

# Project Management Professional Certification (PMPC)

## PMP Certification

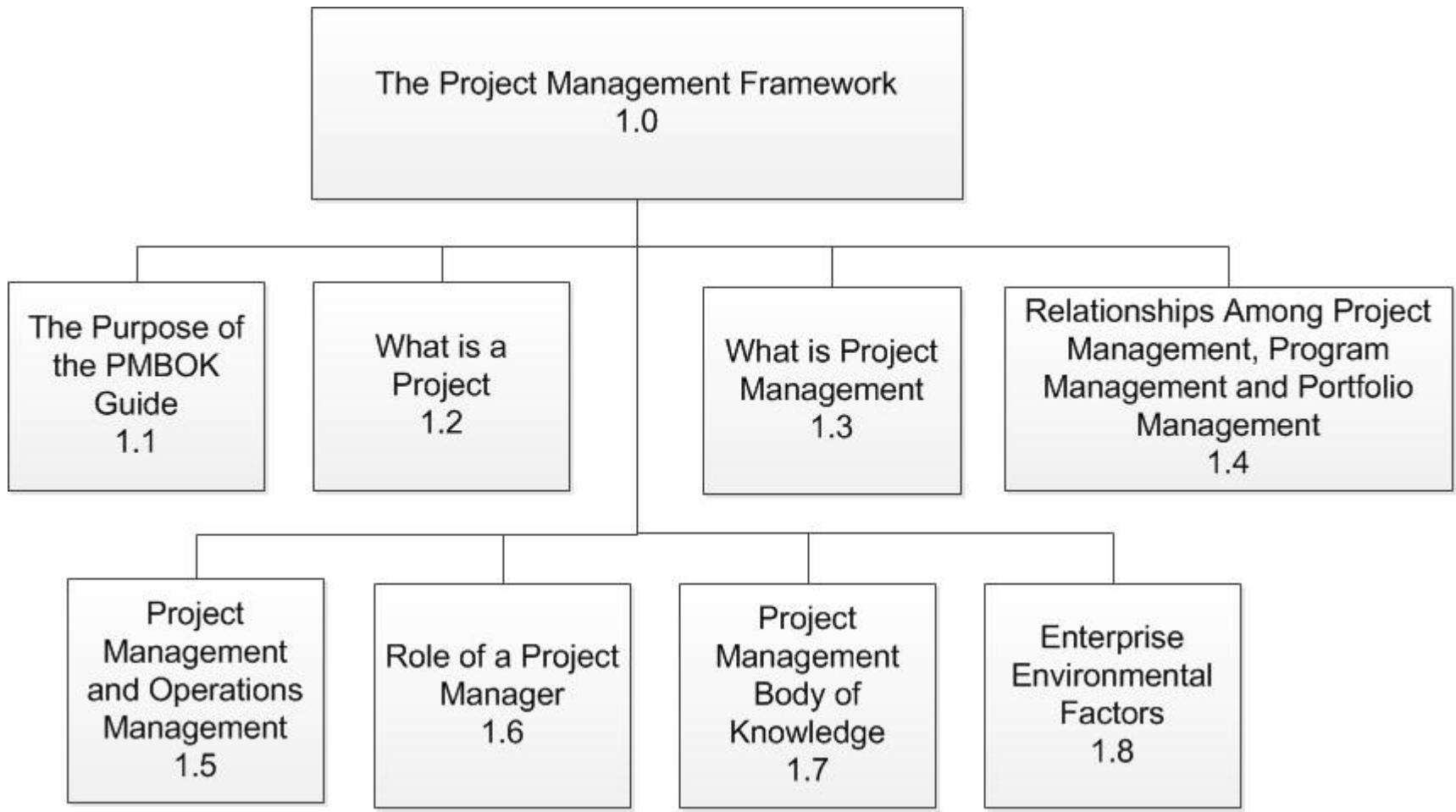
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# **PROJECT MANAGEMENT FRAMEWORK**

