

Meet Your Classmates...

- Name
- Company name
- Years in your organization
- Experience in project management
- Current assignment
- Who is your customer
- Your expectations for the class



After completing this unit, you should be able to:

- Explain what is a project, product, and program are
- Have a framework to explain Project Management
- Understand the Project Management process
- Be aware of the environment and context of a project
- Describe the project life cycle model
- Understand the mapping of the nine Knowledge Areas to the five Process Groups



Introduction to PM Framework

What is a Project?

What is Project Management?

Project Management Knowledge Areas

Areas of Expertise

Project Management Context

What Is a Project

Term	Definition
Project and Project Characteristics	<p>A project is a temporary endeavor undertaken to create a unique product, service, or result; project characteristics are:</p> <ol style="list-style-type: none">1. Temporary - Means that every project has a definite beginning and a definite end; the end is reached when the project's objectives have been achieved, or when it becomes clear that the project objectives will not or cannot be met, and the project is terminated2. Unique Products, Services, or Results - A project creates unique deliverables, which are products, services, or results; uniqueness is an important characteristic of project deliverables, and the presence of repetitive elements does not change the fundamental uniqueness of the project work3. Progressive Elaboration - Continuously improving and detailing a plan as more detailed and specific information and more accurate estimates become available as the project progresses, thereby producing more accurate and complete plans that result from the successive iterations of the planning process <p>Projects are often used as a means of achieving an organization's strategic plan</p>

What is Project Management

Term	Definition
Project Management and Project Management Characteristics	<p>Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements; it is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing</p> <ul style="list-style-type: none">• The processes are iterative because of the existence of progressive elaboration throughout a project's life cycle <p>Managing projects includes:</p> <ul style="list-style-type: none">✓ Identifying requirements✓ Establishing clear and achievable objectives✓ Balancing competing demands of scope, time, cost, and quality✓ Adapting to the different concerns and expectations of stakeholders <p>Project management is sometimes used to describe an organizational or managerial approach to the management of projects and some ongoing activities; this is referred to as <i>management by projects</i> or <i>managing by projects</i></p>

Project Manager

Term	Definition
Project Manager	<p>Project Manager - Is the individual assigned by the performing organization as responsible for accomplishing the project objectives; acts as the single point of contact on the project</p> <p>A project manager's responsibility includes:</p> <ul style="list-style-type: none">✓ Planning and organizing the work✓ Managing the day-to-day activities of a project✓ Delivering the project deliverables to the client✓ Identifying potential stakeholders <p>A project manager needs to manage and balance the triple constraints of project scope, time, and cost while ensuring that project quality is not adversely affected</p>

Project Team

Term	Definition
Project Team Member	The individuals who report either directly or indirectly to the project manager, and who are responsible for performing project work as a regular part of their assigned duties.
Project Team	All the project team members, including the project management team, the project manager and, for some projects, the project sponsor
Project Management Team	The members of the project team who are directly involved in project management activities; on some smaller projects, the project management team may include virtually all of the project team members

PMI® Project Management Knowledge Areas

Project Management Knowledge Areas

Project Integration Management

Project Scope Management

Project Time Management

Project Cost Management

Project Quality Management

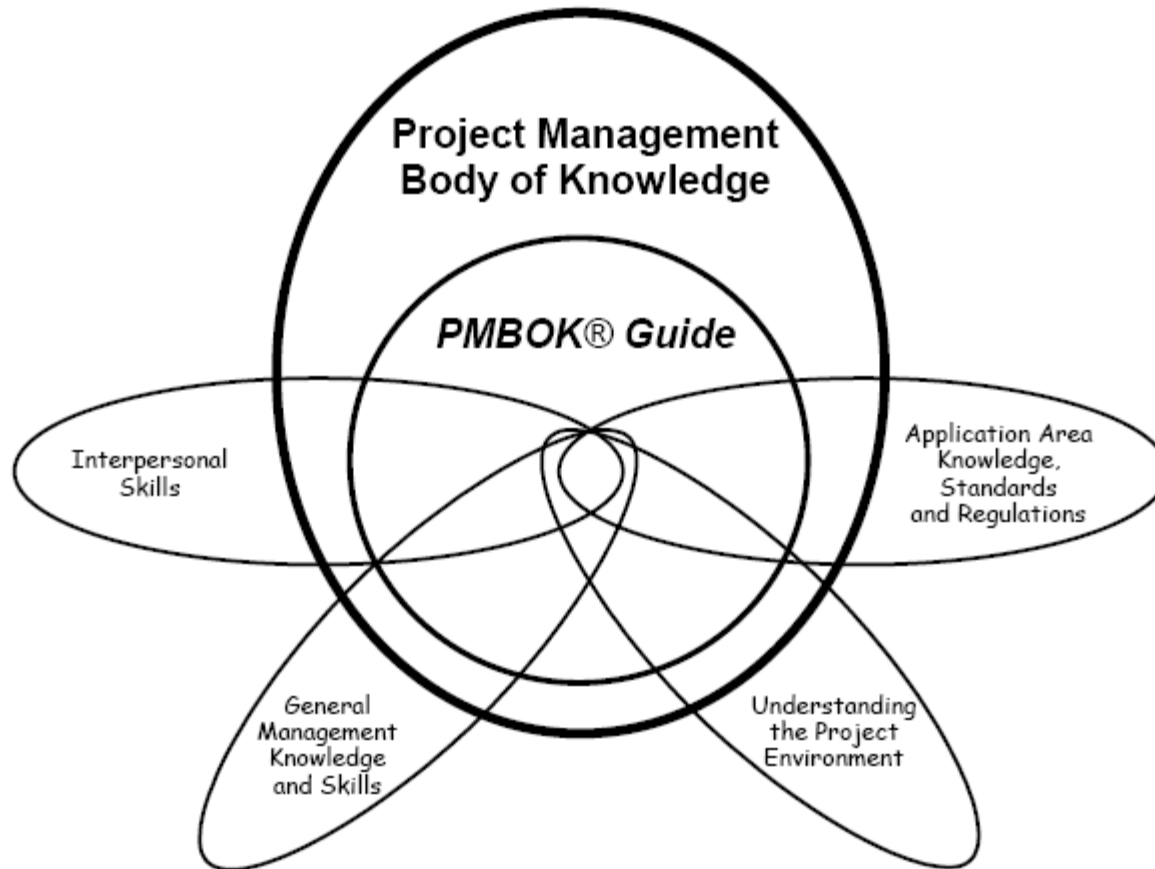
Project Human Resources Management

Project Communications Management

Project Risk Management

Project Procurement Management

Areas of Expertise needed



Project Management Context (1 of 2)

