INTEGRATED PROJECT PLAN

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EXECUTIVE SUMMARY

In order to better connect Northeastern University Project Management students with potential employers, Northeastern will conduct two networking events per month for the Fall Term. The networking events will involve both on-ground and online students. The networking events will connect students with potential employers and will also provide learning experiences through internships and Coops. The overall objective is to showcase Northeastern University Project Management students to potential employers.

SCOPE MANAGEMENT

Objective
To organize eight successful networking events, two per term, over the next year to showcase Northeastern University Project Management Students to potential employers for internships, Coops, and potential full-time employment. This project is to include three phases consisting of Planning, Design and Creation as well as Implementation and should cost no more than $150,000.

Project Deliverables

Phase 1 – Planning – January 1, 2018 – March 31, 2018:
- Logistics plan for offline activity
- Completed Integrated Project Plan

Phase 2 – Design & Creation – April 9, 2018 – June 30, 2018
- Two channels for the program: online and on campus
- Poster-form marketing collateral for the events to be created and circulated
- Completed Design and Plan

Phase 3 – Implementation – September 9, 2018 – December 24, 2018
- Two networking events per Month for Fall Term
- Implementation activities
- Evaluation and lessons learned documents for each event
- Post-event survey for all participants

Priority Matrix

For this project the priorities will be:

	Time	Performance	Cost
Constrain	X		XI
Enhance			
Accept		X	

For this project we are constrained to time and cost. The budget for this project is set at $150,000 and can NOT go over. We need to do everything possible to make sure to minimize cost while also accepting any necessary scope change and making sure we are on schedule.

Project Assumptions

- The core project team may only devote 50 percent of time to this project.
- Other team members, including contracted resources, will be negotiated per integrated project plan.
- No resource is available more the 50 percent of their time.
- Hourly pay rate for each of PJM 6910 team members is $25.00. Cost assumptions will be made for other resources.
- Student workers will be responsible for the design/logistics work.
- Assume student works will coordinate the actual event.

Limits & Exclusions – Project Constraints

- The budget for this project is not to exceed $150,000.
- Integrated Plan to be complete by March 31, 2018.
- Program Design to be completed by June 30, 2018.
- Events to be conducted in September, October, November and December (two each month).
- Each phase is limited to its work.
- Not all students will be guaranteed an internship at the conclusion of the event

Acceptance criteria

- The event will follow the approved event management plan
- The plan will include inputs from all key stakeholders who will be gathered and identified in the stakeholder register.
- >70% of student will participate and attend the events
- At least five different industries are expected to be represented by the attending companies, but we should focus 5 industries: Construction, Pharmaceutical, Technology, Government and Legal.
- >80% of survey will be collected from students with a 50% Net Promoter Score (NPS) based on 0-9 NPS scale.
- >90% of survey will be collected from companies
- The online system model will be effective throughout the project and able to be reused for next project
- Students will connect with potential employers and learn about opportunities for
- internships and career paths

WBS

GANTT CHART

		WBS	Task Mode	Task Name
1		**1**		**PJM Networking Events**
2		**1.1**		**Planning Phase**
3		1.1.1		Planning Phase Start
4		**1.1.2**		**Project Management Initiating**
5		**1.1.2.1**		**Integration Management**
13		**1.1.2.2**		**Stakeholder Management**
24		**1.1.3**		**Project Management Planning**
25		**1.1.3.1**		**Planning Kickoff Meeting**
34		**1.1.3.2**		**Integration Management**
40		**1.1.3.3**		**Scope Management**
66		**1.1.3.4**		**Schedule Management**
75		**1.1.3.5**		**Cost Management**
84		**1.1.3.6**		**Resource Management**
91		**1.1.3.7**		**Quality Management**
98		**1.1.3.8**		**Communications Management**
105		**1.1.3.9**		**Risk Management**
115		**1.1.3.10**		**Procurement Management**
122		**1.1.3.11**		**Stakeholder Management**
128		1.1.4		Planning Phase Complete - Integrate Project Plan
129		**1.2**		**Design & Creation Phase**
130		1.2.1		Start of Design & Creation Phase
131		**1.2.2**		**Project Management - Executing**
132		**1.2.2.1**		**Design & Creation Kickoff Meeting**
141		**1.2.2.2**		**Integration Management**
146		1.2.2.3		ManageQulaity Management
147		1.2.2.4		Manage Resource Management
148		1.2.2.5		Manage Communications Management
149		1.2.2.6		Manage Risk Management
150		1.2.2.7		Manage Procurement Management
151		1.2.2.8		Manage Stakeholder Management

GLOBAL GROUP III

GANTT CHART

		WBS	Task Mode	Task Name
152		**1.2.3**		**Project Management - Monitoring & Controlling**
153		1.2.3.1		Manage Integration Management
154		1.2.3.2		Manage Scope Management
155		1.2.3.3		Manage Schedule Management
156		1.2.3.4		Manage Cost Management
157		1.2.3.5		Manage Quality Management
158		1.2.3.6		Manage Resource Management
159		1.2.3.7		Manage Communications Management
160		1.2.3.8		Manage Risk Management
161		1.2.3.9		Manage Procurement Management
162		1.2.3.10		Manage Stakeholder Management
163		**1.2.4**		**Events**
164		1.2.4.1		Start Pre Event Work
165		**1.2.4.2**		**Marekting**
184		**1.2.4.3**		**Technology**
189		**1.2.4.4**		**Insurance**
195		1.2.4.5		Document All Pre-Event Work in IPP
196		1.2.4.6		Pre Event Work - Finished
197		**1.2.4.7**		**Presentation on COOP/Internship/XN Project Experiences Who have completed**
249		**1.2.4.8**		**Panel of Employer Companies on Emerging Trends in Project Management**
300		**1.2.4.9**		**Panel of Employer Companies on PM Career Paths in their Companies**
351		**1.2.4.10**		**Student Competition - Troubled Project Analysis and Recovery Presentations for Employer Submitted Proj**
401		1.2.5		Design & Creation Phase End
402		**1.3**		**Implementation - PJM Networking Events**
403		1.3.1		Implementation Phase Start
404		**1.3.2**		**Project Management - Executing**
405		**1.3.2.1**		**Implementation Kickoff Meeting**

GLOBAL GROUP III

GANTT CHART

		WBS	Task Mode	Task Name
404		**1.3.2**		**Project Management - Executing**
405		**1.3.2.1**		**Implementation Kickoff Meeting**
414		**1.3.2.2**		**Integration Management**
419		1.3.2.3		ManageQulaity Management
420		1.3.2.4		Manage Resource Management
421		1.3.2.5		Manage Communications Management
422		1.3.2.6		Manage Risk Management
423		1.3.2.7		Manage Procurement Management
424		1.3.2.8		Manage Stakeholder Management
425		**1.3.3**		**Project Management - Monitoring & Controlling**
426		1.3.3.1		Manage Integration Management
427		1.3.3.2		Manage Scope Management
428		1.3.3.3		Manage Schedule Management
429		1.3.3.4		Manage Cost Management
430		1.3.3.5		Manage Quality Management
431		1.3.3.6		Manage Resource Management
432		1.3.3.7		Manage Communications Management
433		1.3.3.8		Manage Risk Management
434		1.3.3.9		Manage Procurement Management
435		1.3.3.10		Manage Stakeholder Management
436		**1.3.4**		**Implementation Work**
437		**1.3.4.1**		**Pre-Event Work**
438		**1.3.4.1.1**		**Staffing Requirements**
442		**1.3.4.1.2**		**Speakers**
446		**1.3.4.1.3**		**Food & Beverage**
449		**1.3.4.1.4**		**Sponsors**
451		**1.3.4.1.5**		**Potential Employer Companies**
456		**1.3.4.1.6**		**Marekting**
457		**1.3.4.1.6.1**		**Webpage**
459		**1.3.4.1.6.2**		**Press**
460		**1.3.4.1.6.2.1**		**Press Release**

		WBS	Task Mode	Task Name
465		**1.3.4.1.6.3**		**Linked In**
468		**1.3.4.1.7**		**Technology**
470		1.3.4.1.8		Sponsor Acceptance
471		1.3.4.1.9		Document Into Integrated Project Plan
472		**1.3.4.2**		**Event #1**
498		**1.3.4.3**		**Event #2**
524		**1.3.4.4**		**Event #3**
550		**1.3.4.5**		**Event #4**
576		**1.3.4.6**		**Event #5**
602		**1.3.4.7**		**Event #6**
628		**1.3.4.8**		**Event #7**
654		**1.3.4.9**		**Event #8**
676		**1.3.4.10**		**Project Management - Closing**
682		1.3.4.11		Implementation Phase End

Milestones

Planning

• Planning Phase Start	January 1, 2018
• Kickoff Meeting - Finished	January 17, 2018
• Planning Phase Complete – Integrated Project Plan	March 30, 2018

Design & Creation

• Start of Design & Creation Phase	April 9, 2018
• Kick Off Meeting – Finished	April 13, 2018
• Start Pre Event Work	April 13, 2018
• Pre Event Work – Finished	June 28, 2018
• Design & Creation Phase End	June 29, 2018

Implementation

• Implementation Phase Start	September 5, 2018
• Implementation Kickoff Meeting - Finished	September 12, 2018
• Confirm Employer Companies	September 12, 2018
• Event #1	September 24, 2018
• Event #2	October 12, 2018
• Event #3	October 26, 2018
• Event #4	November 9, 2018
• Event #5	November 23, 2018
• Event #6	November 30, 2018
• Event #7	December 7, 2018
• Event #8	December 14, 2018
• Implementation Phase End	December 26, 2018

Scope Baseline Statement

The Scope has been reviewed and approved by sponsor and baseline was set on January 20, 2018. Any changes to scope will require change control and must follow the change control process with formal authorization.