## **Introduction**

# Project Management Framework



# 1.1 Purpose of the PMBOK Guide

- Sum of Knowledge for the Project Management
- PMBOK is generally recognized as good practice
  - Provide a general overview
  - Generally recognized – knowledge and practices that are applicable to most projects most of the time
  - Good Practice – correct use of skills, tools and technique enhances chance of success
  - Do not have to be applied to all projects uniformly
  - Project team should determine what are appropriate practices
- Foundational but not sole reference for PMP Exam
- Addresses only single projects
- Do not address all details of every topic



# 1.2 What is a Project

- Definition - Temporary endeavor undertaken to create a unique product, service or result
  - Temporary means project has a definite end
  - Deliverables (product, service and results) are unique
  - Project can create
    - A product that can be either a component of another item or an end item in itself
    - A capability to perform a service
    - A result such as an outcome or document



# 1.3 What is Project Management

- Application of Knowledge, skills, tools and techniques to meet the project requirement
- Application and integration of the project management processes
  - Initiating
  - Planning
  - Executing
  - Monitoring and Controlling
  - Closing

# 1.3 What is Project Management

- Project Manager is responsible for accomplishing the project objectives
- Project Management includes
  - Identifying Requirements
  - Addressing the various needs, concerns and expectation of the stakeholders
  - Balancing the competing project constraints, but not limited to
    - Scope,
    - Quality
    - Schedule
    - Budget
    - Resources, and
    - Risk
- Project Management processes are iterative
  - Existence of Progressive Elaboration in the project



# 1.4 Relationships Among Project Management, Program Management, and Portfolio Management

	PROJECTS	PROGRAMS	PORTFOLIOS
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a larger scope and provide more significant benefits.	Portfolios have a business scope that changes with the strategic goals of the organization.
Change	Project managers expect change and implement processes to keep change managed and controlled.	The program manager must expect change from both inside and outside the program and be prepared to manage it.	Portfolio managers continually monitor changes in the broad environment.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Program managers develop the overall program plan and create high-level plans to guide detailed planning at the component level.	Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio.
Management	Project managers manage the project team to meet the project objectives.	Program managers manage the program staff and the project managers; they provide vision and overall leadership.	Portfolio managers may manage or coordinate portfolio management staff.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	Success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.	Success is measured in terms of aggregate performance of portfolio components.
Monitoring	Project managers monitor and control the work of producing the products, services or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.	Portfolio managers monitor aggregate performance and value indicators.



