

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 [\(see Chapter 1\)](#)

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 [\(see Chapter 1\)](#)

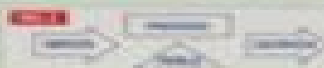


Phase: group of project activities associated by not gates to include phase deliverables

Project Life Cycle: a group of project phases spanned 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" [\(see Chapter 1\)](#)



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, Integrating, and Being Flexible

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 similar to that of a project manager, may assign project resources but are authorized to spend funds

Project Expediter: a role similar to that of 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, may or may not be the Customer

Stakeholder Management: a manager is responsible for the project manager, monitor projects, anticipate the stakeholder needs to avoid issues

Steering Committee: a person or group leading or steering, 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 responsible for 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 (48)
- Scope Management (200)
- Time Management (240)
- Cost Management (200)
- Quality Management (240)
- Human Resource Management (240)
- Communications Management (200)
- Risk Management (40)
- Procurement Management (200)
- Stakeholder Management (200)

47 PROCESSES

Process	1	2	3	4	5	6
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PROCESS GROUPS (5)

- Initiating (2)
- Planning (24)
- Executing (24)
- Monitoring and Controlling (20)
- Closing (2)

COMMON INPUTS, TOOLS, AND OUTPUTS

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

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

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

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A Roadmap to Cracking the Pmp® Exam Stuart Brunt PMP PgMP PMI-RMP, 2013-05-23 This PMP Study Guide employs multilearning techniques to maximize your knowledge retention for the many project management terms and concepts Based on the PMBOK Guide Fifth Edition the contents deliver the information knowledge and confidence needed to pass the PMP exam This book provides comprehensive coverage of the information required to prepare for the PMP exam in an easy to understand format and also includes many practice questions and quizzes An emphasis on areas of exam difficulty with examples and exercises is also provided based on feedback analysis *PMP Project Management Professional Study Guide, Fifth Edition* Joseph Phillips, 2018-02-02 This fully integrated study resource is completely updated for the PMBOK Sixth Edition This highly effective self study guide contains all of the information you need to prepare for the latest version of the challenging Project Management Professional exam Electronic content includes the Total Tester customizable exam engine worksheets reference PDFs and more than an hour of video training from the author Fully updated for the Sixth Edition of the PMI Project Management Body of Knowledge PMBOK Guide PMP Project Management Professional Study Guide Fifth Edition contains more than 900 accurate practice exam questions Each chapter includes a list of objectives covered a chapter review key terms a two minute drill and a self test with detailed explanations for both the correct and incorrect answer choices Offers 100% coverage of all official objectives for the PMP exam Downloadable full color memory card for studying anywhere Written by a project management consultant and bestselling author **PMP Exam No Problem!** Daniele Giudici, 2017-01-09 THE ESSENTIAL GUIDE TO PREPARE THE PMP EXAM Are you overwhelmed by the tons of information you need to know to pass the PMP exam You can read a lot of books watching videos or attending courses but the risk to feel confused is around the corner Here it is the solution of your problems an essential guide of all concepts tools descriptions formulas you need to prepare yourself for getting the most important certification in Project Management Structured and to the point don't waste your time wandering around to find more information everything is included herein And with the original memorization technique you will learn all in an easy way Based on the PMI's PMBOK Fifth edition PMP Certification All-in-One For Dummies Cynthia Snyder Stackpole, 2013-08-27 This completely updated guide prepares you for taking the PMP certification exam As the most popular project management certification available the PMP certification is very difficult to obtain and demands stringent requirements Thankfully this All in One guide is packed with valuable information that has been completely updated to offer you the most accurate and helpful information for taking the exam The book features up to date content that reflects the changes in the Fifth Edition of the Project Management Body of Knowledge PMBOK and helps you navigate the various requirements to become PMP certified Plus new review questions written by the author serve to enhance your learning process Contains all things related to becoming PMP certified from signing up to take the exam to becoming savvy with the essential areas of PMBOK Helps you make sense of each domain of the PMBOK

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Risk Management Carl L. Pritchard, PMP, PMI-RMP, EVP, 2014-12-17 This new edition of *Risk Management Concepts and Guidance* supplies a look at risk in light of current information yet remains grounded in the history of risk practice Taking a holistic approach it examines risk as a blend of environmental programmatic and situational concerns Supplying comprehensive coverage of risk management tools practices and protocols the book presents powerful techniques that can enhance organizational risk identification assessment and management all within the project and program environments Updated to reflect the Project Management Institute's A Guide to the Project Management Body of Knowledge PMBOK Guide Fifth Edition this edition is an ideal resource for those seeking Project Management Professional and Risk Management Professional certification Emphasizing greater clarity on risk practice this edition maintains a focus on the ability to apply planned clairvoyance to peer into the future The book begins by analyzing the various systems that can be used to apply risk management It provides a fundamental introduction to the basics associated with particular techniques clarifying the essential concepts of risk and how they apply in projects The second part of the book presents the specific techniques necessary to successfully implement the systems described in Part I The text addresses project risk management from the project manager's perspective It adopts PMI's perspective that risk is both a threat and an opportunity and it acknowledges that any effective risk management 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 **CEH Certified Ethical Hacker**

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