PIMS)

Output

1. Project documents updates
2. Change Request

Monitor Risk

Input

1. Project management plan
2. Project Document
3. Work Performance Data
4. Work Performance Report

Tools

1. Data Analysis
2. Audit
3. Meeting

Output

1. Work Performance Information
2. Change Requests
3. Project Management Plan Updates
4. Project documents updates
5. Organizational Process Assets Updates

12. Project Procurement Management

Project Procurement Management

Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team

Project procurement management processes are:

1. Plan Procurement Management
The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers

2. Conduct Procurements
The process of obtaining seller responses, selecting a seller, and awarding a contract.

3. Control Procurements
The process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate, and closing out contracts.

Plan Procurement Management

Input

1. Project Charter
2. Business Documents
3. Project management plan
4. Project Documents
5. Enterprise Environmental Factors
6. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Gathering
3. Data Analysis
4. Source Selection Analysis
5. Meetings

Output

1. Project Management Plan
2. Procurement Strategy
3. Bid Documents
4. Procurement Statement of Work
5. Source Selection Criteria
6. Make or buy Decision
7. Independent Cost Estimates
8. Change Requests
9. Project documents updates
10. Organizational Assets Updates

Conduct Procurements

Input

1. Project management plan
2. Project Documents
3. Procurement Documentation
4. Seller Proposals
5. Enterprise Environmental Factors
6. Organizational Process Assets

Tools

1. Expert Judgement
2. Advertising
3. Data Analysis
4. Bidder Conferences

Output

1. Project Management Plan
2. Procurement Strategy
3. Bid Documents
4. Procurement Statement of Work
5. Source Selection Criteria
6. Make or buy Decision
7. Independent Cost Estimates
8. Change Requests
9. Project documents updates
10. Organizational Assets Updates

Control Procurements

Input

1. Project management plan
2. Project Documents
3. Agreements
4. Procurement Documentation
5. Approved Change Request
6. Work Performance Data
7. Enterprise Environmental Factors
8. Organizational Process Assets

Tools

1. Expert Judgement
2. Claim Administration
3. Data Analysis
4. Inspection
5. Audits

Output

1. Closed Procurement
2. Work Performance Information
3. Procurement Documentation Updates
4. Change Request
5. Project Management Plan Updates
6. Project Documents Updates
7. Organizational Process Assets Updates

13. Project Stakeholders Management

Project Stakeholders Management

Project Stakeholders Management includes the processes required to identify the people, or organizations that could impact or be impacted by project, and to develop appropriate management strategies for effectively engaging stakeholders in project decision and execution.

Project Stakeholders Management Process are :

1. Identify Stakeholders

The process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

2. Plan Stakeholder Engagement

The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project.

3. Manage Stakeholder Engagement

The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder

4. engagement involvement

Monitor Stakeholder Engagement—The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans.

Identify Stakeholders

Input

1. Project Documents
2. Agreements
3. Enterprise Environmental Factors
4. Organizational Process Assets

Tools

1. Expert Judgement
2. Data Gathering
3. Data Analysis
4. Data Representation
5. Meetings

Output

1. Stakeholders Register
2. Change Request
3. Project Management Plan Updates
4. Project Documents Updates

Plan Stakeholders Engagement

Input

1. Project Charter
2. Project Management Plan
3. Project Documents

Tools

1. Expert Judgement
2. Data Gathering
3. Data Analysis
4. Decision Making
5. Data Representation
6. Meetings

Output

Stakeholders Engagement Plan

Manage Stakeholders Engagement

Input

1. Project Management Plan
2. Project Document
3. Enterprise Environmental Factors
4. Organizational Process Assets

Tools

1. Expert Judgement
2. Communication Skills
3. Interpersonal and Team Skills
4. Ground Rules
5. Meetings

Output

1. Change Request
2. Project Management Plan Updates
3. Project Documents Updates

Monitor Stakeholders Engagement

Input

1. Project Management Plan
2. Project Document
3. Work Performance Data
4. Enterprise Environmental Factors
5. Organizational Process Assets