It is possible that the scope baseline change, in the event there is difficulty collecting requirements, stakeholder change or identification, stakeholder expectations change and any other delays that would impact or change scope.

STAKEHOLDER MANAGEMENT

Stakeholder Register

Stakeholder position/role	Type of stakeholder	Stakeholder expectation(s)	Stakeholder interest(s)	Influence on project result	Stakeholder management strategies	Communication/ Dissemination method
Position in the organization or role in project	*Internal (entities within the business) or External (entities outside the business)*	*High level needs or expectations for the project and/or product*	*High/ Med/Low*	*Supporter (supports success of the project) /Blocker (blocks success of project)/ Neutral (does not entirely support or block the project)*	*Strategies and tactics to maximize positive stakeholder influence, minimize or neutralize negative stakeholder influence and methods of how to keep them engaged*	*The method the stakeholders and the team agreed on to communicate the project and its progress information*
NEU PJM students (Boston, Seattle, online)	Internal to organization but external to project planning and implementation.	-Students will have the opportunity to network with potential employers in their chosen field of study	Med	Supporter	Regularly communicate high-level project details including date/time/location of event as well as the employers that will be involved and the	Emails

					student competition they can be part of. Student participants will provide feedback after the event.	
NEU PJM students (Toronto, Charlotte, San Jose)	Internal to organization but external to project planning and implementation.	Based on the success of the initial events, students at the Toronto, Charlotte and San Jose campuses will also potentially have the opportunity to network with potential employers in their chosen field of study.	Med	Supporter	Communicate the result of the event with the Boston, Seattle and online campuses. Communicate plans and details of events to take place in Toronto, Charlotte and San Jose.	Emails
Employer companies	External	Employers will have an opportunity to	Med	Supporter	Communicate high-level project details	Emails, meetings, and phone calls

		network with NEU PJM students and find potential candidates to hire at their organization. - will have a suitable place to display their materials			including date/time/location of event as well as the groups of students who will be attending. Also details on the student competition that will be conducted.	
Project team	Internal	The project team will successfully deliver the project within the triple constraint. -No resource will be available more than 50% of their time to work on this project	High	Supporter	Project team will meet weekly via video conference to discuss project details. Notes will be circulated to the team after every meeting. Continuous communication among the team members	Weekly meetings, Skype, and Emails

					is crucial, so emails, Skype and One Drive will be used all the time.	
Project sponsor (Connie Emerson)	Internal	Will have authority to approve all plans and budgets required for successful delivery and implementation of the project. - will be contacted regularly for validating the scope and requirements and to provide feedback and change requests	High	Supporter	Project sponsor will be included on high-level project details. Project sponsor's input will be sought for planning and budget approval.	Emails, phone call, Discussion board
Marketing (including designers)	Internal	Will provide marketing collateral for the project.	Low	Supporter	Communicate high-level details so that the marketing	meetings, phone call, emails

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					team has enough information to develop effective marketing materials.	
Logistics (parking, transport, venue, etc.)	External	Will provide logistics services to facilitate successful implementation of the project.	Low	Neutral	Communicate details on how logistics teams will be involved on the days of the events.	meetings, phone call, emails
Vendors	External	Will provide full catering services during on campus events	Low	Neutral	Communicate details on how and when their services will be needed on the days of the events.	Meetings, phone call, emails
Researcher	External	For collecting the results and analyzing them and tracking for success	Low	Neutral	Collaborate on collecting data throughout the project. Data will be communicated on a high-level	meetings, phone call, emails

					to other project stakeholders.	
Statistician	External	For collecting the results and analyzing them and tracking for success	Low	Neutral	Collaborate on collecting data throughout the project. Data will be communicated on a high-level to other project stakeholders.	meetings, phone call, emails
NEU IT	Internal	for any online materials or modules	Low	Neutral	Communicate high-level details so that the programmers enough information to develop online resources for the project.	meetings, phone call, emails
Media	External	Provide mediums for marketing to the public (newspaper, radio, tv	Low	Neutral	Communicate project details such as event dates/times/participants with external media to arrange	meetings, phone call, emails

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		advertisements etc.)			publicity for the events.	
Senior management (NEU)	Internal	Approve current and plans for future events	Low	Supporter	Communicate high-level project details to get stakeholder buy-in for current and future projects.	Meetings, emails
Student volunteers	External	Help to facilitate the actual events and responsible for the design and logistic work	Med	Supporter	Communicate event details so that volunteers are prepared to actively participate.	meetings, phone call, emails
Project Manager	Internal	Ensure the project is delivered within the triple constraint.	High	Supporter	Communicate frequently with external and external stakeholders making sure that everyone is clear on expectations and deliverables.	Weekly meetings, Skype, Emails and phone calls

Council	External	That event logistics won't interfere with or disrupt public spaces.	Med	Neutral	Regularly communicate event plans (dates/location s/times etc.). Council approval will be sought well in advance of events. Any issues that could potentially block the event will be communicated early and regularly to the project team.	Emails
Instructors	Internal (entities within the business) or External (entities outside the business)	That the event won't take place during class or examination times.	Med	Blocker	Plan event preparation and implementatio n around class and exam periods. Regularly communicate	Emails

					project details and any changes well in advance.	
Change Control Board	Internal	To be notified of any change requests. The CCB will have authority to approve, reject or defer request	High	Supporter	The CCB will be alerted to any change requests.	Change request form and responses spreadsheet. Emails.
Quality Assurance	Internal	That all QA issues will be reviewed and addressed appropriately	Med	Supporter	The team will be notified about action items on QA issues raised	QA log maintained on NEU Intranet site.

SCHEDULE & TIME MANAGEMENT

Summary of Schedule (attach MS Project document)
Group Global III is responsible for developing an integrated project plan for Northeastern to conduct two networking events per month for Fall Term. The networking events will not only apply to students on the ground but will apply to those who are participating online. The networking events will connect students with potential employers and will also provide learning experiences through internships and coops. The project start date is January 17,2018 and the end date is December 31, 2018.

The Work Breakdown Structure (WBS) is a key project deliverable that organizes the team's work into manageable sections. The work breakdown structure visually defines the scope into manageable chunks that a project team can understand, as each level of the work breakdown structure provides further definition and detail. What is more, the work package defines the work, duration, and costs for the tasks required to produce the sub-deliverable. Below is the MS Project document of the project.

The schedule includes three high level deliverables:

Phase 1 – Planning – January 1, 2018 – March 31, 2018:
Phase 2 – Design & Creation – April 1, 2018 – June 30, 2018
Phase 3 – Implementation – July 1, 2018 – December 31, 2018
The following list describes key characteristics of the WBS:
Numbering Sequence: uses outline numbering as a unique identifier for all levels

1. Level 0 is 1.0 -the top level and it includes project name.
2. Level 1 is 1.1,1.2,1.3-the three high level deliverables of the project. All other WBS elements correlated with the project would be subordinate to these three deliverables.
3. Level 2 is 1.x.x (1.1.2,1.1.3, etc.). This level mainly describes the sub deliverables of the project, such as project management initiating, executing, etc.
4. Level 3 is 1.x.x.x(1.1.2.3, 1.2.3.4,etc.). At this level, the specific work packages required to produce the sub-deliverable are identified and grouped together. The work package represents the list of tasks or "to-dos" to produce the specific unit of work.

Schedule Baseline Statement
The Schedule of this project has been reviewed and approved by sponsor and baseline was set on January 20, 2018. Any changes to Schedule will require change control and must follow the change control process with formal authorization.

Schedule baseline may change in the event that resource allocation or assignment took longer than expected, a team member quit, or estimates varied on particular activities.

Communications Plan

In order to better connect Northeastern University Project Management students with potential employers, Northeastern will conduct two networking events per month for the Fall Term. The networking events will involve both on-ground and online students. The networking events will connect students with potential employers and will also provide learning experiences through internships and Coops. The overall objective is to showcase Northeastern University Project Management students to potential employers.

The Communications Management Plan articulated in this IPP establishes the framework for internal and external communications for this project. It will define the communication requirements of the project and set the roles of each project member; The objective and type of communication will be discussed and listed in this document. A timeline with specific method of communication will be shown for all the team members to follow. And a guideline of communication to define the rules and policies will be included, ensuring the timely and effective communication.

