AT-PMTECH®
SOLUTIONS

PMP® Exam Preparation Course

BUSINESS ENVIRONMENT
DYNAMICS, CONTINUOUS IMPROVEMENT, AND CLOSURE

Lesson 08



AT-PMTECH® SOLUTIONS

LESSON INTRODUCTION

In this lesson, we will explore four tasks from the PMP® Exam Content Outline:

01 EVALUATE EXTERNAL BUSINESS ENVIRONMENT CHANGES (ECO 3.8)

02 SUPPORT ORGANIZATIONAL CHANGE (ECO 3.7)

03 CONTINUOUS IMPROVEMENT (ECO 3.6)

04 MANAGE CLOSURES (ECO 2.10)

AT-PMTECH®
SOLUTIONS

PMP® ECO Task 3.8

EVALUATING EXTERNAL BUSINESS ENVIRONMENT CHANGES



This section focuses on recognizing external business changes, evaluating their effects on the project, and responding in a way that protects value and intended outcomes.

AT-PMTECH®
SOLUTIONS

EXTERNAL ENVIRONMENT: KEY ACTIVITIES

01 Survey changes in the external business environment.

02 Assess and prioritize the impact of changes on project scope and backlog.

03 Continue reviewing the external business environment throughout the project.



AT-PMTECH®
SOLUTIONS

GETTING TO KNOW THE EXTERNAL BUSINESS ENVIRONMENT

Use frameworks to identify external factors that may create risk, uncertainty, or opportunity and affect project value.

PESTLE	Political, Economic, Sociocultural, Technological, Legal, Environmental.
TECOP	Technical, Environmental, Commercial, Operational, Political.
VUCA	Volatility, Uncertainty, Complexity, Ambiguity.

Also review **comparative advantage, feasibility studies, SWOT, assumptions, historical information,** and **alignment between risk and organizational strategy.**



AT-PMTECH®
SOLUTIONS

INTERNAL BUSINESS ENVIRONMENT FACTORS



01 Organizational changes can significantly affect project scope and priorities.

02 The project manager, sponsor, or product owner should stay aware of business plans, reorganizations, process changes, and other internal activities.

03 Internal changes may create a need for new deliverables or require the team to reprioritize value—including removing existing deliverables.

AT-PMTECH®
SOLUTIONS

PMP® ECO Task 3.7

SUPPORTING ORGANIZATIONAL CHANGE

Successful project delivery often requires helping people and the organization move from the current state to a desired future state.



AT-PMTECH® SOLUTIONS

PMP® ECO 3.7.1

ASSESSING ORGANIZATIONAL CULTURE

Understand the organization’s culture and working style before recommending or implementing change.



AT-PMTECH®
SOLUTIONS

GETTING TO KNOW ORGANIZATIONAL CULTURES AND STYLES

Consider the organization's:

01 View of leadership, hierarchy, and authority.

02 Shared vision, beliefs, and expectations.

03 Risk tolerance.

04 Regulations, policies, and procedures.

05 Code of conduct and operating environment.

06 Motivation and reward systems.



AT-PMTECH® SOLUTIONS

PMP® ECO 3.7.2

EVALUATING THE IMPACT OF ORGANIZATIONAL CHANGE

Assess how organizational changes affect the project and determine what actions are required. Consider impacts on people, priorities, processes, scope, and expected value.



AT-PMTECH®
SOLUTIONS

CHANGE MANAGEMENT



Organizations may use change as a deliberate strategy. Project management offices (PMOs) help sustain alignment between projects and organizational objectives.

Whether or not a PMO exists, project professionals can act as changemakers by tailoring their approach to the circumstances, people, and timing.

Change management is a structured, ongoing approach to moving individuals, groups, and organizations from a current state to a future state while achieving intended business benefits.

AT-PMTECH®
SOLUTIONS

MANAGING ORGANIZATIONAL CHANGE IMPACTS ON PROJECTS



01 Assess the organizational culture.

02 Evaluate the impact of organizational change and determine required actions.

03 Recommend options for adapting the project.

04 Continue monitoring the external business environment for changes that may affect scope or backlog.

AT-PMTECH®
SOLUTIONS

ORGANIZATIONAL RISK, CULTURE, AND CHANGE



Risk appetite and thresholds may be shaped by the values and expectations of:

- Country or region.
- Industry or sector.
- Organizational leadership.
- The project team.

