

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-Appendix D)**

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

Process: 1 of 42 packages of steps, tools, and techniques that provide specific subjects for the project **(PMBOK-Appendix D)**

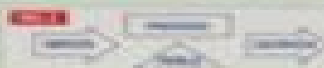


Phase: group of project activities associated by not gates to include phase deliverables

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

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

Triple Constraints: the concept that scope, time, and cost are interrelated, one cannot change without affecting at least one of the other's, also known as the "iron triangle" **(PMBOK-Appendix D)**



Baseline (BS): the original plan after all approved change requests, forecasts, used

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

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

Lessons Learned: documented various historical information used to avoid repetition in future projects

Progressive Elaboration: an iterative approach where planning occurs in cycles rather than only up front

Key Skills: Leading, Communicating, Negotiating, Problem Solving, Influencing, Delegating, and Team Working



PROJECT ROLES

Project Manager: the person ultimately responsible for the project, authorized to spend budget and assign resources to make project work

Project Coordinator: a role smaller than a project manager may assign project resources but are authorized to spend funds

Project Expediter: a role smaller than a project coordinator reports on project progress without authority to assign resources or spend funds

Project Sponsor: responsible for funding the project, typically a senior manager that is not on the Customer

Service Management: a manager is responsible that the project manager, monitor projects, authorize PM, monitor organizational needs to end issues

Steering Committee: a person or group leading or informed, whether positive or negative, in the result of the project

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

Project Officer: is supporting or controlling department reporting methodologies, tools, standards, best practices, and goals

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 times, little or no PM power

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

Matrix: Combination 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 (485)	48
Scope Management (200)	20
Time Management (244)	24
Cost Management (239)	23
Quality Management (248)	24
Human Resource Management (244)	24
Communications Management (208)	20
Risk Management (244)	24
Procurement Management (239)	23
Stakeholder Management (216)	21

47 PROCESSES

Process	1	2	3	4	5	6
1.1						
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PROCESS GROUPS (5) (all processes)

Initiating (48)	48
Planning (200)	200
Executing (244)	244
Monitoring and Controlling (208)	208
Closing (216)	216

COMMON INPUTS, TOOLS, AND OUTPUTS

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

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

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

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FIFTH EDITION

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practice must look at the potential positive events that may befall a project as well as the negatives Providing coverage of the concepts that many project management texts ignore such as the risk response matrix and risk models the book includes appendices filled with additional reference materials and supporting details that simplifying some of the most complex aspects of risk management

The Fast Forward MBA in Project Management Eric Verzuh,2015-10-12 The all inclusive guide to exceptional project management The Fast Forward MBA in Project Management is the comprehensive guide to real world project management methods tools and techniques Practical easy to use and deeply thorough this book gives you answers you need now You ll find the cutting edge ideas and hard won wisdom of one of the field s leading experts delivered in short lively segments that address common management issues Brief descriptions of important concepts tips on real world applications and compact case studies illustrate the most sought after skills and the pitfalls you should watch out for This new fifth edition features new case studies new information on engaging stakeholders change management new guidance on using Agile techniques and new content that integrates current events and trends in the project management sphere Project management is a complex role with seemingly conflicting demands that must be coordinated into a single overarching executable strategy all within certain time resource and budget constraints This book shows you how to get it all together and get it done with expert guidance every step of the way Navigate complex management issues effectively Master key concepts and real world applications Learn from case studies of today s leading experts Keep your project on track on time and on budget From finding the right sponsor to clarifying objectives to setting a realistic schedule and budget projection all across different departments executive levels or technical domains project management incorporates a wide range of competencies The Fast Forward MBA in Project Management shows you what you need to know the best way to do it and what to watch out for along the way

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[The AMA Handbook of Project Management](#) Paul C. Dinsmore,Jeannette

Cabanis-Brewin,2018-11-13 This book is an essential resource that presents a state of the art theory and process of project management Packed with essays and insights from the field s top professionals this authoritative guide is the resource professionals and students rely on for its practical guidance and big picture overview of the entire field scheduling and budgeting engaging stakeholders measuring performance managing multiple projects resolving conflicts using agile practices and more Whether you need advice keeping projects on track or help preparing for certification this new edition explains every principle process and development Revised to reflect the latest changes to A Guide to the Project Management Body of Knowledge PMBOK the fifth edition includes new information on how to Close the strategy implementation gap Tap the power of digital transformation Navigate M A environments Revise your methods for nonprofit settings Keep pace with your evolving role Filled with models case studies and in depth solutions The AMA Handbook of Project Management helps you master the discipline overcome obstacles and fast track your projects and career **The Pmp Exam** Andy

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