Tools

1. Data Analysis
2. Communication Skills
3. Decision Making
4. Data Representation
5. Ground Rules
6. Meetings

Output

1. Work Performance Information
2. Change Requests
3. Project Management Plan Updates
4. Project Documents Updates

Case Studies

GNOTA Partnership

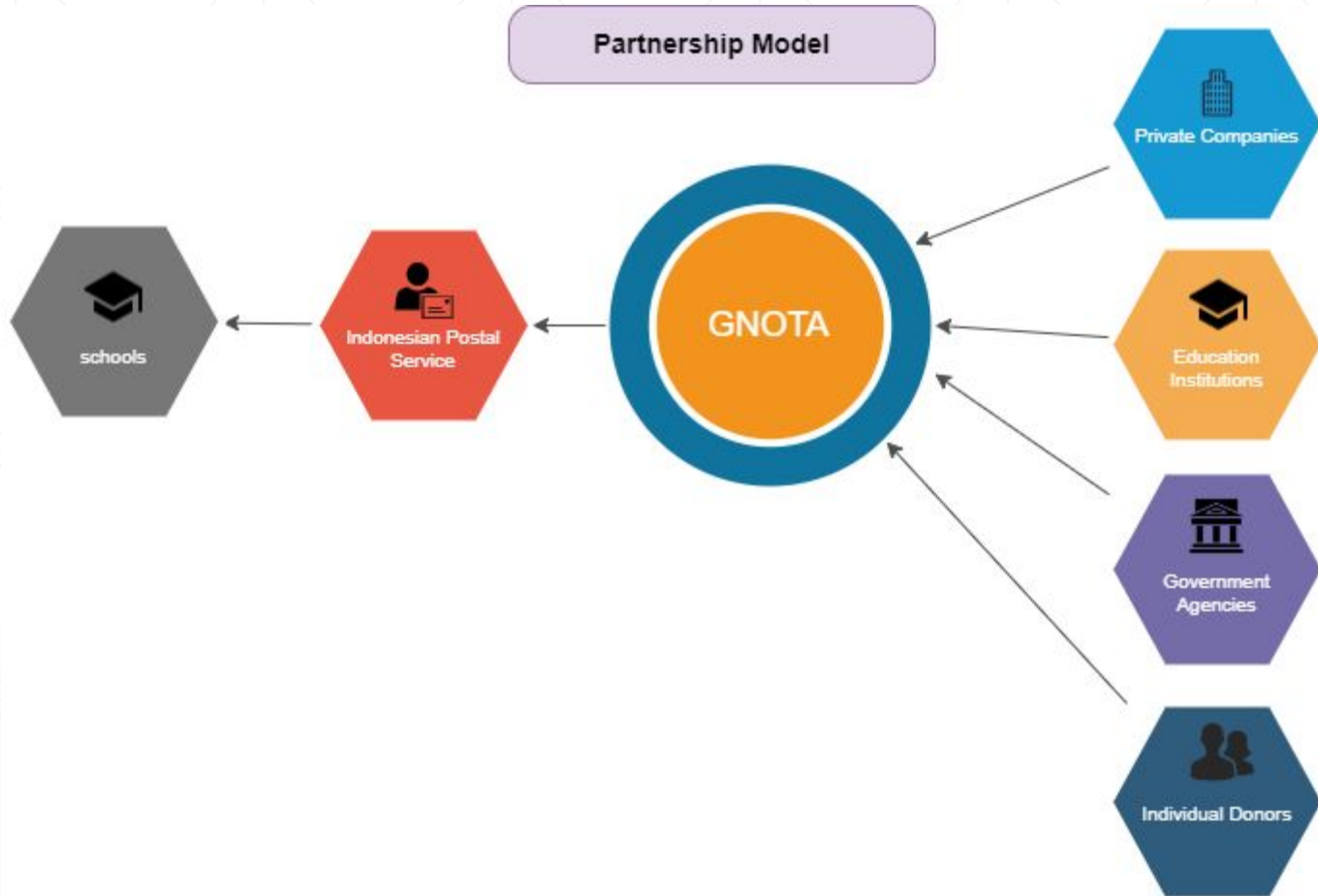
Case Studies - The National Movement for Foster Parents (GNOTA)

- **About:** The National Movement for Foster Parents (GNOTA) is a non-profit, independent and transparent social organization established on May 29, 1996. It is a national initiative by the community to safeguard children across Indonesia to receive the education they need as a solid foundation for a better future.
- **Vision:** to increase the awareness and the social responsibility regarding the limited resources of the Indonesian Government's Compulsory Primary Education Program. By sharing this awareness, we encourage the community to be more concerned about the quality of the Primary Education as the foundation for further education and together may take action to guarantee the continuity of the Primary Education for Indonesian children, especially those in remote areas.