Project management exists in an environment broader than that of the project activities itself; it includes programs and program management, portfolios and portfolio management, subprojects, and a project management office

Term	Definition
Program	A program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually; may include elements of related work outside the scope of the discrete projects in the program
Program Management	The centralized coordinated management of a group of projects to achieve the program's strategic objectives and benefits
Portfolio	A collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives
Portfolio Management	The centralized management of one or more portfolios, which includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives

Project Lifecycle and Organization

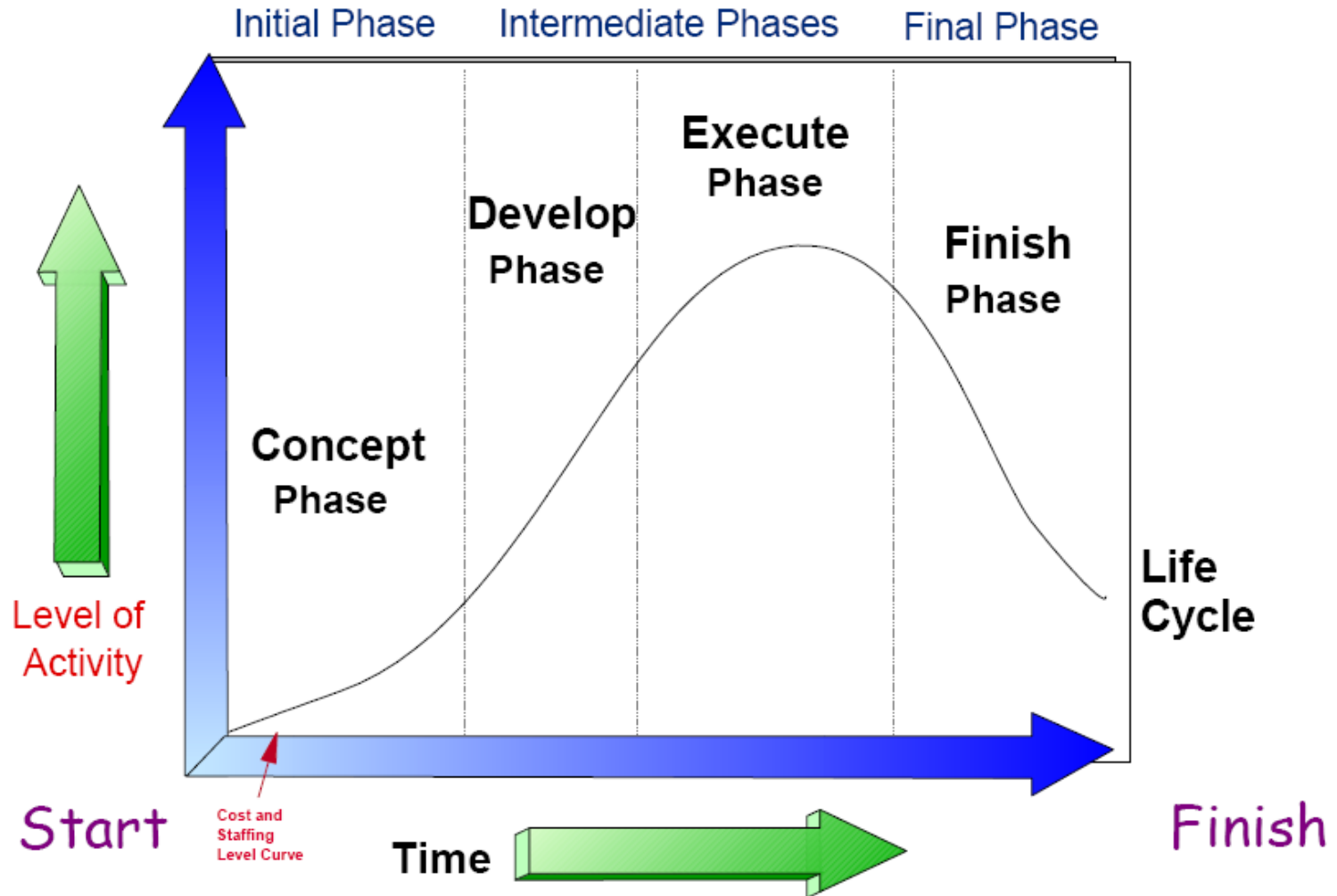
Project Life Cycle and Organization

Project Life Cycle

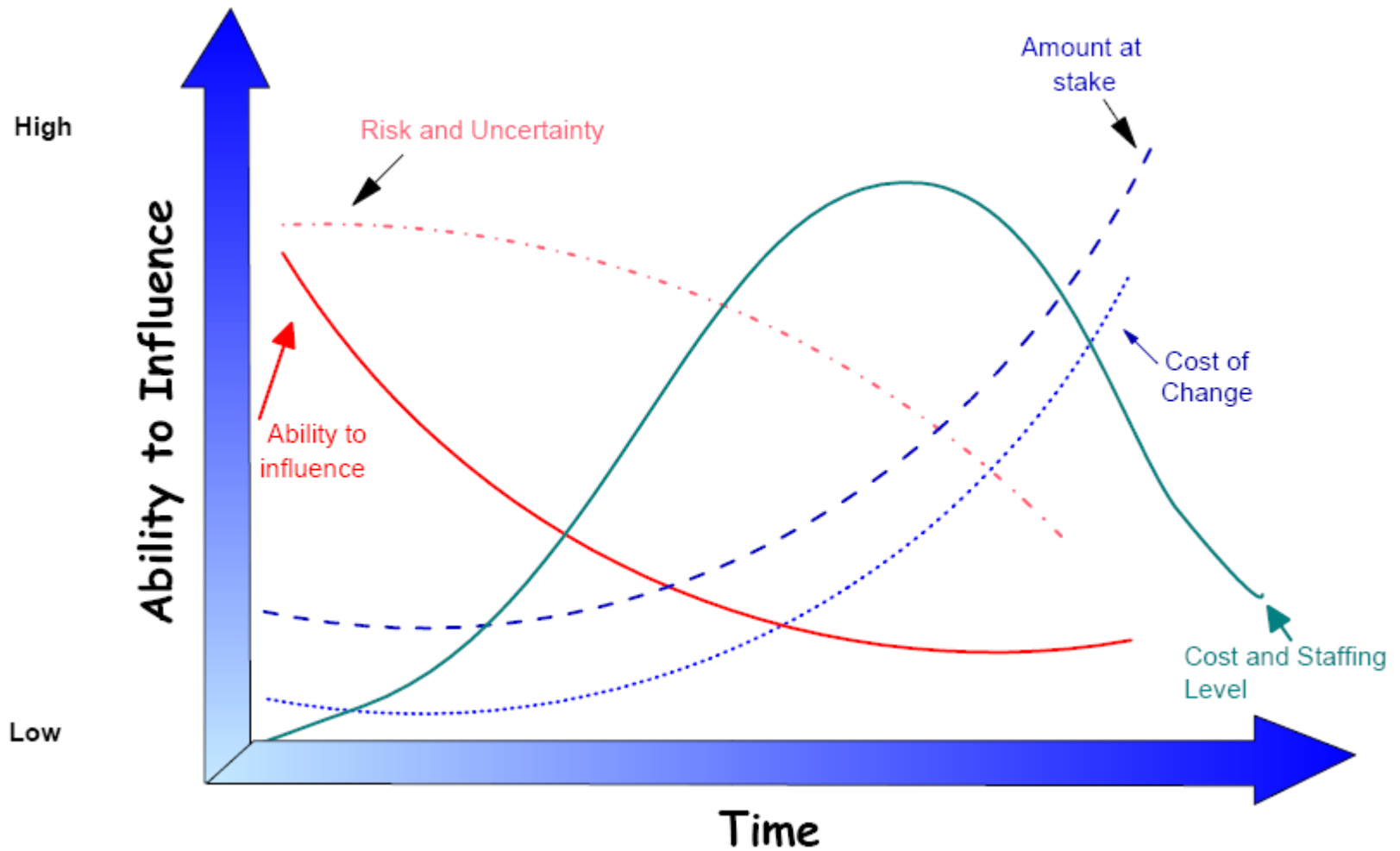
Project Stakeholders

Organizational Influences

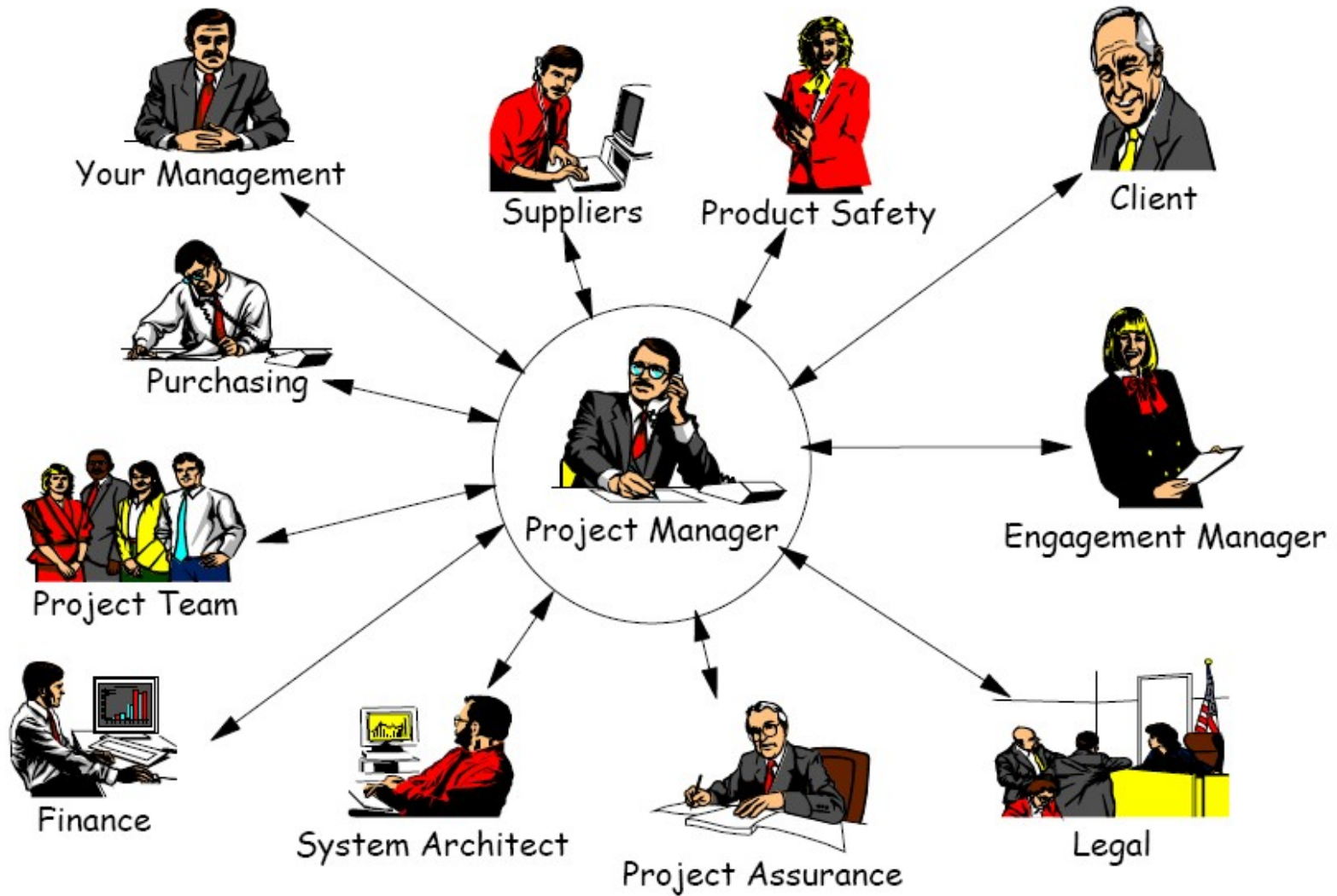
Project Lifecycle Model



Characteristics of Project Lifecycle




Project Manager - SPOC






Project Stakeholders