Communications Management Approach

The purpose of the Communication Management Plan is to define the types of communication that are needed during the project. Types of communication include in person meeting, larger group meetings, status reports, presentations, video conference, e-mail, NEU Intranet, and voice mail among others. The Communication Management Plan defines the frequency for the various types of communication, the intent of each, the participants, and documents generated from the communication. The approach focuses on the following key principles throughout the duration of the project:

- Focus on people – Allows for effective and useful communication and attends to the responsibilities of the sender and receiver, as well as individual communication preferences.
- Attend to scope – Maximizes the understanding of business, financial, and technical goals.
- Employ an integrative process – Provides for integration with other business processes (internal and external) to create an effective system for sharing information.
- Address timing – Allows for an understanding of time requirements and provides for processes that assure quality information is disseminated timely.

What is more, effective communication relies on understanding the parameters of a communication:

- Who – With whom are we communicating?
- What – What information or data are we communicating?
- When – How frequently is this communication required?
- Why – What is the intended use of the information provided?

- How – What is the preferred method of communication?
- Internal/External – Is the receiver internal or external to the Project?
- Influence – How much influence does the stakeholder have on Project success (low, med, high)?
- Impact – What is the impact on the stakeholder or stakeholder's organization if the Project team does not meet this communication (low, med, high)?

Roles

Project Sponsor
The Project Sponsor will be responsible for the project authorization and funding. All communication documents should be provided in summary format to the Project Sponsor. The Project Sponsor will request for more detailed communication if necessary. The Project Sponsor will give final approval of company list.

Key Stakeholders
Stakeholders are individuals and organizations who impact and have interest in the project. Stakeholders can affect or be affected by the organization's actions, objectives and policies. In this project, Key stakeholders includes project sponsor, project management team, students and professor in NEU, employers from companies, Instructors etc.

Change Control Board
A Change Control Board is a committee who are responsible for reviewing and approving or rejecting change requests sent by the project manager.

Customer
The customer for this project is all Project Management students in Northeastern University and all companies attending the events. They are external stakeholders that play a very important role of the project and impact the result of the project. The customer will be informed the deliverable of the project. The customers will provide feedback at the end of the event. The customer will also be informed for the high-level status of the project and any change if applied.

Project Manager
The Project Manager is responsible for executing the project. The role of the project manager encompasses many activities including planning, developing, time estimating, cost estimating, budgeting. What is more, the project manager is also responsible for communicating with project teams and building trust among team members to help the project run efficiently.

Project Team
The Project Team contains all people that will work on the project from initiation to execution and closing. Together, the team will create the project plan ensuring that all

deliverables are executed as planned and scheduled. The Project Team will maintain detailed communication with the Project Manager throughout the whole process of the project and actively report and update the status of each part of the project in the weekly team meetings.

Steering Committee
The Steering Committee will make strategic plans for any change of scope and/or deliverable of the project. Since the team members are limited for this project, the steering committee will have close communication with the Project Manager to ensure the changes will not negatively influence the time and budget of the project.

Technical Lead
The Technical Lead (NEU IT) in this Project is a person who will be responsible for building the online system. The Technical Lead will oversee the programming, designing and campaigns of the online website. The Technical Lead needs to have close communication with the Project Manager and Project team to collect the status of online deliverables and report the progress.

Project Team Directory
The table below details the key stakeholders identified in the communications management plan. The email addresses and phone numbers (where applicable) will be used when communicating with each individual and group.

Role	Name	Email	Phone
Project Sponsor	Constance Emerson	c.emerson@northeastern.edu	1.857.407.9494
Project Manager	Nova Alrumaihi	alrumaihi.n@husky.neu.edu	+966504243270
Project Stakeholders	See stakeholder register	personal, university or corporate email addresses	N/A
Customer	Employer companies, MS PJM students		N/A
Project Team	Louis Meeks	meeks.l@husky.neu.edu	+639199115565
	Erin Nixon	nixon.er@husky.neu.edu	+61450612289
	Elizabeth Jiao	jiao.hu@husky.neu.edu	
	Oscar Ouyang	ouyang.qi@husky.neu.edu	

Communications Matrix

The following table identifies the communications requirements for this project.

Communication Type	Information	Medium	Timing and frequency of Communication	Receiver	Owner	Deliverable
Project Kickoff	Get team together for introductions. Review project charter. High-level overview of project objectives	• In person meeting	One time at the beginning of the project	• Project Sponsor • Global Group III Project Team • Internal stakeholders	Project Manager	• Meeting Notes • Action items (next steps) • Decisions
Project Team Meetings	A regular check-in with the project team to ensure that deliverables are being met and that the team are clear about what needs to be achieved. Re-arrange the assignment if needed.	• In person meeting • Video conference using Google Hangouts for those who cannot attend in person	Monday afternoon every week (except public holidays where meeting will be held on	• Project Team	Project Manager	• Agenda • Meeting Minutes

			the next business day)			
Marketing Team Meetings	Discuss and develop marketing plan for events. Review and provide feedback on collateral being created and discuss implementation.	• In person meeting	Bi-weekly	• Marketing Team • Project Team	Marketing Manager	• Agenda • Meeting Minutes • Reviewed marketing collateral
High-level status meetings	Report on the status of the project to PMO and project sponsor. Highlighting any high-level impacts to the triple constraint.	• In person meeting • Video conference using Google Hangouts for those who cannot attend in person	Once a month at the start of each month	• Project sponsor	Project Manager	• Meeting minutes
Project Status Reports	Regularly reports on the status of the project including activities and any details that impact the triple constraint.	• Email will include a link to the NEU Intranet where all status reports are available. • All status reports will be	Every second Monday	• Project Team • Students participating in events and professors at NEU	Project Manager	• Project Status Report

		available in the NEU Intranet		• Employers participating in events • Marketing • Logistics • Researcher • Statistician • IT • Senior Management		
Retrospective/lessons learned	Articulates and documents lessons learned from the project to be used as 'historical data' for future projects.	• In person • Video conference using Google Hangouts for those who cannot attend in person • Email summarizing what was	At the conclusion of each event and at the end of the project.	• Project Sponsor • Global Group III Project Team * Students participating in events and professors at NEU	Project Manager	• Project retrospective document

		discussed in the meeting with a link to the NEU Intranet where the retrospective notes will be stored. • All retrospective documents will be stored in the NEU Intranet		• Employers participating in events • Marketing • Logistics • Researcher • Statistician • IT • Senior Management		
Risk management reports	Report on identified risks and mitigation strategies.	• Email report of the identified risks and mitigation strategies,	Bi-weekly as part of the project status reports (Low-risks will be communicated monthly unless the	• Project Sponsor • Project Team	Project Manager	• Risk report

			status has changed)			
Change management	Reports documenting change requests and the results of change control process	• Email summarizing the change requests and decisions made • Change request log will be available in the NEU Intranet	As required	• All stakeholders	Project Manager	• Change control report
Emergency Project Meetings	Report the emergency situation in the project such as the extreme weather forecasting, system crash, and the other situations especially the ones that risk management doesn't cover.	Voice call using conference call number for those who cannot attend in person • In person	Hold when needed	*Project Sponsor *Project Team	Project Manager	Meeting Minutes • Project Emergency Response Plan
Quality Assurance	Report on any quality assurance issues and resolutions	A log of all quality assurance tasks, identified issues and resolutions will be maintained	As required	*Project Manager *Project Team	Quality Assurance team	QA log

		on an NEU Intranet site				
External communication with vendors	-Agree on what will be delivered, when, and how the services will be organized for each day of the on-campus event	-Emails -Phone calls	-During the contract time then as required	*vendors	*Procurement department	-Contract -services

Cost & Budget Plan

Project Cost Statement

The overall budget for this project is $150,000. The project can NOT go over this budget.

Initial estimates for the project is at $129,297.38. This is under the proposed budget
Phase 1 – Planning - $13,654.08
Phase 2 – Design & Creation – $78,078.51
Phase 3 – Implementation – $37,564.79

The high-level cost estimates were created by estimating each of the hours of effort required for each phase. These estimates were completed by a combination of methods. Some were estimated with a top down approach and others based on PERT model. PERT model was utilized for estimating activities in which no history or knowledge of the effort were known. In addition, Subject Matter Experts were utilized for web design and PR/Press to come up with estimates of work required.

Cost Baseline Statement

The Cost and Budget of this project has been reviewed and approved by sponsor and baseline was set on January 20, 2018 for a total of $129,297.38. Any changes to cost will require change control and must follow the change control process with formal authorization. It is important to note that we are currently under budget on this project and it is possible that additional experienced support will be brought on to help with the project because of the time and continued over-allocation of resources.

Baseline might be changed when materials or a contract from supplier might affect our overall cost. We are cost, and time constrained on this project however, baseline is still under budget.

Contingency Request and Policies

The Contingency Reserve

The project will face the potential for identified risks to affect not only the project budget but also the schedule. Therefore, we need to build a contingency reserve to compensate for the overrun of cost or schedule. The Contingency reserve is identified and estimated by various risk management techniques. What is more, the project manager will control the reserve and has full authority to use it when identified risks occurs.

The main inputs in developing the contingency reserve are the risk register and quantitative analysis technique. One of the quantitative analysis technique is EMV, which is used to calculate the cost of each risk.

The amount of contingency reserve is set at $19,385 utilizing EMV. Each of the risks and contingency are listed below.