Understand these influences to establish effective project approaches and identify accepted ways of working.

AT-PMTECH®
SOLUTIONS

KOTTER'S 8-STEP CHANGE METHODOLOGY

01 Create a sense of urgency.

02 Build a guiding coalition.

03 Form a strategic vision.

04 Communicate the vision.

05 Enable action by removing obstacles.

06 Create short-term wins.

07 Build on the change.

08 Embed the change in organizational culture.



AT-PMTECH®
SOLUTIONS

ACTIONS THAT SUPPORT CHANGE

DO:

- Coach coworkers with patience and supportive mentoring.
- Help the team adopt adaptive ways of working.
- Keep knowledge current and continuously improve processes.

DON'T:

- Force change without consultation—seek understanding and buy-in.
- Alienate people who resist; recognize concerns and manage conflict carefully.



AT-PMTECH®
SOLUTIONS

PLANNING FOR CHANGE

01 Define the knowledge transfer, training, and readiness activities needed to implement the change.

02 Use an attitudinal survey to understand how people feel.

03 Create an information campaign to explain the change.

04 Communicate openly about potential impacts.

05 Consider a rollout plan.



Note:

The source lesson states that a rollout plan is not a component of the project management plan.

AT-PMTECH®
SOLUTIONS

PMP ECO Task 3.6

CONTINUOUS IMPROVEMENT

Continuous improvement uses experience, feedback, and evidence to strengthen processes and outcomes throughout project work.



AT-PMTECH®
SOLUTIONS

LESSONS LEARNED AND CONTINUOUS IMPROVEMENT

PMP ECO 3.6.1 and 3.6.2

- Utilize lessons learned.
- Help ensure continuous improvement processes are updated.



AT-PMTECH®
SOLUTIONS

LESSONS LEARNED

Lessons learned are the insights and knowledge gained from project experiences.

Capturing and applying these insights helps teams avoid repeating mistakes, reinforce successful practices, and improve the likelihood of future project success.



AT-PMTECH®
SOLUTIONS

GATHERING LESSONS LEARNED

01 Hold lessons-learned sessions throughout the project.

02 Assign a neutral facilitator.

03 Use consistent templates and a central storage location.

04 Share lessons and integrate them into risk management discussions.

05 Involve leadership to help embed knowledge across the organization.



AT-PMTECH®
SOLUTIONS

HELPING ENSURE CONTINUOUS PROCESS IMPROVEMENT

01 Adopt a structured change management approach.

02 Assess and refine governance processes regularly.

03 Apply lessons learned to planning and implementation activities.



AT-PMTECH®
SOLUTIONS

PMP ECO 3.6.3

UPDATING ORGANIZATIONAL PROCESS ASSETS

Update organizational process assets (OPAs) to capture useful **lessons learned, best practices, templates,** and **project knowledge** for future projects.



AT-PMTECH® SOLUTIONS

ORGANIZATIONAL INFLUENCES



Influences

Internal and External EEFs

Conditions outside the immediate control of the team, and that **influence**, **constrain**, or **direct** the portfolio, program, or project.

- **External**
- **Internal**

Internal OPAs

Refers to all the implicit input or assets on processes used by an organization in operating a business. This may include, but is not limited to, **business plans, processes, policies, protocols, and knowledge.**

- **Processes, Policies, and Procedures**
- **Corporate Knowledge Base**

Organizational Process Assets (OPAs)

- Project policies, procedures, and templates
- Historical project information

Enterprise Environmental Factors (EEFs)

- Internal and external to the organization

AT-PMTECH®
SOLUTIONS

PMP ECO 2.10

MANAGING CLOSURES

Project closure ensures that **all planned work** is completed, **deliverables** are accepted, outstanding **obligations** are addressed, and the project or phase is **formally closed**.



AT-PMTECH®
SOLUTIONS

PMP ECO 2.10.2

DETERMINING CRITERIA TO SUCCESSFULLY CLOSE A PROJECT OR PHASE

Define the conditions that must be met before the project or phase can be considered complete and ready for closure.



AT-PMTECH®
SOLUTIONS

WHY PROJECTS OR PHASES CLOSE:
FULFILLMENT (1 OF 2)



01 Stakeholders accept deliverables against the acceptance criteria established for the project and documented in the project management plan.