- **Project Stakeholders** - Individuals and organizations such as customers, sponsors, performing organization and the public, that are actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project; they may also exert influence over the project and its deliverables
 - **Stakeholder analysis** - Provides an important input for your approach to managing a project
 - Identifies the influence and interests of the various stakeholders and documents their needs, wants, and expectations
 - Selects, prioritizes, and quantifies the needs, wants, and expectations to create requirements
 - **Know your *stakeholder groups***
 - Their profile, their concerns, their expectations, and the channels by which they can be reached
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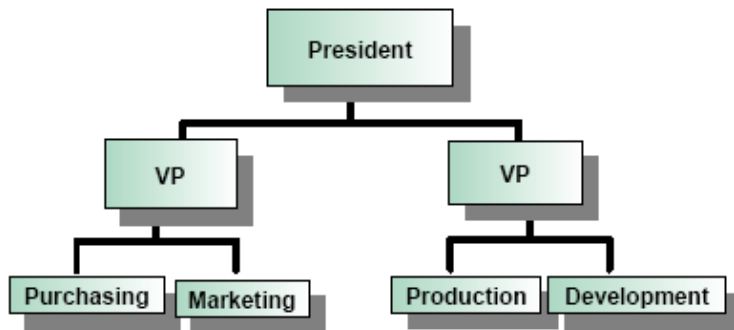
Organizational Influences

Since projects are typically part of an organization that is larger than the project, the project is influenced by a number of aspects of the larger organizational structure:

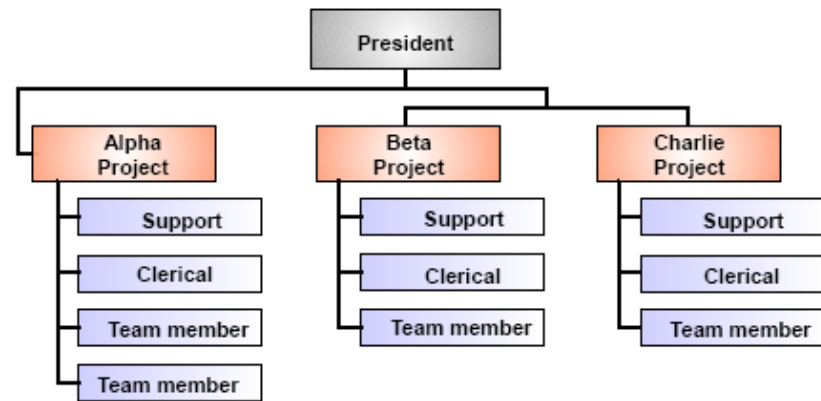
- **Organizational Systems** - Are management systems in place to support project needs efficiently and effectively