Risk #	Event	Probability	Impact	EMV
17	Because of the food that is required and decided on, more expensive food is required, causing increase in food & Beverage cost.	10%	$20,000	$2,000
12	Because the work on Design and Creation phase is done by PJM students at 50% time, more time may be required to complete all that is required, causing the need for more student help or contractual helpers.	20%	$74,925	$14,985
2	Because the project team has no experience in planning and creating event, the design and creationg of events could taking longer, causing planning work to have additional time.	15%	$6,000	$900
25	Because of Budget cuts, guest speakers are not able to provide for airfare and accomodations, causing an influx of additional cost for travel.	15%	$10,000	$1,500

Contingency Reserve = $2000+$14,985+$900+$1,500=$19,385

To calculate the contingency reserve, the Project Manager evaluate the Risk Register, Analysis and the EMV calculations. To calculate the Expected Monetary Value (EMV), we use formula, EMV = Probability * Impact. For each identified risk, EMV should be calculated no matter it is positive or negative. The sum of each number will be added to get final EMV, from which we could gain a total potential cost overrun for the risk of this project. The number of money should be requested to reserve for any potential risks. The team is asking for a $19,385 reserve for the project, which is under our budget of $129,297.38 (activity estimates).

More analysis of risk and its relationship with this reserve will be edited after confirming the Risk Registration Form.
There are 4 risks in our risk registration that we analyzed to produce EMV. These risks are covering high percentage reserve calculations and causing the fact that we request $19,385 for funds.

The funds requested for contingency will be kept in a different account as we used for original project funds. Project Manager will request to use the funds from contingency pool based on how the registered risks grows and produce impact on the project. These risks will significantly impact the project on either time or financial perspective. The Project Manager will take action and use reserve once the risk occurs. Also, we are also requesting a contingency of time, since there could be a risk that cause 2 weeks delay after analyzing the EMV duration.

Above all, these significant risks are leading to our high percentage reserve calculations, and the reason we are so high with this request for funds. Furthermore, there are risks containing significant time delays as wel

ETHICS STATEMENT

Team members should adhere to the code of ethics, model them in their behaviors and stand up for what they believe it's right. The team should also be respectful of reasonable statements, opinions and decisions made by individuals and the collective group throughout and beyond the project. The team will have a zero-tolerance policy for any project bullying, which includes acts limited to: teasing, humiliating or withholding pertinent project information. Individuals should feel comfortable discussing differences of opinion openly and respectfully to the group and stand up to what they feel it is right. Appropriate performance management should be respectfully given and well-received without taken with offence. Additionally, group consensus should be reached when making any decision is made so that everyone is comfortable with the direction chosen by the team and be able to commit to these decisions.

At the individual's level, each member is expected to obey the following:

- Maintain high standards of integrity and professional conduct.
- Accept responsibility for his/her own actions.
- Continually seek to enhance the professional capabilities and develop skills needed for better performance.
- Practice with fairness and honesty.
- Encourage others in the team to act in an ethical and professional manner.
- Adhere to policies and guidelines, including organization and customers' confidentiality.

Individuals who do not adhere to the above will be reviewed on a case-by-case basis and may be reported to senior management.
It is most important to remember that as members of PMI and practitioners of Project Management that we follow the Project Management Professional Code of Ethics and Professional Conduct in order to maintain responsibility, respect, fairness and honesty.

RISK MANAGEMENT PLAN

Risk Management Approach

PMBOK defines risk as an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. (2017). Risk Management is a continual process which lasts through the entire duration of the project. The project team along with the project manager and stakeholders will work together to make sure all risks are continually identified, analyzed, monitored and controlled throughout the entire project. The steps to make sure all of the above are accomplished are detailed in the following sections.

Stakeholders

Prior to the risk assessment meeting each of the stakeholders were interviewed to understand their overall hopes, concerns and risk tolerance. For risk tolerance they were all asked to indicate whether they had a low, medium or high tolerance for risk. Below is a table outlining that risk tolerance.

Stakeholder	Role	Risk Tolerance	Risk Meetings
Sponsor	Sponsor – Schedule Sponsor – Cost Sponsor - Quality	Low Medium Low	When Available
Huayi Jiao	Project Manager		Required
Louis Meeks	Project Team Member	Low	Required
Nova Alrumaihi	Project Team Member	Low	Required
Erin Nixon	Project Team Member	Medium	Required
Qijun Ouyang	Project Team Member	Low	Required

Risk Roles & Responsibilities

Responsibility for risk management is shared amongst the entire project team, project manager and stakeholders. It is important to note, that the sole authority on whether to begin mitigation strategies and to start contingency plans are with the Project Manager. Detailed explanation of the responsibilities are listed below.

Project Manager – The PM will lead the efforts of risk management throughout the project. They will need to ensure that all identification, assessment and continual review is thoroughly being completed at all times. It will also be their responsibility to ensure that risk discussions are happening on a regular basis during status meetings and updates and/or changes/decisions are integrated back into the risk management plan as well as the overall project plan. The PM will need to make sure that the risk register, risk responses, contingency plans, and reporting is completed and documented on a timely basis.

Project Team Members- The Project Team will be responsible to continually identifying, analyzing, and monitoring risk assigned through the project.

Project Sponsor – The project sponsor is responsible for continually adding input to identification, analyzing, and monitoring of all risks throughout the project. They will work hand in hand with the PM and give final approval for risk responses.

Risk Identification

Risk identification will involve the entire project team, project manager, and stakeholders. Since risk can either negatively or positively affect the project, it is important to identify risk as soon as possible so appropriate assessment and actions can be taken and documented.

For the initial risk identification, the team conducted a brainstorming session at the risk planning meeting. The PM led the meeting and the entire team went around the table giving each risk they could identify. No explanation or analysis was done at this time, it was a simple brainstorming/listing session with no wrong answers. In addition to brainstorming session, time was given to environmental factors, organizational culture and the project management plan, most especially to the project scope. Time was spent reviewing the deliverables, milestones, assumptions, constraints, WBS, cost estimate and materials. A risk register was created so that risk could be used to identify, score, and rank each and every particular risk. At the same time, risks were categorized during the risk planning meeting after being identified.

Anytime a new risk is identified during the project, it is the responsibility of the member to bring it to the attention of the PM and the project team. The project team will then determine whether or not the proposed risk merits further evaluation. If the risk does merit further evaluation, it will be categorized, assigned and analyzed based on the content of this document. Time during the weekly status meeting will be allotted to allow for members to discuss any new risks they would like to present to the team.

Risk Qualification, Quantification and Prioritization

The risks identified were evaluated to identify the range of possible negative or positive outcomes. Qualification was used to determine top risks to monitor and develop response plans and which risks ignoring. A probability and impact of factor was utilized and assigned to each risk. A probability-impact (below) matrix was used to as a guide for each risk.

	Probability	Threats			Opportunities		
		Low	Medium	High	High	Medium	Low
High	0.9	0.90	1.80	2.70	2.70	1.80	0.90
Medium	0.5	0.50	1.00	1.50	1.50	1.00	0.50
Low	0.2	0.20	0.40	0.60	1.80	0.40	0.20
		1	2	3	3	2	1

For this project we are using a 3-point scale of low, medium, and high for both the probability that a risk will occur and the impact the risk will have on the project if it does occur. These risk scores were developed by the project team during the initial risk meeting based on our overall level of risk tolerance.

Probability will be measured as follow…

- Low - 20% or less chance of happening – Score .2
- Medium – 21-50% chance of happening – Score .5
- High – 51% or higher chance of happening – Score .9

Impact will be measured as follow…

- Low – Less than 1-week delay – Score 1
- Medium – 1 week to 2 weeks delay – Score 2
- High – More than 2 weeks delay – Score 3

Once all the risks identified were assigned a probability and impact score, both scores were multiplied to get a risk factor score. The color coding of the matrix also corresponds to the risk factor score.

	Low	Medium	High
High			
Medium			
Low			

Once the risk factor was assigned, risks were sorted descending of the highest score to the determine priority. Risks that fall within the RED and YELLOW zones will have risk response planning and were assigned a risk owner. It may include both mitigation and contingency plans. All risks with a risk factor score of 1 or greater were further analyzed for quantification utilizing EMV analysis. That analysis was utilized to determine the contingency reserves.

Risk Response

Each top priority risk, those in the Red and Yellow, was assigned a risk owner (project team member) who will own that particular risk and take necessary steps to conduct response plans. Risk owners will provide status updates on their assigned risks in the weekly status update meetings. This will ensure that the risk is closely monitored.

Each of these risks needs to have a response identified. Responses will be based on one of the following approaches:

- Avoid – Eliminate threat by eliminating cause.
- Mitigate – Reduce the probability or impact of the risk.
- Accept – Can be active or passive, Accept the risk, If active a contingency plan will in place ready to execute. If passive, nothing to do.
- Transfer – Shift the responsibility of risk to a third party.

The project team will take all necessary steps to prevent all risks that are identified to be mitigated from happening or steps necessary to reduce the impact or probability of it occurring. Taking early steps to reduce the probability of the risk occurring is typically more effective and less costly than repairing the damage after a risk has occurred. It is important to make sure to weigh all options as cost and time may be too large.