02 Acceptance criteria may be updated during the project life cycle.

03 Use the requirements traceability matrix to help verify that requirements have been completed and approved.

04 Acceptance criteria are the conditions that must be met before a deliverable is accepted.

AT-PMTECH®
SOLUTIONS

WHY PROJECTS OR PHASES CLOSE:
FULFILLMENT (2 OF 2)

01 At the end of an iteration, the team and stakeholders assess the product or service against their agreed **definition of done (DoD)**.

02 **Final acceptance** occurs before product release.

03 Acceptance criteria and the definition of done both help establish whether the deliverable meets **stakeholder expectations**.

04 **Definition of done:** the team's checklist of criteria required for a deliverable to be ready for customer use.



AT-PMTECH® SOLUTIONS

ORGANIZATIONAL INFLUENCES

Influences

Internal and External EEFs

Conditions outside the immediate control of the team, and that **influence**, **constrain**, or **direct** the portfolio, program, or project.

- External
- Internal

Internal OPAs

Refers to all the implicit input or assets on processes used by an organization in operating a business. This may include, but is not limited to, **business plans, processes, policies, protocols, and knowledge**.

- Processes, Policies, and Procedures
- Corporate Knowledge Base

Organizational Process Assets (OPAs)

- Project policies, procedures, and templates
- Historical project information

Enterprise Environmental Factors (EEFs)

- Internal and external to the organization



AT-PMTECH®
SOLUTIONS

CLOSING PROJECT OR PHASE ACTIVITIES

01 Obtain customer acceptance of deliverables or the product.

02 Transition deliverables to the customer or receiving organization.

03 Notify relevant organizational functions and update OPAs.

04 Prepare the final report summarizing performance, scope, schedule, quality, cost, and risks.

05 Close legal, regulatory, contractual, and financial obligations.

06 Archive project information and release human, financial, and physical resources.

These activities are typically reflected in project planning and work breakdown structure activities.



AT-PMTECH®
SOLUTIONS

PMP ECO 2.10.3

VALIDATING READINESS FOR TRANSITION

Before handover, confirm that the receiving organization, end users, and support teams are ready to accept and operate the deliverable.

- Receiving Organization
- End Users
- Support Teams



AT-PMTECH®
SOLUTIONS

HANDOVERS

01 In predictive projects, deliverables are handed to the customer or owner according to transition or handover specifications in the project management plan.

02 In adaptive work, tailored value may be delivered incrementally, with each iteration's output handed to the product owner.

03 Some organizations use a rollout or transition plan; the source lesson notes that this is not a project management plan component.



AT-PMTECH®
SOLUTIONS

TRANSITION AND HANDOVER READINESS

01 Help ensure that the customer is **ready for the change** and **positioned for success.**

02 Readiness may require additional **change management** to encourage adoption and address resistance—especially when an existing product or service is being upgraded.

03 Assess readiness across **four groups:** end users, the organization, the project team, and support staff.



AT-PMTECH®
SOLUTIONS

TRANSITION AND HANDOVER ACTIVITIES

Effective transitions build user awareness and increase the likelihood of **adoption** and **benefits realization.**

Activities may include:

01 Training on the new product or service.

02 Product or deliverable documentation.

03 Clear communication between the project team and the organization.

04 Post-implementation support, sometimes called hypercare.

Discussion prompt: Where are transition requirements recorded in a predictive project?



AT-PMTECH®
SOLUTIONS

EARLY AND LONG-TERM BENEFITS REALIZATION

Some benefits are **immediate**, while others may take **months or years** to appear.

The timing of benefits depends on:

01 The **project life cycle.**

02 The nature of the **project work.**

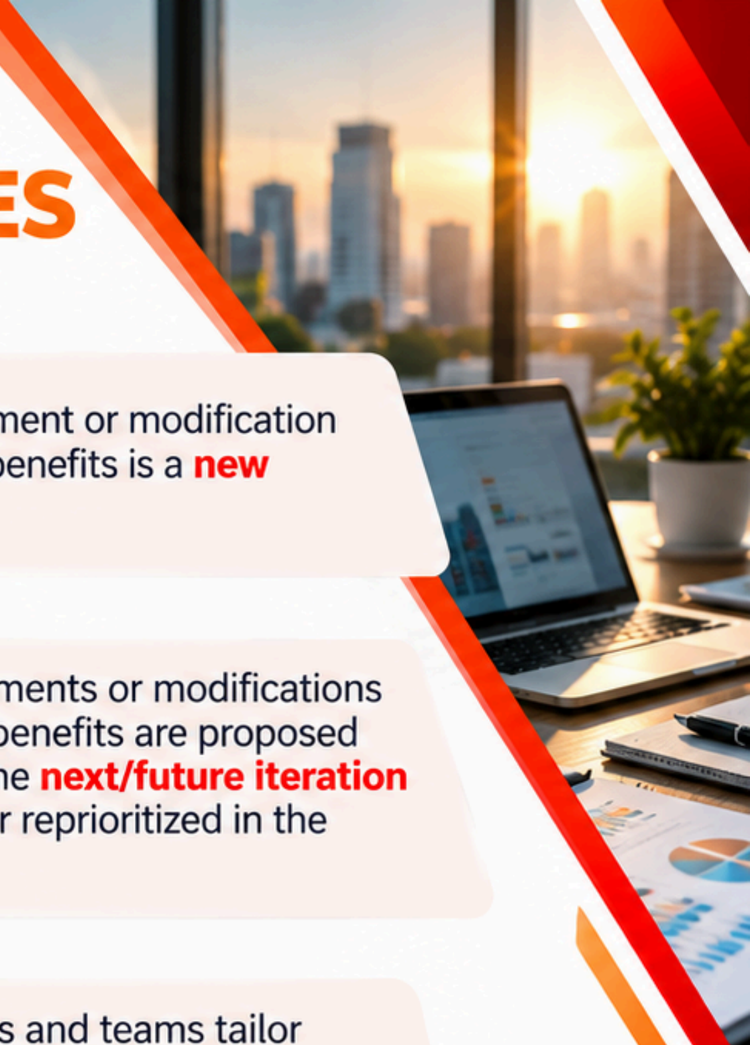
03 The **intended outcomes.**

Discussion prompts:

- What type of project can deliver value early?
- Which might deliver value months or years after transition?



BENEFITS TRANSITION AND SUSTAINMENT: RESPONSIBILITIES



BENEFITS MANAGEMENT PLAN

The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program.

- **Handover of benefits:** review the benefits management plan and transfer relevant responsibilities.
- **Benefits management plan:** documents how project or program benefits will be created, maximized, and sustained.

DEVOPS

A collection of practices for creating a smooth flow of delivery by improving collaboration between development and operations staff.

01 Any improvement or modification to delivered benefits is a **new project.**

02 Any improvements or modifications to delivered benefits are proposed as work for the **next/future iteration** and placed or reprioritized in the **backlog.**

03 Organizations and teams tailor solutions for benefits realization and sustainment, e.g., post-implementation support (also known as **DevOps**).

AT-PMTECH® SOLUTIONS

BENEFITS TRANSITION AND SUSTAINMENT

PROJECT TEAM	CUSTOMER	PRODUCT OWNER / PROJECT MANAGER
Delivers **benefits to customer organization**	• Helps ensure **continued generation of improvements** and delivered benefits • Captures additional **customer inputs**	Works with customer to **identify work required** for desired improvements
Provides **planned performance data**	Compares actual performance to planned performance, including **key performance indicators (KPIs)**	Uses metrics chosen with team to **measure performance**
Works with business owner to suggest **benefits realization metrics**, including frequency and monitoring responsibilities	Implements **benefits realization metrics** at suitable intervals, tailored to needs	Collaborates with team to determine **suitable metrics**
Determines if any **remaining risks** might prevent benefits achievement	• **Identifies risks, processes, and tools** needed to help ensure continued benefits realization • **Monitors risks** affecting delivered benefits	**Monitors risks** on impediments log and collaborates with team about response
Provides **technical information** required to use the product or service	Updates **technical information**—e.g., FAQs	Collaborates with team to update **technical information**

AT-PMTECH® SOLUTIONS

BENEFITS MANAGEMENT PLAN



A documented explanation of the processes for **creating**, **maximizing**, and **sustaining** the benefits provided by a program or project.

01 Is a major input to **authorizing the project.**

02 Examines the requested benefits and determines if both the **tangible and intangible business value** will be realized from the project.