 - **Organizational Cultures and Styles** - Most organizations have developed unique and describable cultures that often have a direct influence on the project
 - **Organizational Structure** - The structure of the performing organization often constrains the availability of resources
 - **Role of the PMO in Organizational Structures** - PMOs can exist in any organizational structures but are most likely to be found in projectized or matrix organizations
 - **Project Management System** - Is the aggregation of the processes, tools, techniques, methodologies, resources, and procedures to manage a project; it is documented in the project management plan and its content vary depending upon the application area, organizational influence, complexity of the project, and the availability of existing systems
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The three types of organizational structures are:

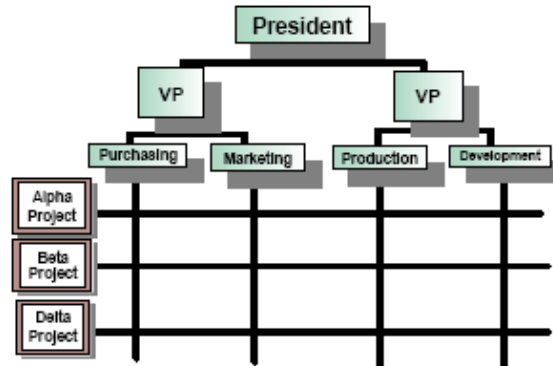
Functional



Projectized



Matrix



Organizational Structure Influence

Organization Structure	Functional		Matrix		Projectized
Project Characteristics		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