Risk Monitoring

Continued monitoring of risks will happen throughout the project. Daily risk mitigation activities will be directed by the PM. The risk factor will be tracked and documented in the risk register and updated as needed. The risks will be reported and monitored to determine if a trigger has occurred and would show that the risk is in fact real and needs to be acted upon. The PM along with the project team will then determine whether or not to enact contingency plans as determined.

A Top 10 Risk List will be maintained by the PM and will be the basis of the weekly update meetings. This list will change as the project progresses and risks no longer are viable. All change requests will be reviewed and analyzed for potential risks to be identified and added to the register. All updates from a risk perspective will be documented and sent in the weekly status meeting update to all stakeholders.

If it is determined that a risk becomes more likely, the register will be updated and the risk will be assigned a risk owner and proper analysis and responses will be created at that time. It is important to make sure the register is updated at all times so the most current plans can easily be referenced in order to put into action when needed.

Risk Register

The Risk Register for this project is a log of all identified risks, their probability and impact to the project, the category they belong to, response strategy, and when the risk will occur. The register was created through the initial risk planning. During this meeting, the project team identified and categorized each risk and assigned each risk a risk factor score based on the probability of it occurring and the impact it could potentially have. The Risk Register also contains the response strategy, contingency plans for each risk, triggers, secondary risks, as well as when the risk is likely to occur.

The Risk Register will be maintained as Appendix A to this Risk Management Plan.

QUALITY MANAGEMENT PLAN

Quality Overview

The main purpose of the quality management plan is to describe how quality will be planned, managed, measured and controlled throughout the project. It will aim to validate the projects deliverables and ensure that they are completed within the acceptable level of quality. The plan will include the standards, processes and procedures that will be taken to ensure that all the requirements and sponsor/costumer expectation are implemented and have been met. It is an integral part of the project management plan.

This plan will include the following main points:

- Identify the overall quality objectives for this project
- Define how quality will be planned and managed
- Define quality assurance activities
- Define and evaluate quality control system

Quality Objectives

Quality is defined as the degree by which the projects deliverables and outcomes are fulfilling the requirements and specifications. This project will aim to

- provide a complete integrated event management plan
- conduct two events per term, without a "visible" hitch, within budget and on schedule. The events should provide a long-lasting positive effect on students and potentials employers to come back again, attend future NEU-PM events and participate on them i.e. “high satisfaction”
- The project deliverables are aligned with the strategic goals, objectives and best practices for NEU-PM program. These objectives can be summarized in the following:

1. prepare learners as project management practitioners capable of applying project management processes and the technical, professional, and strategic expertise necessary for managing projects successfully.
2. Acquire the specialized, broad and integrative knowledge to effectively lead and manage projects.

This can be reinforced by providing the students with the opportunity to engage with potential sponsors and learn more from them about real life experiences and challenges in the project management field.

Quality management planning approach

In order to plan quality, we need to identify all relevant, processes and procedures in organization process assets (OPS), enterprise environmental factors (EEF), risk register, stakeholders register, and scope statement, and then plan how we will meet those standards and requirements for project and product. EEF will provide organization policy, internal and external standard, procedures and any practices. OPS will give the access to historical information such as lesson learned from previous projects and essential work to accomplish the project. Risks, risk registry, will help to prevent poor quality and maintain effort among performance baselines (scope, time and cost) within the project.

These will require project manager to conduct requirements from OPS and EEF and align it with state regulation and safety department. Security might also be involved to plan crowd management in-and-out the events.

In addition, we need to finalize the requirement documents from stakeholders and by stating the sponsor’s definition of quality, acceptance criteria, control and specification limit for the quality and the project, to obtain the right approach to meet sponsor expectation, and to know the desired level of quality in the project to control efforts to achieve that level.

The input from sponsor and other stakeholders will then allow project manager to define additional specific processes that will be followed in the project and make sure they don't violate any other relevant standards. Also, the PM need to define the work that is going to be done to meet these requirements and standards and ensure that the team understands what is "quality" from the sponsor perspectives.

We need to plan quality among deliverables and take different measures and testing to ensure that the work done is fulfilling the requirement and is aligned with standards and within the appropriate desired level (example: gold plating will not be allowed as it might affect the triple constraints. Any changes the team thinks it will generate better results and sponsor satisfaction will be issued as a change request and won't be done without sponsor approval).

As a result of testing, some additions and changes can occur to the PM plan "changing some resources, extra activities are added…", these changes will be submitted to the change control board and if the change request is approved, PM plan and other documents will be updated.

Quality Assurance

The quality assurance departments, the project manager and the global team III will ensure to adopt an iterative quality assurance approach, that will continuously assess if all the processes and the standards that were agreed upon during planning quality process are been correctly followed , are producing the right work to meet the customers' expectations and requirements and if there are any improvement that can be applied to the current processes to have better results.

Quality audit will also be performed by the PM and the quality assurance department to determine that all the processes have been followed and identify the lessoned learned and the best practices on the project that can be contributed to the best practices within the organization.

The PM will focus on monitoring quality continuously throughout the project life cycle and conduct process quality audit periodically (1/week for example) to assure all the processes being conducted are following the organizational and agreed upon standards and are followed accurately to produce the desired results within timely manner.

The results of quality assurance activities are possible improvement to the current processes. The PM will recommend preventive and corrective actions accordingly (change requests). Once approved, the processes, standards, project management plan and other documents will be updated.

Quality control

At this process, the quality control department, PM, and the team will use specific measures to determine whether the products and the results of the project (surveys, lessons learned, events…" are meeting the quality standards, to ensure sponsor and key stakeholders satisfactions. All the results are expected to be within the acceptable limits and tolerance level (within budget and with no schedule delay).

The team will start first with identifying the standards that will be used to measure the quality of the projects deliverables. These standards are provided by NEU quality control departments and from the international quality standards like continuous improvement and Six Sigma. The team will follow these standards, evaluate the project results based on them, and the acceptance criteria provided by the sponsor, and document their findings for approval or improvement.

As for the tools that can be used to measure the results and products of each process, the Quality control departments and PM can use the following tools:

- Control chart: it can be used to ensure that any certain process in the project is within the acceptable limits the team and the sponsor agreed on. It can also be used to measure specific deliverables and that they are meeting the stakeholders' specifications, expectations and acceptance criteria.
- Flowchart: this chart can help us to monitor the processes and how the project is flowing from the beginning to the end. This chart will help us analyzing quality problems, find solutions for them and communicate them more easily through the graphical representation of the project life cycle.
- Inspection
- Quality checklists