Case Studies - GNOTA

- **Mission:** GNOTA is actively engaged in supporting the equalization and completion of the 9 (nine) year Indonesian Government's Compulsory Primary Education Program. By continuously socializing GNOTA, we can also develop, increase and share concerns, roles and make a community tradition to be Foster Parents.
- By gathering and integrating the available resources and the community's funds, we can help to ensure the education continuity of children from poor families, disable parents and those who live in remote places to experience and learn the compulsory primary education. We make it easier for foster parents by collecting and providing accurate data about foster children candidates, current foster children, foster parent candidates and current foster parents.

Case Studies - GNOTA



- GNOTA received and channelled donation from various donors
- Donors varied from individual entity to private corporations with CSR funds.
- GNOTA have compiled and updated databases of receivers of funds in various schools throughout Indonesia
- GNOTA and Indonesian Postal Service (PT. Pos Indonesia) channelled the donation via “wesel pos” to schools.
- GNOTA and various elements in societies monitor and control the funds to ensure its utilization

Case Studies - GNOTA

- The case studies is about GNOTA as an organization manages one of its project with a private corporation CSR funds.
- All documentations provided are real and will be redacted accordingly to safeguard data privacy of parties involved.
- In this particular case we will see how GNOTA manages the project for private entities.

Case Studies - GNOTA

Initiation Phase

- The phase was initiated by the private company sending out a Term of Reference (TOR) document to GNOTA requesting for a proposal for the purpose of channelling the private company's CSR fund.
- GNOTA conducted a field location for feasibility study and ensuring the number of foster children and schools for the program.
- GNOTA registered the schools in the organization's database.
- GNOTA prepared the proposal and sent them to the company for evaluation.
- GNOTA signed the contract with the private company to start the project.

Terms of Reference Document



KERANGKA ACUAN KERJA

PENGADAAN :
Program CSR PT. Lestari Perkasa Indonesia
Program CSR Pendidikan di Wilayah Pembangunan

9 Juli 2020



1. LATAR BELAKANG

PT. Lestari Perkasa Indonesia sebagai salah satu perusahaan yang memiliki komitmen yang kuat dalam mendukung kegiatan sosial yang bermanfaat bagi masyarakat luas, telah melaksanakan berbagai kegiatan CSR di bidang pendidikan, kesehatan, dan lingkungan hidup.

Salah satu kegiatan CSR yang telah dilaksanakan oleh PT. Lestari Perkasa Indonesia adalah Program CSR Pendidikan di Wilayah Pembangunan. Program ini bertujuan untuk meningkatkan kualitas pendidikan di wilayah-wilayah yang kurang maju dengan cara menyediakan perlengkapan sekolah untuk siswa-siswa yang kurang mampu dan rawan putus sekolah.

Program ini dilaksanakan secara bertahap dan berkelanjutan, dengan melibatkan berbagai pihak yang peduli terhadap pendidikan di wilayah-wilayah tersebut.

2. RUANG LINGKUP PEKERJAAN

Dalam pelaksanaan program ini, PT. Lestari Perkasa Indonesia berkomitmen sebagai Pemangku Jarak Jauh pelaksanaan melalui Unit ESO Office sebagai salah satu penyelenggara yang memiliki pengalaman dalam penyusunan dan pelaksanaan kegiatan implementasi program sosial-kegiatan yang baik dan terencana.

a. Ruang Lingkup

Ruang lingkup dan tugas dari pelaksanaan program CSR ini meliputi:

- Pre-program yang mencakup:
 - Penyusunan desain program, koordinasi dengan pemangku kepentingan/stakeholder setempat dan pelaksanaan *assessment* awal.
- Implementasi program yang mencakup:
 - Melakukan Program CSR Pendidikan di wilayah pembangunan yang ada di Kecamatan-Batang.
 - Memberikan dukungan agar pelajar tingkat SD dan SMP dari keluarga kurang mampu dan rawan putus sekolah dapat terpenuhi kebutuhan untuk perlengkapan sekolah. Dukungan penyediaan perlengkapan sekolah ini berupa seragam, buku, tas, sepatu dan kebutuhan lainnya.
 - Dukungan penyediaan perlengkapan sekolah digunakan untuk satu tahun ajaran sekolah.