Project Management Processes for a Project

Project Management Processes


Project Management Process Groups

Process Interactions

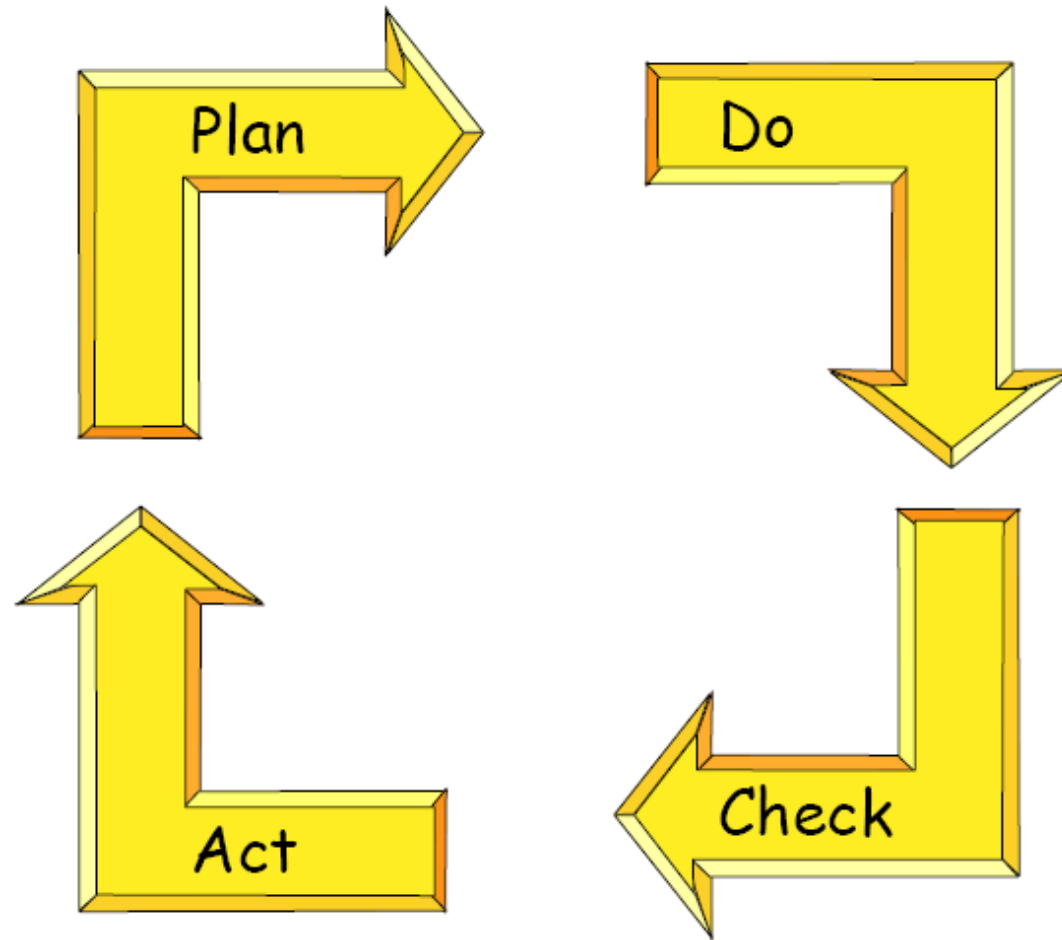
Project Management Process Mapping



Project Management Processes

- A project consists of project management processes that are defined by its inputs, tools and techniques, and outputs
 - The project manager and the project team are responsible for determining what processes from the Process Groups will be employed and the degree of rigor to be applied to the execution of the processes to achieve the objectives of the project
 - Project management processes address the description and organization of the work of the project
 - Product-oriented processes address the specification and creation of the project product
 - Project management processes and product-oriented processes overlap one another and interact throughout the project life cycle
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PDCA



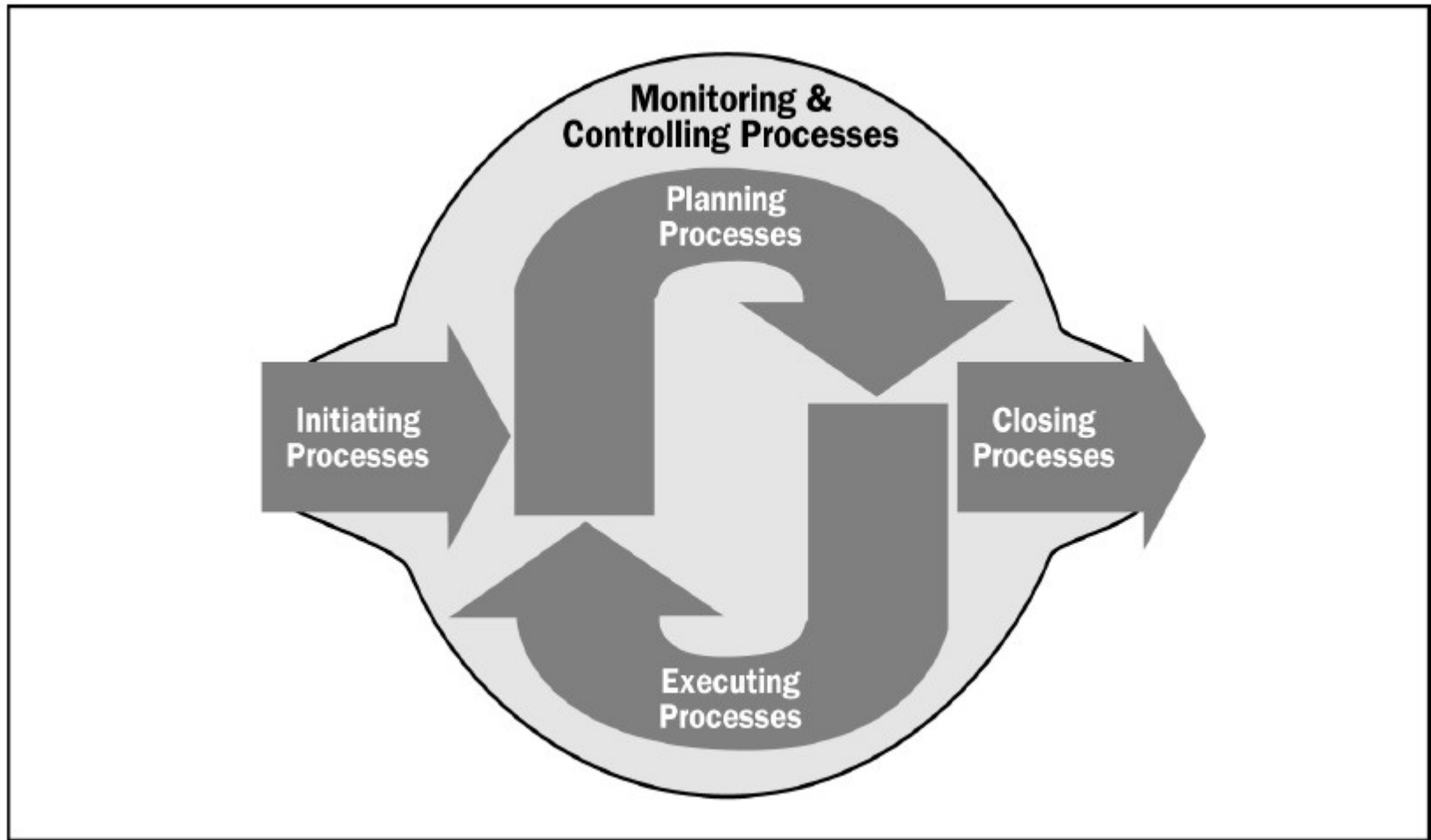
Plan, Do, Check, Act is a cycle of activities designed to drive continuous improvement. Initially implemented in manufacturing, it has broad applicability in business. First developed by Walter Shewhart, it was popularized by Edwards Deming