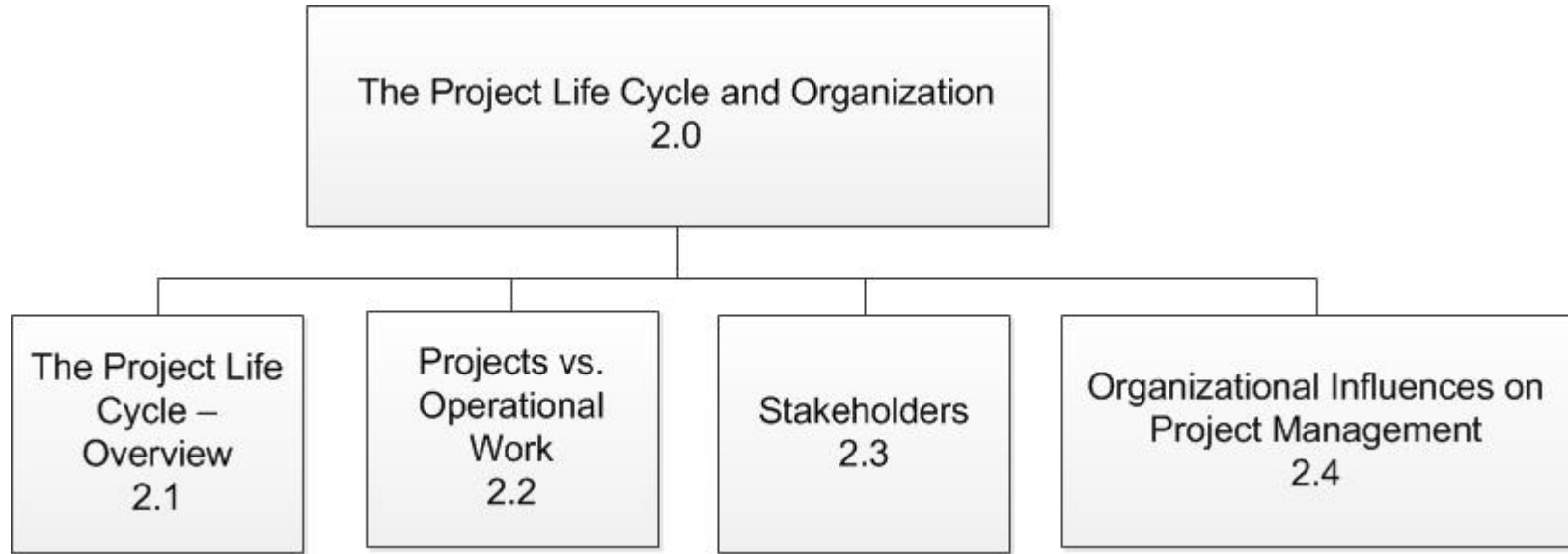
# 1.6 Role of a Project Manager

- The Project Manager
  - Is the person responsible to achieve the project objective
  - Must possess the following characteristics
    - **Knowledge** - This refers to what the project manager knows about project management
    - **Performance** - This refers to what the project manager is able to do or accomplish while applying his/her project management knowledge
    - **Personal** - This refers to how the project manager behaves (attitudes, core personality characteristics and leadership) when performing the project or related activity