- c. Pasca program yang mencakup:
Serah terima program dan dan pembuatan laporan akhir/final program (dalam bentuk cetak, disertai dengan testimoni pihak-pihak yang terlibat dalam program, dokumentasi foto dan video kegiatan selama program pelatihan).

3. PROGRAM CSR PENDIDIKAN

a. Maksud dan Tujuan

Pelaksanaan Program CSR Pendidikan di [redacted] yaitu:

- Mendukung anak-anak di Indonesia, salah satunya di Provinsi [redacted] yang datang dari keluarga kurang mampu dan rawan putus sekolah untuk menyelesaikan pendidikan dasar 9 tahun mereka.
- Menyediakan fasilitas perlengkapan sekolah kepada anak – anak di wilayah [redacted] agar mereka bersemangat untuk sekolah.

b. Biaya

Adapun biaya yang diajukan oleh rekanan pelaksana adalah mencakup beberapa item di bawah ini:

- 1) Desain program, paparan dan diskusi.
- 2) Pelaksanaan fase pra-program.
- 3) Pelaksanaan fase implementasi program.
- 4) Laporan dalam bentuk cetak disertai dengan testimoni pihak-pihak yang terlibat dalam program, dokumentasi kegiatan baik foto dan video.

c. Publikasi dan Exposure

Program CSR Pendidikan [redacted] akan disebarluaskan kepada beberapa pihak seperti:

1. Pemerintah Setempat.
2. Sosial Media
3. Masyarakat setempat.



4. DELIVERABLES & TIMELINE

Jadwal persiapan dan pelaksanaan program adalah sebagai berikut:

<u>Uraian Kegiatan</u>	<u>Waktu Pelaksanaan</u>
Penyerahan proposal dari calon penyedia jasa Presentasi	8 Juni 2020 18 Juni 2020
Persiapan administrasi project Pelaksanaan program (fase pra-program, implementasi dan pasca program)	25 Juni 2020 10 Agustus – 6 November 2020
Pembuatan laporan akhir program Penyampaian laporan akhir program dan paparan program	13 November 2020 20 November 2020

The TOR document consist of:

- Background for project
- Scope of the project
- CSR for education
- Deliverables and timeline

Proposal Document



Yayasan Lembaga Gerakan Nasional Orang Tua Asuh

Proposal:

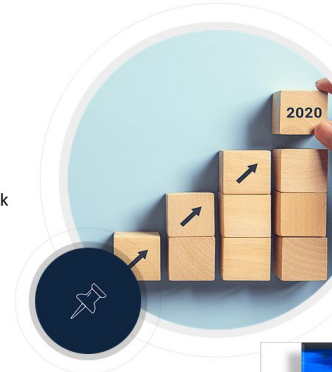
Bantuan Indeks Anak Asuh



Kantor Tahunan A-9 (Dak) D
Jl. Cip. Sate Anak Asuh Sate Agung Lrt 4-A/41
Kawasan Mekar Sempadan, Jakarta Selatan 15130
Telp: (021) 5900 900 (Shawling) | Fax: (021) 576 4842
Website: <http://www.gn-otaa.or.id> | Email: gn-otaa@gn-otaa.or.id

Maksud dan Tujuan Program Indeks Anak Asuh

- Mendukung anak-anak [redacted] dari keluarga kurang mampu dan rawan putus sekolah untuk menyelesaikan pendidikan dasar 9 tahun mereka.
- Menyediakan fasilitas perlengkapan sekolah kepada anak – anak [redacted] agar mereka bersemangat untuk sekolah.
- Program ini tidak bersifat mengikat, namun Yayasan Lembaga GNOTA berharap [redacted] dapat memberikan bantuan secara berkesinambungan