Project Management Process Group

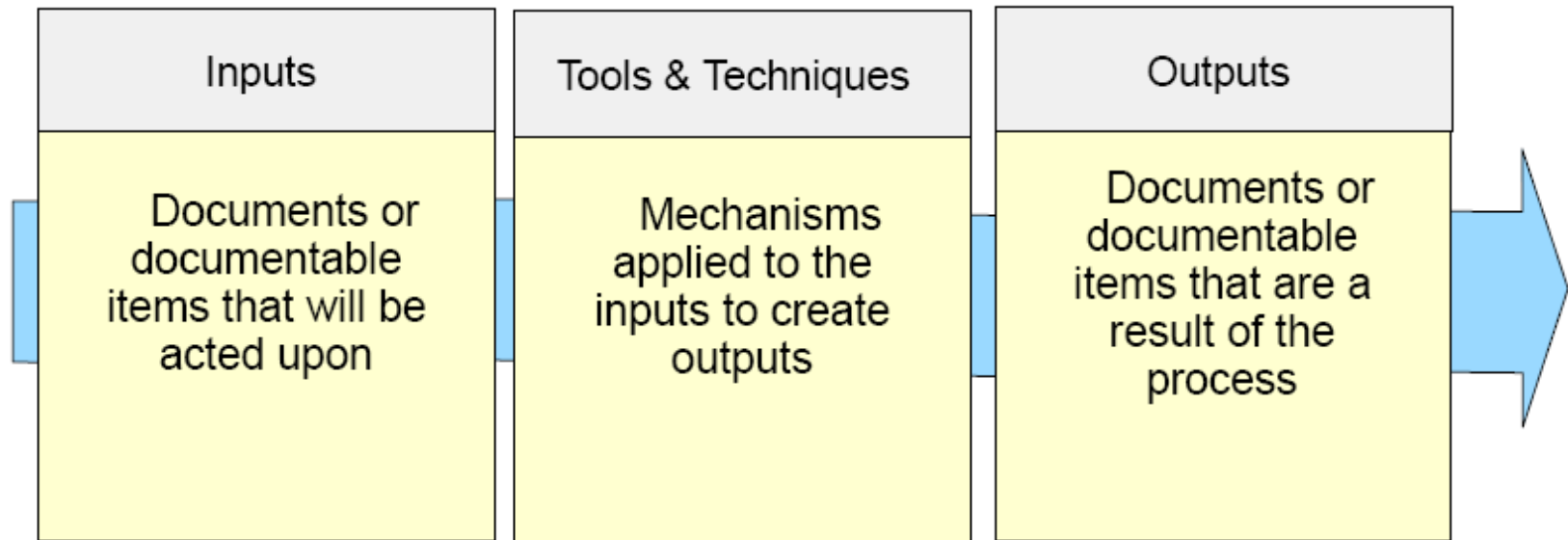
- **Project Management Process Groups** - A logical grouping of the project management processes described in the *PMBOK® Guide*; the project management process groups include:
 - **Initiating processes** - Are performed to authorize and define the scope of a new phase or project or that can result in the continuation of halted project work
 - **Planning processes** - Are performed to define and mature the project scope, develop the project management plan, and identify and schedule the project activities that occur within the project
 - **Executing processes** - Are performed to complete the work defined in the project management plan to accomplish the project's objectives defined in the project scope statement
 - **Monitoring and Controlling processes** - Are performed to measure and monitor project execution so that corrective action can be taken when necessary to control the execution of the phase or project
 - **Closing processes** - Are performed to formally terminate all activities of a project or phase, and transfer the completed product to others or close a canceled project
 - Collectively, these five groups are required for any project, have clear internal dependencies, and must be performed in the same sequence on each project, independent of the application area or the specifics of the applied project life cycle
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Mapping to PDCA