# **PROJECT MANAGEMENT FRAMEWORK**

## **Project Life Cycle and Organization**

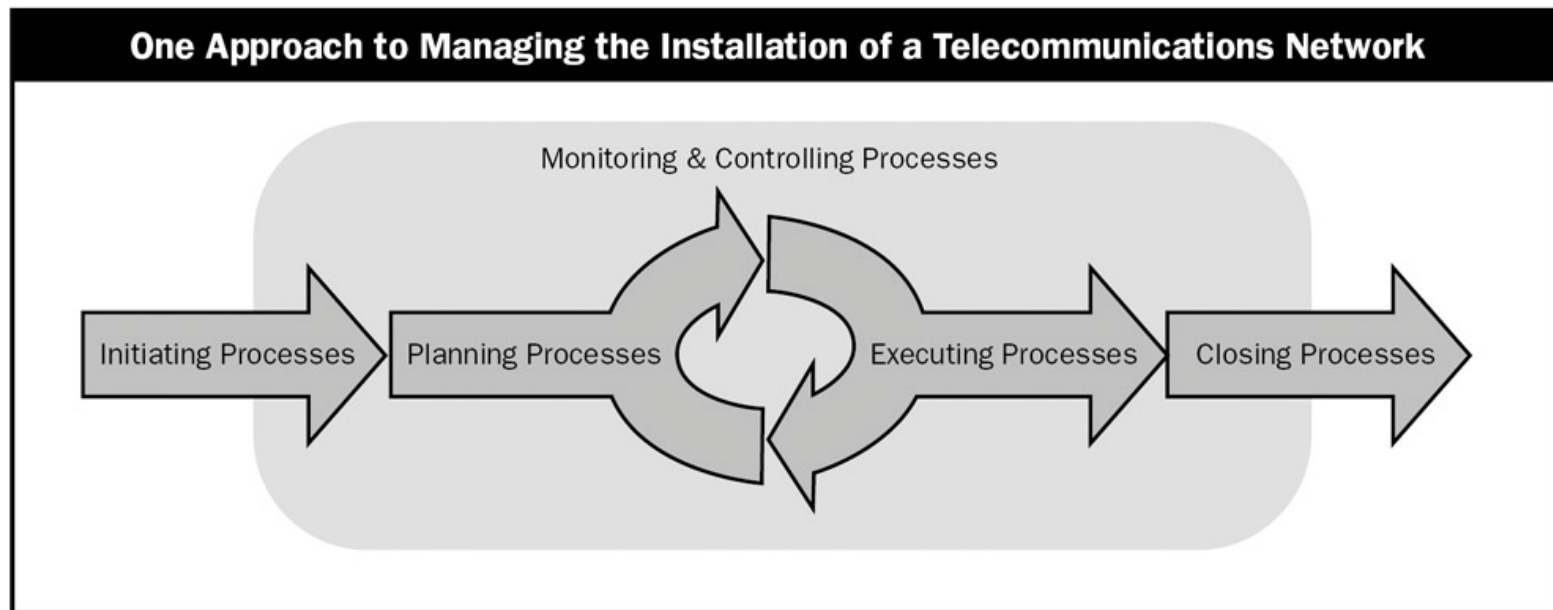
# Project Management Framework



# 2.1 The Project Life Cycle - Overview

- Project Phases

- Are sequential, sometime overlap
- End of a Phase is referred as phase exits, milestones, phase gates, decision gates, stage gates, or kill points
- A project phase is not the same as the Project Management Process Group