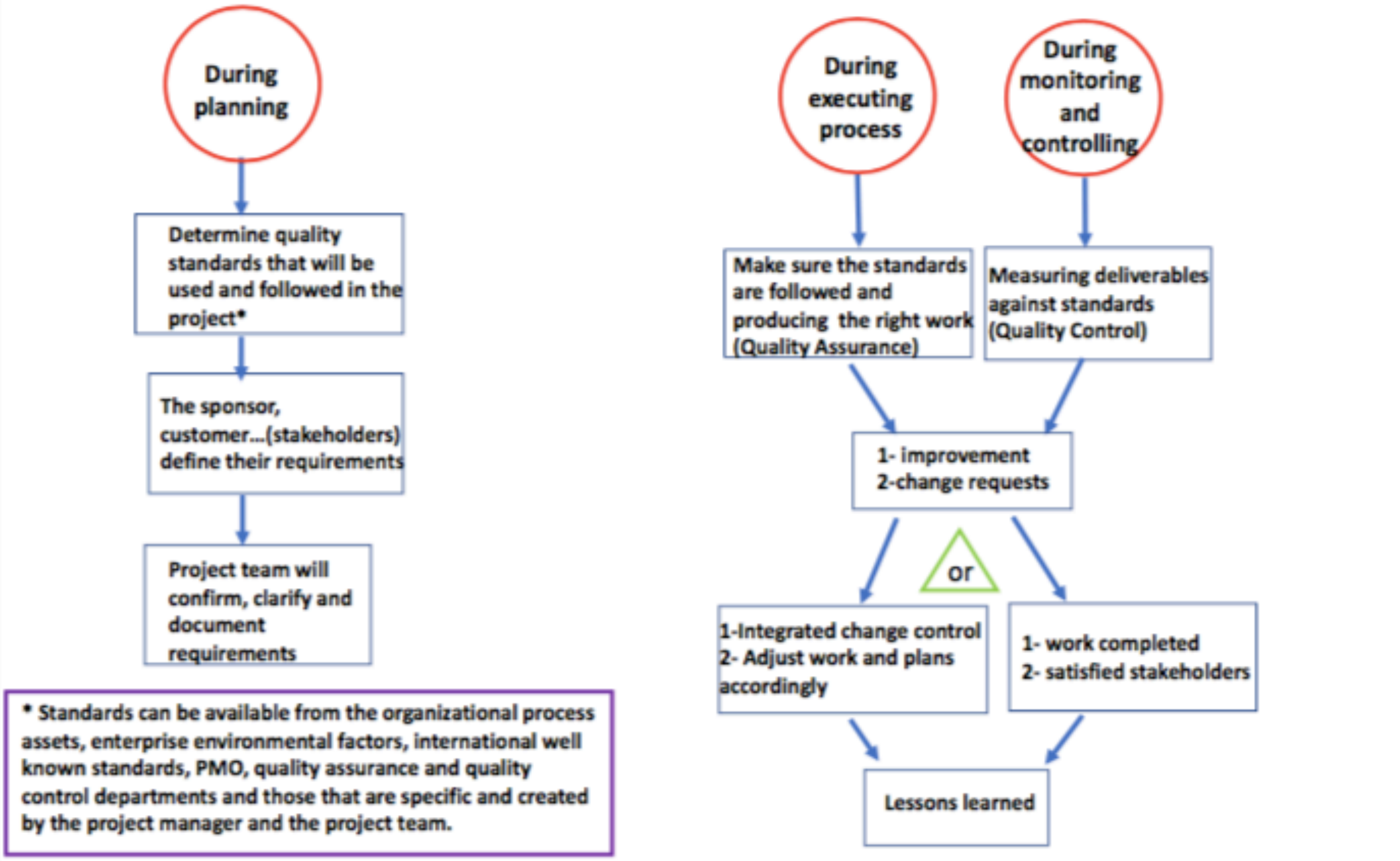
Major Project Deliverables

1- Logistics plan for offline activity
2- Completed Integrated Project Plan
3- Two networking events per Month for Fall Term
4- 4-Poster-form marketing collateral for the events to be created and circulated
5- Evaluation and lessons learned documents for each event
6- Post-event survey for all participants

Del. #No.	Requirement/ specifications	Responsibility	Approach	Process	Assessment interval
1	The plan should be aligned with the	-Quality assurance department	Careful verification by inspecting, examining and reviewing the plan	Quality assurance	Once per week

	approved event management plan	-Elizabeth (PM) -Nova		(by: Quality Audit)	
2	1-The plan must follow the agreed upon standards and specific procedures and policies. 2- Incorporates stakeholders' requirements (in schedule, cost and scope specifications)	-Quality assurance department -Elizabeth (PM) -Project team	1- Thorough review of the plan to make sure it is aligned with the organizational standards and best practices, and that every requirement is documented (100% compliance with standards) 2- Developing and reefing the plan by periodical auditing of the plan content, project priorities, and task estimation	Quality assurance (by: Quality Audit)	Twice per week
3	1-Two events "online and on campus" that are conducted smoothly twice/term without a visible hitch, within budget and schedule. 2-Providing an excellent and informative experience for both students and potential employers "high satisfaction"	-Quality control department -Elizabeth (PM) -Project team	1-Use control chart to make sure that all specifications are being met within budget and schedule. It will help the team to detect any deviation from the performance baselines and manage it at directly. 2- Technical review and website testing. 3-Sponsor review 3-Apply change requests 4-update project management plan 5-Validate the results	Quality control	Twice per week
4	Posters	-Quality control -marketing department - Elizabeth (PM)	As many posters with different designs will be made and printed, we need to make sure that each one is being	Quality control	Twice during overall design phase

			completed within the requirements, before being used and distributed. The team and quality control department will use one or two of the following tools: 1-statistical sampling 2-checksheet 3-team review 4-sponsor review		
5	Lessons learned should be collected after each process and clearly documented	Project team	Establish & document lessons learned to update the OPA documents and use the information for continuous and future improvement	Quality control and quality assurance	Once at the end of each phase
6	-80%> of the survey to be collected from students -90%> of the survey to be collected from companies - surveys are validated before being distributed (online or on campus) -Surveys are easily uploaded, distributed and filled	-Quality assurance and quality control departments -Elizabeth (PM) -Nova	1- Revise the surveys and get expert judgment "statistical sampling and quality check sheet" 2-Pilot study of the surveys to make sure questions are clear and easily comprehended 3- Test online surveys after being uploaded 4-ensure that the platform has an open access	Quality control and quality assurance	During preparing the surveys -After completing the surveys -After uploading them online -Before official distribution


During planning
Determine quality standards that will be used and followed in the project*
The sponsor, customer...(stakeholders) define their requirements
Project team will confirm, clarify and document requirements
* Standards can be available from the organizational process assets, enterprise environmental factors, international well known standards, PMO, quality assurance and quality control departments and those that are specific and created by the project manager and the project team.
During executing process
During monitoring and controlling
Make sure the standards are followed and producing the right work (Quality Assurance)
Measuring deliverables against standards (Quality Control)
1- improvement
2-change requests
or
1-Integrated change control
2- Adjust work and plans accordingly
1- work completed
2- satisfied stakeholders
Lessons learned

GLOBAL GROUP III

Event Posters: Quality Control Check sheet

Problem	Frequency	Total
spelling error	II	2
Incorrect alignment	I	1
Wrong color	III	3
Printing issue	IIII	4
Wrong information (number, email address...)	II	2
		12

PERFORMANCE EVALUATION PLAN

Executive Summary

Overall cost is over the budget, but behind the schedule. the project costs are over the estimated budget by 13.7%. And the project is behind by 3.7% or progressing at 96.3% of schedule. For every dollar we spent, we only got $0.88 of the value.

Current Status of Project

PV	EV	AC	SV	SPI	EAC
$13654.08	$13143.09	$14937.51	($510.99)	0.962576	$147399.3

Overall the project is slightly over budget however behind on schedule. Because the SV is negative and SPI < 1, the project is behind the schedule. With a CV of $–1794.42 and CPI of 0.88 meaning, work that is done is over the budgeted cost and we aren't getting the work done in the time scheduled.

Forecast Future Performance

CV	CPI	EAC	ETC	VAC
($1794.42)	0.879872	$147399.30	$132461.7	($17706.8)

- The Cost Performance Index (CPI) is 0.88, which is less than one, this means our project is a little bit under the performing, we got 88% of value for every dollar spent.
- The Estimate at Completion (EAC)is $147,399.30. If the project continues at the same pace, the actual cost will be $147399.3.
- The Estimate to Completion (ETC) is $132,461.7. The project will need to spend $132,461.70 before the project completed.
- The Variance at Completion (VAC) is $17706.8 The project will be over budget about $17706.8

Overall the project is over approximately 13.7% of budget, but the schedule is approximately 96.3% of schedule. If we continue at this rate will not hit schedule and end up costing an additional $17,706.80 to finish the project.

Recommendations

To catch up with the schedule, we might have to put additional resources on the project to speed up timelines. If it's okay, we would spend more money on the project. If not, we will continue at this rate and still spend an additional $17706.8. However, this will cost more money. A better recommendation would be to evaluate the project and see if crashing could be used to improve the timelines and speed up the process. Also, dependencies should be checked to see if there is anything that slow down the process or on holding. The project manager should speak with the sponsor about the budget and schedule.

PROCUREMENT MANAGEMENT PLAN

The purpose of this plan is to document how the procurement for this project will be identified, planned, executed, controlled and closed. The plan will include procurement documentation, standards and policies to be followed for choosing the appropriate contract type and developing the decision criteria, the executing approach, roles and responsibilities, guidelines to resolve disputes and accept deliverables and making payments. This plan will serve as a guide to procurement management throughout the life of the project and the team will update the plan whenever there is an approved change to it.

Procurement Approach

The Project Manager has full authority and complete oversight of the procurement activities of the Northeastern PJM Networking Events Project. The PM will work hand in hand with project team to create a complete list of all items and/or services that will be procured for this project. Once the list is compiled, the team will decide who will be in charge of procuring each of the items. The details and steps to procure the items as well as the contracts types, the approval process and decision criteria are all detailed in the plan that follows. All details of the procurement process will be documented in the project schedule.

Procurement Definition

For the Northeastern PJM Networking Events Project, the following items will need to be procured in order for the project to be successful. The below list of procurement items along with their justification and the dated needed by are subject to review and approval by the Sponsor. The Project Manager and the Sponsor are the only individuals that are authorized to approve purchases for this project.

Item/Service	Justification	Date Needed by
Food/Beverage	There are 8 events in which numerous participants will be joining, so food and beverage will need to be available.	June 22, 2018
Event Insurance	Based on the risk management plan and the analysis conducted, in order to transfer risk from the project event insurance is needed to be purchased.	May 2, 2018
Web Designer	In order to make sure the Website is done professionally and to allow for the project team to be focused elsewhere, the web development is being outsourced.	April 13, 2018
PR Consultant	In order to make sure the Press Release/LinkedIn activities are done professionally and to allow for the project team to be focused elsewhere, there is a need for a PR Consultant to help with our needs.	April 13, 2018

Contract Type

The PM, project team and procurement department will discuss and choose from the different contract types, the appropriate ones for the products and services needed to be purchased.

Firm Fixed Price: Most of the services will be procured under firm fixed fee contracts, as the requirements are clearly defined, and the services are required within a specific time and price. The project team will ensure to provide a clear SOW, the service type, amount and the date where the work expected to be completed.

Cost Plus Award Fee contract: This contract will be chosen while working with the web designer, as the requirements haven't been completely defined yet "the PM and the team will follow up with the sponsor and the stakeholders". The designer will be awarded a bonus based on his/her performance and submitting the work ahead of schedule.

