

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. **PMO Support**

Project Management: application, 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. **PMO Support**

Phase: group of project activities associated to each gate in a project phase. **Deliverable**

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. Also known as the "Iron Triangle." **PMO Support**

Baseline (BA): the original plan after all approved change requests. **Deliverable**, **BA**

Baseline: a set of formal management procedures, rules, processes, models, etc. that support an outcome.

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

Lessons Learned: documented lessons learned throughout used to avoid repetition in future projects.

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

PMO Roles: Leading, Communicating, Reporting, Project Quality, Training, Inspiring, and Supporting.



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 lower than a project manager, may assign project resources but not authorized to spend funds.

Project Expediter: a role lower than 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 higher in organization than the project manager, promotes projects, addresses the broader organizational 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 audits.

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, BA or BA PM power.

Projectized: PM a 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	Phase	Group	Category	Sub-category
1	1	1	1	1
2	1	1	1	2
3	1	1	1	3
4	1	1	1	4
5	1	1	1	5
6	1	1	1	6
7	1	1	1	7
8	1	1	1	8
9	1	1	1	9
10	1	1	1	10
11	1	1	1	11
12	1	1	1	12
13	1	1	1	13
14	1	1	1	14
15	1	1	1	15
16	1	1	1	16
17	1	1	1	17
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39	1	1	1	39
40	1	1	1	40
41	1	1	1	41
42	1	1	1	42
43	1	1	1	43
44	1	1	1	44
45	1	1	1	45
46	1	1	1	46
47	1	1	1	47

PROCESS GROUPS (5) - all processes

- Initiating (IG)
- Planning (PG)
- Executing (EG)
- Monitoring and Controlling (MC)
- Closing (CG)

14 PHASES

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14

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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 - The Rise of Digital Reading Pmp Exam Quick Reference Guide
 - Advantages of eBooks Over Traditional Books
2. Identifying Pmp Exam Quick Reference Guide
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Pmp Exam Quick Reference Guide
 - User-Friendly Interface
4. Exploring eBook Recommendations from Pmp Exam Quick Reference Guide
 - Personalized Recommendations
 - Pmp Exam Quick Reference Guide User Reviews and Ratings
 - Pmp Exam Quick Reference Guide and Bestseller Lists
5. Accessing Pmp Exam Quick Reference Guide Free and Paid eBooks
 - Pmp Exam Quick Reference Guide Public Domain eBooks
 - Pmp Exam Quick Reference Guide eBook Subscription Services
 - Pmp Exam Quick Reference Guide Budget-Friendly Options

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 - Pmp Exam Quick Reference Guide Compatibility with Devices
 - Pmp Exam Quick Reference Guide Enhanced eBook Features
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 - Highlighting and Note-Taking Pmp Exam Quick Reference Guide
 - Interactive Elements Pmp Exam Quick Reference Guide
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 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Pmp Exam Quick Reference Guide
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 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Pmp Exam Quick Reference Guide
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
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 - Setting Reading Goals Pmp Exam Quick Reference Guide
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Pmp Exam Quick Reference Guide
 - Fact-Checking eBook Content of Pmp Exam Quick Reference Guide
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

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