Solution

# Project Management Foundations

1. The Risk Mitigation
* Adrian should follow his normal project change process to implement the risk mitigation plan.
* Benjamin should be monitoring the success of the risk mitigation to determine whether any other project will be impacted.
* Celeste is informed of what is happening, but does not need to take any action.
1. The New Acquisition
* Adrian should implement a project change to add an additional deployment site. This change is out-of-scope to the current budget and schedule and more time and money will be needed. The project should be rebaselined once the change is approved.
* Benjamin should integrate the new project into the program and look for synergies between that project and existing projects within the program. Where appropriate, he should leverage the work done on one project to shorten the timeline and reduce the cost of other projects. With respect to Adrian’s project, he should consider whether to change the deployment sequence and schedule to better integrate with the other projects.
* Celeste must update the overall strategic goals for measuring success of her portfolio to include the impact of the new business unit on the aggregate investment and benefits realization. She is likely to need to add a program for acquisition integration and process harmonization in order to fully integrate the new business unit. She may also need to add or modify the goals of Benjamin’s customer satisfaction program to address the changed position and perception of the company in the market.
1. The Project Problem
* Adrian should release the resources and process a project change to rebaseline his project based upon the new resource availability projection.
* Benjamin should begin to monitor Diana’s project more closely. Benjamin should also manage the integration of the changes to Adrian’s project and Diana’ project within his program.
* Celeste should manage the reallocation of resources between projects. In addition, she should focus risk management activities around Diana’s project, Benjamin’s program and the key customer.