Procurement Risks Management

The risks that will arise during procurement activities will be generally managed according to the project risk management plan, but due to the importance of maintaining healthy business relationships with the external organizations and vendors, these risks will be managed with additional consideration. The sponsor and procurement department will be more involved in change requests and their approval, and the contract will contain detailed plan in how to manage changes and risks when they occur.

Some of the possible risks that might occur during procurement activities are:

- Unrealistic cost or schedule from both the project team or the vendor
- Misunderstanding of any of the contract item, which might lead to conflict or providing deliverables that don't meet the required specifications.
- Conflicts between different parties.
- Unavailable materials
- Late in delivery

Decision Criteria

The following source selecting criteria will be used to help the PM and the sponsor to evaluate the proposals that were received from potential sellers and make the decision

- Price - How much the service will totally cost "including the work and delivery cost"
- The time needed to complete the required work
- Delivery: the ability to deliver work on time.
- Quality of work
- Reputation/past performance: if NEU has worked with them before or heard about their performance.
- Financial stability
- Technical ability

Criteria/ Candidate	Total Cost	Time	Delivery	Quality	Past Performance	Financial Stability	Technical Ability
Candidate #1							
Candidate #2							

Each supplier will be measured against the criteria previously mentioned. The weighting factors will be expressed as a percentage and will be added up to 100
Each criterion will be given a mark (in a range from 50-120) with the following rationale:

- A mark of 100 = all requirements are fully met
- The mark can be raised to 120 if all or some of the requirements have exceeded the expectations and are more than fully met

- The mark can be lowered down to 50 if some of the requirements are below the targeted level but are still acceptable.

The decision will be made eventually by the PM and Procurement department based on these criteria and on the resources availability.

HR Management Plan

The purpose of the Human Resources Management plan is to obtain project success by making sure adequate and the right human resources are obtained. They must have the appropriate skills and knowledge necessary to accomplish project work. All of the work is laid out in our RACI char. The RACI shows the relationship between project activities and the project team. Any changes to the RACI, must be approved by the Project Manager and will follow the project's change control process. Any change that is approved must be integrated back into the project schedule and into this project plan.

RACI

Key: R – Responsible for completing the work A – Accountable for ensuring task completion/sign off C – Consulted before any decisions are made I – Informed of when an action/decision has been made	Project Manager	Internal Project Team	Project Sponsor	Marketing	IT	Logistics	Researcher	Statistician	NEU Senior Management	Student Volunteers	Change Control Board	NEU PJM Students	Employer Companies	Media	Council	NEU Instructors
Change Control Decisions	C	C	A	I	I	I	I	I	C	I	R	I	I	I	I	I
Manage Project Knowledge	A	R	C	I	C	I	I	I	I	I	I	N/A	N/A	N/A	N/A	N/A
Manage Quality Management	A	R	C	C	I	C	C	C	I	I	I	N/A	N/A	N/A	N/A	N/A
Manage Resource Management	A	R	C	I	I	I	I	I	C	I	I	N/A	N/A	N/A	N/A	N/A
Manage Communications Management	A	R	I	C	I	I	I	I	I	I	I	N/A	N/A	N/A	N/A	N/A
Manage Risk Management	A	R	C	C	C	C	C	C	C	C	I	N/A	N/A	N/A	N/A	C
Manage Procurement Management	A	R	I	I	I	I	I	I	I	I	C	N/A	N/A	N/A	N/A	I
Manage Stakeholder Management	A	R	I	I	I	I	I	I	I	I	I	N/A	N/A	N/A	N/A	N/A
Manage Scope Management	A	R	C	I	I	I	I	I	I	I	C	N/A	N/A	N/A	N/A	I
Manage Schedule Management	A	R	C	C	C	C	I	I	I	I	I	I	I	N/A	N/A	I
Manage Cost Management	A	R	C	C	C	C	I	I	I	I	C	N/A	N/A	N/A	N/A	N/A
Requirements Collection	A	R	R	R	R	R	C	C	R	C	I	R	R	N/A	R	R
Conducting Project Meetings	R/A	C	I	I	I	I	I	I	I	I	I	N/A	N/A	N/A	N/A	N/A
Council parking permits	A	I	I	I	N/A	C	I	I	I	I	I	N/A	N/A	N/A	R	I
Press/Media Management	A	C	I	R	IT	I	I	I	I	I	I	N/A	N/A	C	N/A	I
WebPage Design	A	C	I	R	R	I	I	I	I	I	I	N/A	N/A	N/A	N/A	I
Vendor Procurement and Management	A	R	C	I	I	C	I	I	I	I	I	N/A	N/A	N/A	N/A	N/A
Speaker/Student management	A	R	I	I	I	I	I	I	I	I	I	I	I	I	N/A	I
Food & Beverage Procurement and Management	A	R	I	I	IT	C	I	I	I	I	I	I	I	I	N/A	I
Event Sponsor Procurement and Management	A	R	I	I	I	I	I	I	I	I	I	I	I	I	N/A	I
Potential Employer Companies Procurement and Management	A	R	I	I	I	I	I	I	I	I	I	I	C	I	N/A	I
Lessons Learned	A	R	I	C	C	C	C	C	I	C	I	C	C	N/A	N/A	C
Student Competition Management	A	R	I	C	I	I	I	I	I	C	I	C	C	I	N/A	I

Integrated Change Control

How should change requests be submitted?

All change requests should be communicated to and submitted by the project manager using the Change Request Form. Requestors will receive an email confirmation of their submission providing details of the request.

Change request form is available here[1]:
https://docs.google.com/forms/d/e/1FAIpQLSduLsTqQ7FPZ9FwGCkFt1x9VbKbX_v0Lock6kjNXjto9PxjUw/viewform

Who will be responsible for reviewing the change request?
All change requests will be tracked in the Change Request (Responses) spreadsheet. The change control board will be responsible for reviewing each change request and indicating the result of the review in the section indicated 'Change Control Board'. All changes will be reviewed by the Change Control Board within 24 hours of submission. All actions will be taken in the specified timeframes based on the urgency of the request:

- **Extremely urgent** - action must be taken within 24 hours of change request submission
- **Somewhat urgent** - action must be taken within 2 business days of change request submission
- **Not urgent** - action must be taken within 5 business days of change request submission

The Change Request (Responses) spreadsheet is available here[2]:
https://drive.google.com/open?id=1UOlwX2rOjQUl0UI9Kuq8R9KyQKRnjA4lqIW0HHFIzM8

Who has the authority to authorize a change request? Who will be responsible for implementing the change request?
The change control board has authority to authorize any change requests that will impact up to $2500 of the budget. Any change requests exceeding this amount or that affects the schedule by 2 weeks or one of the events by one day, must be submitted to the project sponsor for additional review and approval.

Who will be responsible for updating the project plan?
The project manager will be responsible for updating the integrated project plan detailing any changes to the project resulting from each request. The result of change requests will be communicated via email and tracked in the Google Sheet. Rejected change requests will be logged in the Google Sheet as no further action required.

PROJECT CLOSURE PLAN

Overview

Project closing is the process of finalizing all of the activities completed during all phases of the project to formally close the project and transfer the responsibility of the completed or cancelled project to the customer. During the closing phase, the project is

[1] You may need to use your NEU Gmail login credentials to access this form.
[2] You may need to use your NEU Gmail credentials to access this spreadsheet.

assessed, and completion is validated.   Lessons learned are evaluated in order to be documented in order to be utilized for future projects.

The purpose of this document is to guide the project team to close out the project It will identify all the necessary deliverables and activities necessary to validate the project is complete and the team has finished what it set out to do with the specific project. An overview of project closing processes will be highlighted to the Senior Team. In summary, the overall project closure plan will provide the required information to justify a decision on whether the customer should accept the results of the project and transition it to them.

Customer Acceptance

The first step to project closure is formal acceptance of the project by the customer. This is a very important step because it will indicate that the customer accepts the scope of the project and the deliverables are completed and were completed as designed and agreed on by all individuals. Completion and most importantly acceptance is determined by the criteria agreed upon and laid out in the initiating and planning of the project. Acceptance is to be done formally by the physical signatures of the customer, sponsor, and project steering committee.

Lessons Learned

In order to make sure the same mistakes are not repeated in future projects, it is important to document and analyze what went well and what didn't go well in the project. This way in the future these lessons learned can be leveraged or avoided.

The lessons learned review is a meeting in which the entire project team along with all stakeholders involved in the project including but not limited to executive management, contractual workers, and volunteers and any other members that worked on the project. Lessons learned and the analysis around them should be documented and openly discussed.

Please see Lessons Learned Template.

Administrative Closure

Administrative closure is the process of gathering all project materials in order to begin the closing process. The entire project team as well as sponsor and stakeholders should be involved in the administrative closing process. In order to perform this process, all project records need to be reviewed, analyzed to determine project success or failure. Confirmation the project has met or failed the sponsor, customer and stakeholder requirements as well as verifying that all deliverables have been accepted with verification of exit criteria are steps that need to be completed.

