

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 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 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

Stakeholder Management: a manager is responsible that the project manager, monitor projects, anticipate that, monitor organizational needs to and issues

Stakeholder: a person or group having an interest, 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 (487)
- Scope Management (200)
- Time Management (244)
- Cost Management (239)
- Quality Management (249)
- Human Resource Management (244)
- Communications Management (208)
- Risk Management (262)
- Procurement Management (262)
- Stakeholder Management (274)

47 PROCESSES

Process	PM	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	PMI	P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PROCESS GROUPS (5)

- Initiating (26)
- Planning (24)
- Executing (28)
- 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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