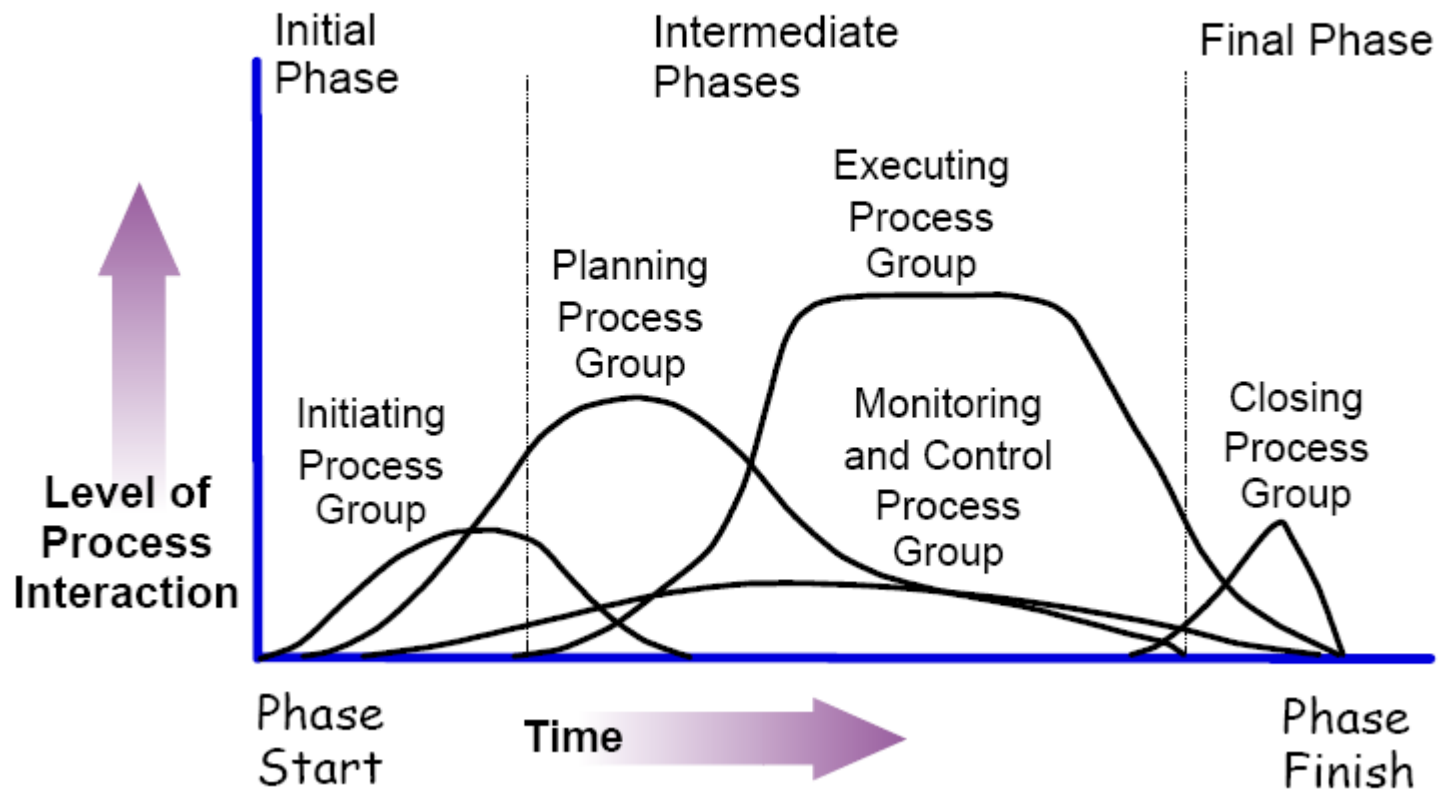
Processes Interactions

Project Management Process Groups are linked by the objectives they produce, with the results or outcomes of one generally becoming an input to another or is a deliverable of the project