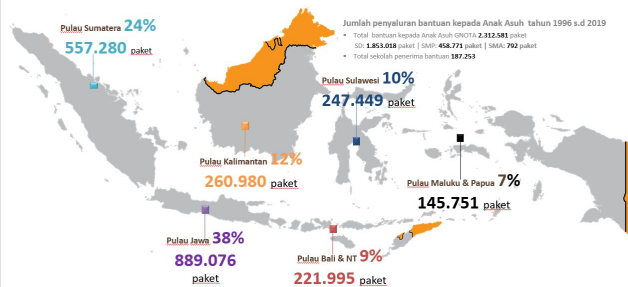


Proposal dan Anggaran Dana

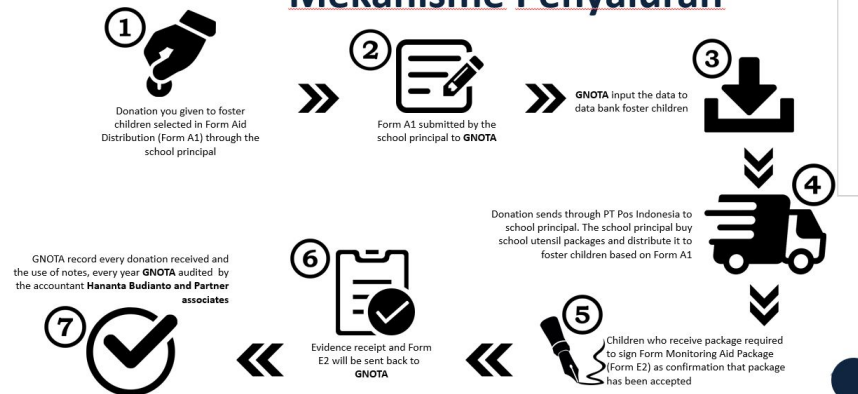
- Untuk realisasi dan pelaksanaan program Bantuan Anak Asuh ini, estimasi biaya yang dibutuhkan sebanyak [redacted]

No.	Penerima Bantuan	Jumlah anak	Biaya Bantuan per anak	Jangka waktu	Unit Cost	Total Cost Rp
1	Anak asuh tingkat SD / sederajat	380	[redacted]	1 Tahun		Rp. [redacted]
2	Anak asuh tingkat SMP / sederajat	200	[redacted]	1 Tahun		Rp. [redacted]
A. Sub Total						Rp. [redacted]
OPERASIONAL						
Keterangan : secara simbolis di hadir oleh sekitar 50 peserta yang terdiri dari [redacted] Penda, PIPK, Dinas Pendidikan terkait, Kepala Sekolah, perwakilan anak asuh dan media.						
1	Meeting Package	1	50	1	area	[redacted]
2	Accommodation for team visit	2	4	1	area	[redacted]
3	Transport for team visit	1	4	1	round trip	[redacted]
4	Land Transport (car rental)	3	1	1	area	[redacted]
5	Banner, design and meeting materials	1	1	1	area	[redacted]
6	Local Transport & Meals for journalist	1	5	1	area	[redacted]
B. Sub Total						[redacted]
GRAND TOTAL						[redacted]

STATISTIK PENYALURAN DONASI



Mekanisme Penyaluran



Case Studies - GNOTA

Planning Phase

- Budgeting for foster children donations.
- Budgeting for ceremonial and media relations and coverage.
- Planning for symbolic gifting (ceremonial events):
 - GNOTA create a team for symbolic gifting event.
 - The team proposes budget for the event.
 - The team proposes the rundown for the event.
 - The team determines stakeholders and invite them to the event.

Case Studies - GNOTA

Execution Phase

- Selected foster children listed in form A1 by their respective school principals
- Form A1 submitted to by the school principals to GNOTA
- GNOTA input the list to internal database
- Donation then sent through PT. Pos Indonesia to school principals to be used for foster children school utensil packages
- Symbolic gifting event.
- GNOTA report to the donor.

Report Document



**LAPORAN
KEGIATAN**

CSR PENDIDIKAN DI WILAYAH

GNOTA
est. 1996

Kantor: Taman A-9 Unit D
Jl. DR. Ida Anak Agung Gde Agung Lot 8,9/A9
Kawasan Mega Kuningan, Jakarta Selatan 12950
Telepon: 0223 3900 900 (Hotline), Faksimili: 0223 574 4442
Website: <http://www.gn-ota.or.id>, E-mail: pusat@gn-ota.or.id



LATAR BELAKANG

Yayasan GNOTA memiliki misi untuk meningkatkan taraf hidup masyarakat Indonesia melalui kegiatan sosial, kemanusiaan, dan pendidikan. Salah satu program yang dijalankan adalah program pendidikan untuk anak-anak asuh Yayasan GNOTA. Program ini bertujuan untuk memberikan pendidikan yang berkualitas kepada anak-anak asuh Yayasan GNOTA agar mereka dapat berkembang dan mandiri di masyarakat.