03 Determines the **timeframe** for short- and long-term benefits realization.

04 Identifies a **benefits owner** responsible for achieving the benefits, including:

- Metrics or measurements to be used.
- Which individuals or groups measure results.

BUSINESS DOCUMENT

An artifact developed prior to the project, used as part of the **business case**, and **reviewed periodically** by a project professional to verify benefit delivery.

In the benefits management plan, determine whether any **remaining project risks** might prevent benefit achievement.

When **key stakeholders** are identifying desired project benefits, let them suggest how the benefits should be measured.

AT-PMTECH®
SOLUTIONS

THE BENEFITS OWNER

The **benefits owner** works with the project manager or team lead to help ensure **planned benefits are managed and delivered.**

Responsibilities may include:

01 Supporting **transition of benefits** to the receiving organization.

02 Establishing and monitoring **measurement methods.**

03 Reporting **realized value** to management.

A benefits owner may be a **business analyst, sponsor, or operations manager.** The product owner helps ensure project work generates organizational benefits.



AT-PMTECH®
SOLUTIONS

VERIFYING BENEFITS REALIZATION

Use the **selected metrics** to report progress for each tangible benefit. For intangible benefits, a qualitative assessment may be more useful.

Reports should include:

01 Progress toward objectives for **tangible benefits**.

02 Benefits **at risk** of not being realized as planned.

03 Negative impacts on **strategic objectives.**

04 Whether the project team's **support may end**.

Discussion prompt:

In a predictive project, who verifies benefits realization after transition?



AT-PMTECH®
SOLUTIONS

PMP ECO 2.10.1

OBTAINING PROJECT STAKEHOLDER APPROVAL OF COMPLETION

Formal approval confirms that the project or phase has **met its agreed completion requirements** and that the **deliverables are accepted**.



AT-PMTECH®
SOLUTIONS

OBTAINING STAKEHOLDER APPROVAL

01 Define **approval criteria** early.

02 Review completion against **requirements**.

03 Facilitate **acceptance reviews**.

04 Resolve **outstanding issues**.

05 Obtain **formal approval**.

06 Communicate closure to **relevant stakeholders**.



AT-PMTECH® SOLUTIONS

PMP ECO 2.10.4

CONCLUDING ACTIVITIES TO CLOSE THE PROJECT OR PHASE

Complete the remaining activities required to **formally close the project or phase**, including **validation, documentation, administrative closure**, and **transition to operations**.



AT-PMTECH®
SOLUTIONS

VALIDATION AND RESOLUTION

01 Confirm that deliverables are **complete, current, and aligned** with project objectives.

02 Resolve remaining **issues, risks, or claims** related to contracts and operations.

03 Obtain formal customer or **stakeholder acceptance** through sign-off.



AT-PMTECH®
SOLUTIONS

ADMINISTRATIVE CLOSURE

01 Ensure project **costs** are charged correctly and **financial accounts are closed**.

02 Complete required **records** and **documentation**.

03 Archive project information in the appropriate **organizational repository**.

04 Notify relevant **teams and stakeholders** that closure is complete.

05 Release **project resources** according to organizational procedures.



AT-PMTECH®
SOLUTIONS

RESOURCE AND ASSET REALLOCATION

The project manager's responsibility is to release **team members** and dispose of **excess materials**, facilities, equipment, or other resources.

You need to:

01 **Reassign project personnel** to new roles or projects.

02 **Dispose of or reallocate excess** materials, facilities, equipment, or other resources.



AT-PMTECH®
SOLUTIONS

KNOWLEDGE SHARING

01 Conduct **lessons-learned sessions** and **document findings** to support future projects.

02 Facilitate the **transfer of knowledge** and **insights** gained during the project to the organization.



AT-PMTECH®
SOLUTIONS

TRANSITION READINESS

- Support the transition of project outputs to **operations teams** or **stakeholders**.
- Validate readiness for **sustainment**, **benefits realization**, and **operational continuity**.
- Incorporate feedback and long-term **solution evaluations** as part of the closure.



AT-PMTECH®
SOLUTIONS

LESSON 08

END OF LESSON 08

Learn from change.
Improve continuously.
Close with confidence.

LEARN | IMPROVE | GROW | SUCCEED



AT-PMTECH®
SOLUTIONS

THANK YOU!