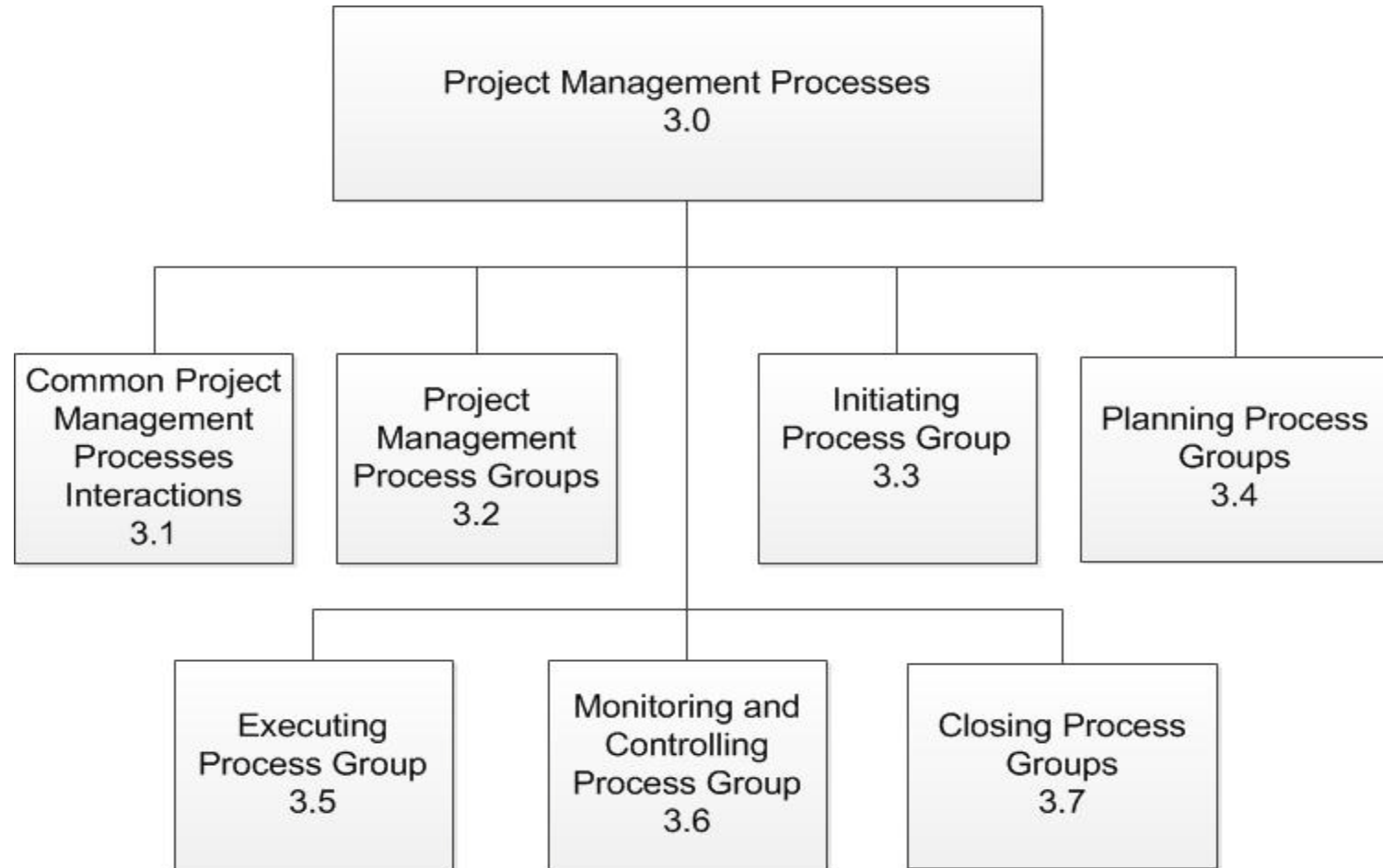


# 2.4 Organizational Influences on Project Management

- Organizational Influences on Projects

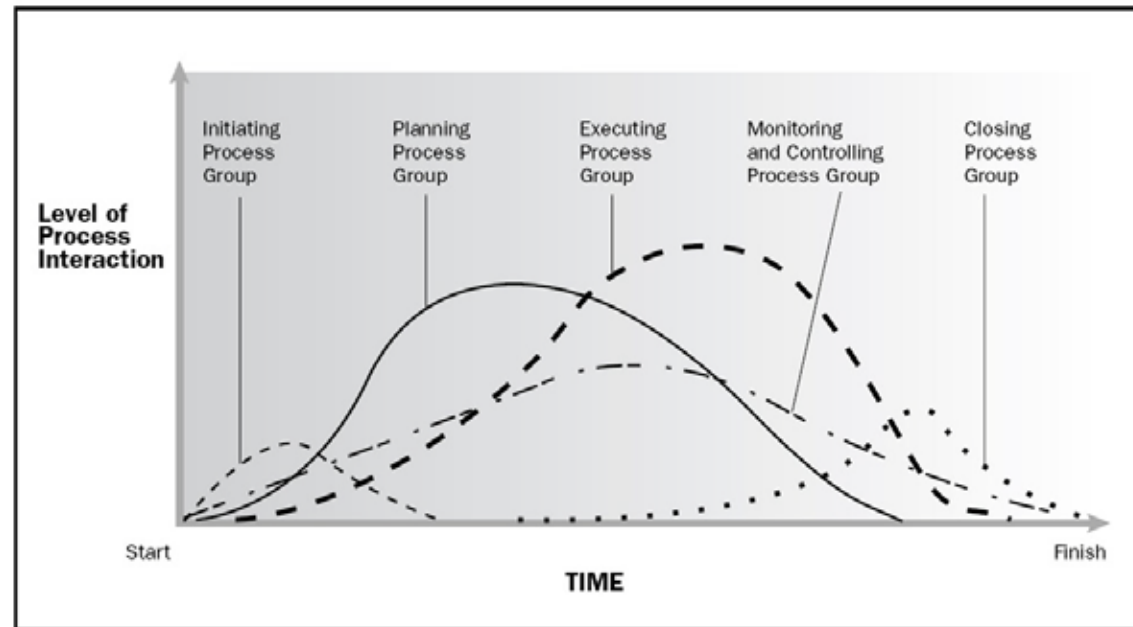
Project Characteristics Structure	Organization	Functional	Matrix			Projectized
			Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total	
Resource Availability	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total	
Who controls the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager	
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time	
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time	

# The standard for project management of a project



# 3.1 Common Project Management Process Interaction

- Processes are iterative, they overlap and many processes are repeated during the project
- Initiating Process group starts the project and Closing process group ends it
- Process groups are linked by the output they produce
- Output of one process becomes input to another process or deliverable of the project



# 3.2 Process Management Process Groups

- Five Process Groups
  - Initiating: Define a new project or a new phase of existing project by obtaining authorization
  - Planning: Establish the scope of the project, refine the objectives and define the course of action
  - Executing: Complete the work defined in the project management plan
  - Monitoring and Controlling: Required to track, review and regulate the progress of the project, identify the change required and initiate them
  - Closing: Performed to finalize all activities across all Process groups to formally close the project
- Have dependencies on each other and are performed in the same sequence
- Not same as the Project phases