Salah satu bentuk dukungan yang diberikan Yayasan GNOTA adalah dengan menyediakan perlengkapan sekolah untuk anak-anak asuh. Hal ini dilakukan untuk memastikan bahwa anak-anak asuh Yayasan GNOTA dapat mengikuti proses belajar mengajar dengan lancar dan nyaman.

Salah satu bentuk dukungan yang diberikan Yayasan GNOTA adalah dengan menyediakan perlengkapan sekolah untuk anak-anak asuh. Hal ini dilakukan untuk memastikan bahwa anak-anak asuh Yayasan GNOTA dapat mengikuti proses belajar mengajar dengan lancar dan nyaman.

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PENERIMA MANFAAT

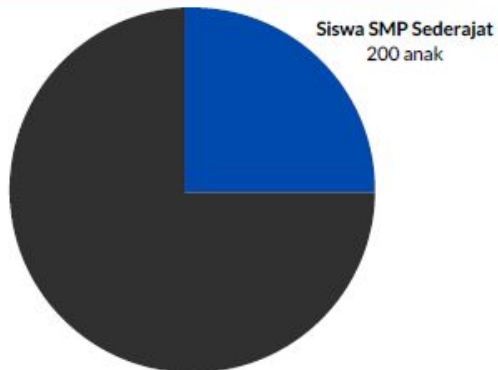
[Redacted text]

yang menerima manfaat program ini adalah sebanyak **560 siswa** terdiri dari **360 siswa SD** dan **200 siswa SMP**

DAFTAR SEKOLAH

Nama Sekolah	Jumlah Anak Asuh
SD [Redacted]	50
SD [Redacted]	50
SD [Redacted]	50
SM [Redacted]	50
SD [Redacted]	50
SD [Redacted]	50
SM [Redacted]	50
SM [Redacted]	50
SD [Redacted]	50
SD [Redacted]	60
SM [Redacted]	50
Jumlah	560

TOTAL 560 ANAK ASUH



Siswa SD Sederajat
360 anak

Adapun bentuk bantuan yang diberikan kepada penerima manfaat adalah berupa alat perlengkapan sekolah yang disesuaikan dengan kebutuhan anak di masing-masing sekolah, antara lain seperti:

- Seragam sekolah
- Tas sekolah
- Sepatu sekolah
- Buku dan ATK
- Baju Olahraga
- dan lainnya, sesuai kebutuhan



YAYASAN GNOTA

PENUTUP

Demikian Laporan Kegiatan Penyerahan Bantuan Indeks Anak Asuh

Acara simbolis telah berjalan dengan lancar dan sesuai rencana berkat koordinasi dan komunikasi yang terjalin begitu baik antara Yayasan GNOTA dan [Redacted]. Semoga Laporan ini bermanfaat untuk menjadi bahan evaluasi bagi kedua belah pihak serta stakeholder lainnya. Kami mohon arahan dan masukan yang positif demi kemajuan kinerja Yayasan GNOTA pada program-program selanjutnya.



Kantor Taman A-B Unit D
Jl. DR. Ide Anak Agung Gde Agung Lot 8/9/A9
Kawasan Mega Kuningan, Jakarta Selatan 12950
Telepon: (021) 3900 900 (Hunting), Faksimil: (021) 576 4442
Website: <http://www.gn-ota.or.id>, E-mail: pusat@gn-ota.or.id

Case Studies - GNOTA

Monitor and Control Phase

- Children who receive package required to sign Form Monitoring Aid Package (Form E2) as confirmation that package has been accepted
- Evidence receipt and Form E2 will be sent back to GNOTA
- GNOTA record every donation received and the use of notes, every year GNOTA audited by the accountant Hananta Budianto and Partner associates
- GNOTA then report to the donors that all donation has been accepted (LIAA Reports).
- GNOTA then updating of foster children data for any changes within one school year.

Case Studies - GNOTA

Closing Phase

- GNOTA will offer the continuation of the program to the respective donors.
- An officer from GNOTA will do a follow up.
- A review for the overall program.