

FOUNDATIONAL CONCEPTS

Project: a temporary group of related tasks undertaken to create a unique product, service, or result.

Program: a group of related projects and operations coordinated together in a larger effort than a project.

Portfolio: an organization's entire investment in projects and programs. **PMBOK® Guide**

Project Management: applying skills, knowledge, and resources to satisfy project requirements.

Process: 1 of 47 categories of tasks, tools, and techniques used to produce specific outputs for the project. **PMBOK® Guide**

Phase: group of project activities associated to each gate in a project phase. **PMBOK® Guide**

Project Life Cycle: a group of project phases governed by an organization's project management methodology.

Methodology: an organization's specific representation of project processes, a set of steps to manage a project.

Triple Constraints: the concept that scope, time, and cost are interconnected, one cannot change without affecting at least one of the other's. Also known as the "Iron Triangle." **PMBOK® Guide**

Baseline (BA): the original plan after all approved change requests. **PMBOK® Guide**

Deliverable: a set of tangible management processes, info, products, services, etc. that support an outcome.

Historical Information: information from previous projects used to evaluate future project decisions.

Lessons Learned: documented activities, processes, methodologies used to solve problems in future projects.

Programme Definition: an iterative approach where planning occurs in cycles rather than all at once.

PM Skills: Leading, Communicating, Negotiating, Project Quality Management, Monitoring and Controlling.



PROJECT ROLES

Project Manager: the person ultimately responsible for the project, authorizes spend/budget and assigns resources to other project roles.

Project Coordinator: a role similar to that of a project manager, may assign project resources but not authorized to spend funds.

Project Expediter: a role similar to that of a project coordinator, reports on project progress without authority to assign resources at spend levels.

Project Sponsor: responsible for funding the project, typically a senior manager, may or may not be the Customer.

Stakeholder Management: a role similar to organization that the project manager, promote projects, address the stakeholder needs to and issues.

Steering Committee: a group or group leading an internal, whether positive or negative, in the result of the project.

Functional Manager: a department manager who "owns" project resources, authorizes human resource management responsibilities for employees.

Project Officer: a supporting or controlling department reporting methodologies, tools, standards, best practices, and skills.

Program Manager: responsible for programs, coordinating several related projects to achieve a common goal.

ORGANIZATION TYPES & PROJECT MANAGER POWER

Functional: team members work for a department, may be loaned to a project at spend, able to be PM power.

Projectized: PM is manager of projects and resources, has complete authority.

Matrix: Collaboration with functional managers and project managers, PM has more power in Strong Matrix, equal in Balanced Matrix, and less in Weak Matrix.



PROCESS FRAMEWORK

Process groups are not project phases. Process groups are not linear, they are iterative. Process names follow with issue structure (e.g., Define Scope).

KNOWLEDGE AREAS (10) - all processes

- Integration Management (IM)
- Scope Management (SM)
- Time Management (TM)
- Cost Management (CM)
- Quality Management (QM)
- Human Resource Management (HRM)
- Communications Management (COM)
- Risk Management (RM)
- Procurement Management (PM)
- Stakeholder Management (SM)

47 PROCESSES

Process	IM	SM	TM	CM	QM	HRM	COM	RM	PM	SM
1. Develop Project Charter										
2. Identify Stakeholders										
3. Define Scope										
4. Create WBS										
5. Validate Scope										
6. Estimate Activity Resources										
7. Develop Schedule										
8. Perform Cost Estimation										
9. Estimate Activity Durations										
10. Create Resource Management Plan										
11. Acquire Resources										
12. Develop Team										
13. Manage Team										
14. Identify Risks										
15. Perform Qualitative Risk Analysis										
16. Perform Quantitative Risk Analysis										
17. Implement Risk Responses										
18. Monitor Risks										
19. Plan Procurement Management										
20. Conduct Procurement										
21. Close Procurement										
22. Plan Communications Management										
23. Manage Communications										
24. Monitor Communications										
25. Plan Stakeholder Engagement										
26. Manage Stakeholder Engagement										
27. Monitor Stakeholder Engagement										
28. Plan Risk Responses										
29. Monitor Risk Responses										
30. Plan Procurement										
31. Conduct Procurement										
32. Close Procurement										
33. Plan Communications										
34. Manage Communications										
35. Monitor Communications										
36. Plan Stakeholder Engagement										
37. Manage Stakeholder Engagement										
38. Monitor Stakeholder Engagement										
39. Plan Risk Responses										
40. Monitor Risk Responses										
41. Plan Procurement										
42. Conduct Procurement										
43. Close Procurement										
44. Plan Communications										
45. Manage Communications										
46. Monitor Communications										
47. Plan Stakeholder Engagement										

PROCESS GROUPS (5) - all processes

- Initiating (1)
- Planning (17)
- Executing (24)
- Monitoring and Controlling (16)
- Closing (9)

COMMON INPUTS, TOOLS, AND OUTPUTS

Inputs: Organizational Process Assets (OPA), Enterprise Environmental Factors (EEF), Project Management Plan (PMP), Risk Register, Work Performance, Work Performance Reports.

Tools: Expert Judgment, Meetings, Analytical Techniques, Facilitation Techniques, Project Management Information System (PMIS).

Outputs: Change Requests, Updates (PMP Plan, Project Docs, and EEFs), Work Performance Information.

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