

Expert Judgement

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Develop Project Charter

Developing a project charter is the process that develops a document providing authorization to initiate a charter and allows the project manager to utilize resources internal and external to the organization. The charter additionally provides a concrete start date and documents that senior management has accepted the project (PMI, 2013, pg. 66).

The inputs that are required for the production of a project charter is the project Statement of Work (SOW), the project business case, required agreements between businesses and other entities, Enterprise Environmental Factors, and Organizational Process Assets. The project SOW is a document that states what the project will do. The SOW can consist of a request for proposal, request of bid, or request for information. The SOW should provide the project manager the following information: the need of the project, a description of the project's scope, and the strategic plan, the business's higher level strategy and how the project meets those needs.

Because the project charter is required to initiate a project, the project manager should have taken great care to ensure that to evaluate the environmental factors that can influence the project prior to initiating the charter. Before the charter is approved by savvy senior managers, the project manager should be able to express how the business will be positively affected by the project and how the environmental factors as well as the agreements that have been negotiated can be honored. Lastly the project manager should state what organizational resources and processes that will be utilized in the conduct of the project.

In a global setting the establishment of a project charter is more critical to a successful project. It is imperative that the project manager understands the needs of the client, a simple task made much harder due to cultural and language barriers. Additionally the hardest part of building the charter is to acquire the proper agreements prior to starting the project. Depending

on the host country of the project, building permits, labor agreements, and local security can cause delays and loss of money if they are not coordinated before the project begins. The same considerations will continue to a large portion of the risk associated with the project for its duration. Furthermore it is important to have an active public relations team working with the process to communicate to the local population the need of the project and its future benefits.

When taking over a failing project, it is very likely that scope creep has set in, that host nations may have been less than cooperative and that the budget has been exceeded. The project manager needs to do a great deal of research on the current project to have quantifiable fixes to the structure and conduct of the project to show that taking over a failed project will be financially viable. Furthermore the project manager needs to ensure that he is not guided by ego because if the issues that is causing the project to fail are not addressed and remedied than a similar output can be expected.

The tools that a project manager needs to produce the project charter are mainly intellectual. The project manager needs the experience to be able to expertly assess the current situation and develop a plan to produce a charter that is effective for both the customer and the organization. This expert judgment will be supported by subject matter experts in the field that affect the project as well as the sage advice from consultants, senior management, and other stakeholders (PMI, 2013, pg. 71).

References

Larson, E. & Gray, C. (2014). *Project Management: The Managerial Process* (6th ed.). New York, NY. McGraw Hill Education.

Project Management Institute (PMI). (2004). *A guide to the project management body of knowledge (PMBOK guide)*. Newtown Square, Pa: Project Management Institute.