Team Evaluation

Project success and failure can be contributed to the performance of the team that was working on the project. It is important during project closing to make sure the team is evaluated by the project manager as well as peer evaluation. Projects do not become finished by the work of one individual. It takes the entire team and how someone interacts with the rest of the team determines their skill level and competence to work on further projects. It is important to make sure evaluations are completed on everyone in the entire team as well as peer evaluations to get an overall understanding of the performance of the individuals. This will allow them to understand their weaknesses and superiority skills, so they can continue to work on them or leverage them respectively.

Please see Team Evaluation template.

Contract Closure

In order to close out project, any contractual work needs to be closed out and settled. Any contract agreements that are still opened need to be updated and reviewed to reflect final results for documentation for future use. All contractual work needs to be verified with documentation that all the work is completed and with acceptable final results. All criteria for the terms of the contract has been satisfied as well as all exit criteria of contract along with final payments are made.

Post-Project Review and Evaluation

It is crucial to the closing process to make sure there is a project group review and debrief of the project. During this evaluation it is important to identify and document in the report the project successes, challenges, successful accomplishments, and any other significant instances of negative or positive relevance. It is important to document all of these items in order to share the projects successes and failure with other organizations so that it can lead to improvements so same mistakes are not repeated and successes are continued.

Please see project report template.

Celebrate Outstanding Project Work

When a project is completed successfully it is important to celebrate and reward those on the team that helped make the project a success. It is also important to make sure individual recognition takes place at the same time as team recognition. A project requires a team effort and not just individual requirement. It will be important to also include the upper management as well as sponsor and also the customers in the celebration. Having the Dean or participating companies involved would help make the celebration even more special. A certificate of appreciation could be utilized signed by the Dean and sponsor to highlight the success.

Final Project Records

Finalized project data is an important resource of information for future projects. It will allow anyone that has access to it, to utilize and reference key learnings for an upcoming project. It is important to make sure this information is collated and stored according to the guidelines which have been detailed by the organizations PMO. If one does not exist, it is important to collate the entire IPP along with the Final Project Report somewhere it can be accessed and utilized in the future.

APPENDIX
Change Log

Date	Change/No Change Made	Project Component	Detail of Change	Change Made by	Notes	Week Change Made
27/01/2018	Change Made	Stakeholder Register	Changed "volunteers" to "student volunteers"	Erin	As per feedback from project sponsor	Weeks 3-4
27/01/2018	Change Made	Stakeholder Register	Changed "programmers" to "IT"	Erin	As per feedback from project sponsor	Weeks 3-4
27/01/2018	Change Made	Stakeholder Register	Defined internal and external stakeholders	Erin	As per feedback from project sponsor	Weeks 3-4
27/01/2018	Change Made	Stakeholder Register	Defined stakeholder influence on project.	Erin	As per feedback from project sponsor	Weeks 3-4
27/01/2018	Change Made	Stakeholder Register	Added blocker	Erin	As per feedback from project sponsor	Weeks 3-4
3/2/2018	Change Made	IPP	Revised scope statement	Nova and Oscar		Weeks 3-4
3/2/2018	Change Made	Stakeholder Register	Revised stakeholder register	Nova		Weeks 3-4
4/2/2018	Change Made	Team Charter	Added distribution rule for meeting notes	Louis	As per feedback from project sponsor	Weeks 3-4
4/2/2018	Change Made	Team Charter	Added Repository Guidelines	Louis	As per feedback from project sponsor	Weeks 3-4
4/2/2018	No Change Made	Team Charter	Did not change the Schedule as recommended by sponsor.	Louis	No change - it is not feasible to find time other than our existing schedule, so we will keep our meeting schedule same.	Weeks 3-4
15/2/2018	Change Made	IPP	Executive Summary	Louis	Updated Executive summary based on Sponsor Feedback on event timing.	Weeks 5-6

16/2/2018	Change Made	IPP	Updated acceptance criteria	Erin	Updated acceptance criteria based on feedback from project sponsor	Weeks 5-6
17/2/2018	Change Made	IPP	Ethics statement was added	Nova	Section was added based on the sponsor's requirement	Week 5-6
19/2/2018	Change Made	IPP	Communications ManagementPlan was added	Erin		Weeks 5-6
19/2/2018	Change Made	IPP	Project Deliverables	Louis	Updated based on Sponsor Feedback	Week 5-6
20/2/2018	Change Made	IPP	WBS	Louis	Updated WBS based on Finalized & Baseline Set Schedule	Week 5-6
20/2/108	Change Made	Schedule	Estimate	Louis	Added Food & Bevarge estimate into Schedule vs line item in IPP	Week 5-6
20/2/2018	Change Made	IPP	Acceptance Criteria	Louis	Updated and moved up to top of scope statement based on Sponsor Feedback	Week 5-6
20/2/2018	Change Made	IPP	Budget Estimate	Louis	Updated based on revised budget and feedback from Sponsor	Week 5-6
23/2/2018	Change Made	IPP	Stakeholder Register	Erin	Added CCB	Weeks 7-8
26/2/2018	Change Made	IPP	Acceptance Criteria	Louis	Updated change criteria based on sponsor for industries.	Weeks 7-8
26/2/2018	Change Made	IPP	Acceptance Criteria	Louis	Updated survey based on sponsor recommendation.	Weeks 7-8
27/2/2018	Change Made	IPP	Contingency Request Policy	Elizabeth		Weeks7-8

4/3/2018	Change Made	IPP	Limits and Exclusions	Erin	Added exclusion	Weeks 7-8
4/3/2018	Change Made	IPP	Acceptance Criteria	Erin	Added more detail to the industries represented at the events	Weeks 7-8
4/3/2018	Change Made	IPP	Roles	Erin	Removed project manager from list of key stakeholders to be consistent with stakeholder register.	Weeks 7-8
4/3/2018	Change Made	IPP	Communication Plan	Erin	Added more detail to video conference option	Weeks 7-8
4/3/2018	Change Made	IPP	Communication Plan	Erin	Removed 'PMO' from high-level status meetings	Weeks 7-8
4/3/2018	Change Made	IPP	Communication Plan	Erin	Added more retrospectives	Weeks 7-8
4/3/2018	Change Made	IPP	Communication Plan	Erin	Added more information about how media will work together	Weeks 7-8
4/3/2018	Change Made	IPP	Ethics statement	Erin	Added statement detailing repercussions for individuals who act unethically.	Weeks 7-8
4/3/2018	Change Made	IPP	Baseline Statements	Louis	Updated baseline statements to add phrase for each referencing when they could possibly change.	Weeks 7-8
9/3/2018	Change Made	Project Schedule	Date Constraints	Louis	Fixed Date constraints based on Sponsor feedback.	Weeks 9-10
12/3/2018	Change Made	IPP	Stakeholder and	Erin	Added Quality Assurance	Weeks 9-10

			Communication plan			
12/3/2018	Change Made	IPP	Change Log	Erin	Added details to change log based on sponsor feedback	Weeks 9-10
17/3/2018	No change was made	IPP	Quality overview and the quality management graphic	Nova	Both of them are original work, so no citation was added	Week 9-10
17/3/2018	Change made	IPP	Quality overview section	Nova	Added the PJM program objectives to make sure our project is aligned with them, based on the sponsor feedback	Week 9-10
17/3/2018	Change made	IPP	Quality activity table	Nova	Update quality activities table based on sponsor feedback	Week 9-10
17/3/2018	Change made	IPP	Quality control	Nova	Checksheet example has been added based on the sponsor feedback	Week 9-10
17/3/2018	Change made	IPP	Quality management approach	Nova	Gold plating is explained based on the sponsor feedback	Week 9-10
18/3/2018	Change made	IPP	Change management	Erin	Additional detail added to change request form based on feedback	Week 9-10
18/3/2018	Change Made	IPP	WBS	Louis	Updated with existing schedule	Weeks 9-10
18/3/2018	Change Made	IPP	Milestones	Louis	Updated to coordinate with updated Schedule	Weeks 9-10
18/3/2018	Change Made	IPP	Budget Update	Louis	Updated Budget based on revised Schedule	Weeks 9-10

18/3/2018	Change Made	IPP	Contingency Plan	Louis	Updated based on stakeholder Review	Weeks 9-10
18/3/2018	Change Made	IPP	Risk Management Plan	Louis	Updated based on Stakeholder Review	Weeks 9-10
30/3/2018	Added	IPP	Closing Plan	Louis	Added the Closing Plan	Weeks 11-12
30/3/2018	Change Made	IPP	Impact Report	Louis	Updated the Impact Report Based on Sponsor recommendations	Weeks 11-12
31/3/2018	change made	IPP	Stakeholders register	Nova	Vendors were added as a separate stakeholder based on sponsor feedback	Week 11-12
31/3/2018	Change made	IPP	Communication matrix	Nova	Vendors were added based on the sponsor feedback	Week 11-12
31/3/2018	Change will be made	RFQ template	Decision criteria	Nova	The decision criteria will be added to the templates that will be sent to the vendors to provide further clarification, based on the sponsor feedback	Week 11-12
31/3/2018	Change made	IPP	Procurement plan	Nova	Decision criteria have a weighting system (to make it measurable) based on the sponsor recommendation	Week 11-12