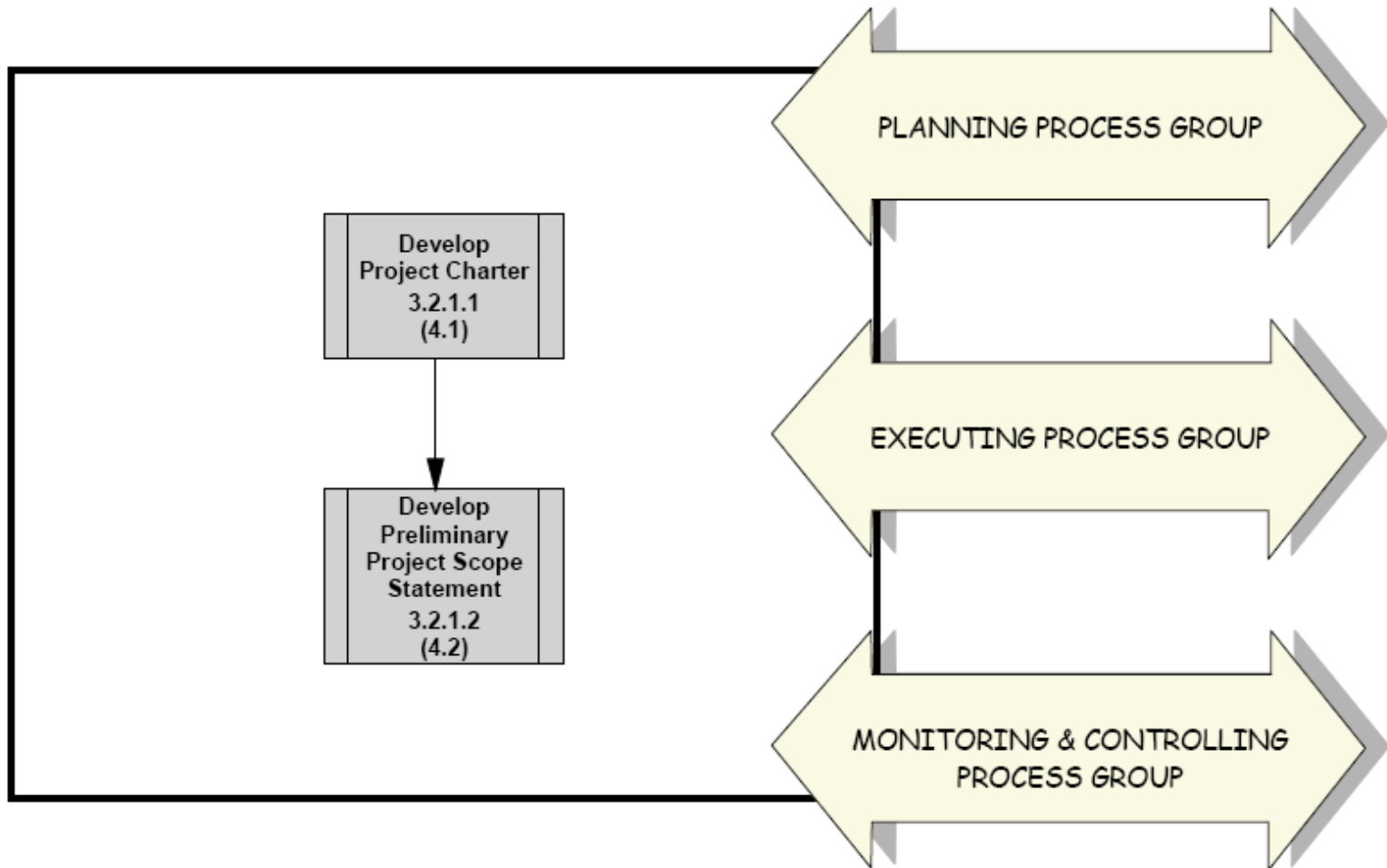


Note: Many of the Inputs, Tools & Techniques, and Outputs for the 44 Project Management processes appear in more than one of the Project Management Process Groups; many of these will be addressed only once in the following Units unless additional information specific to a Process Group needs to be addressed

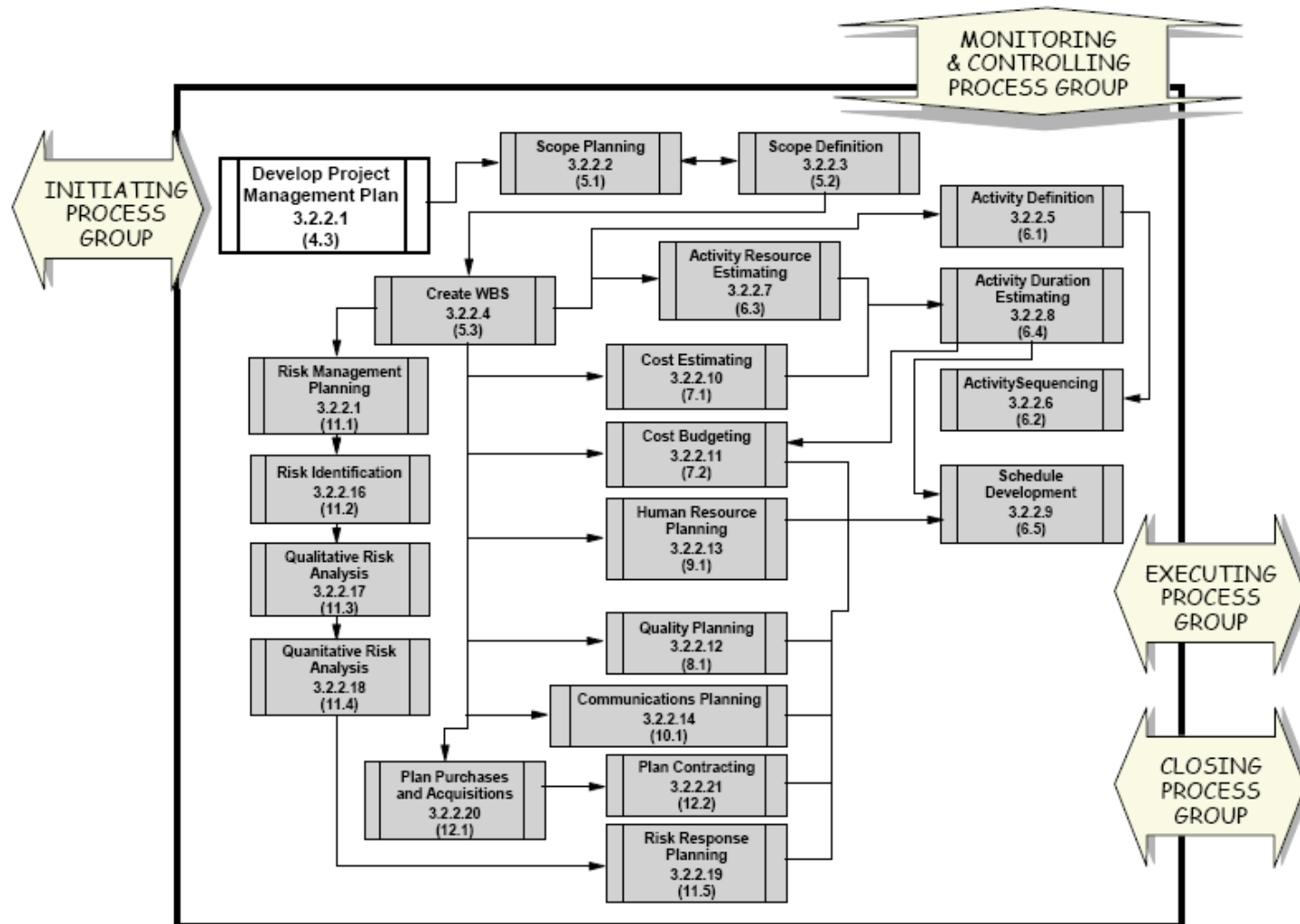
Process Groups Interact in a Project



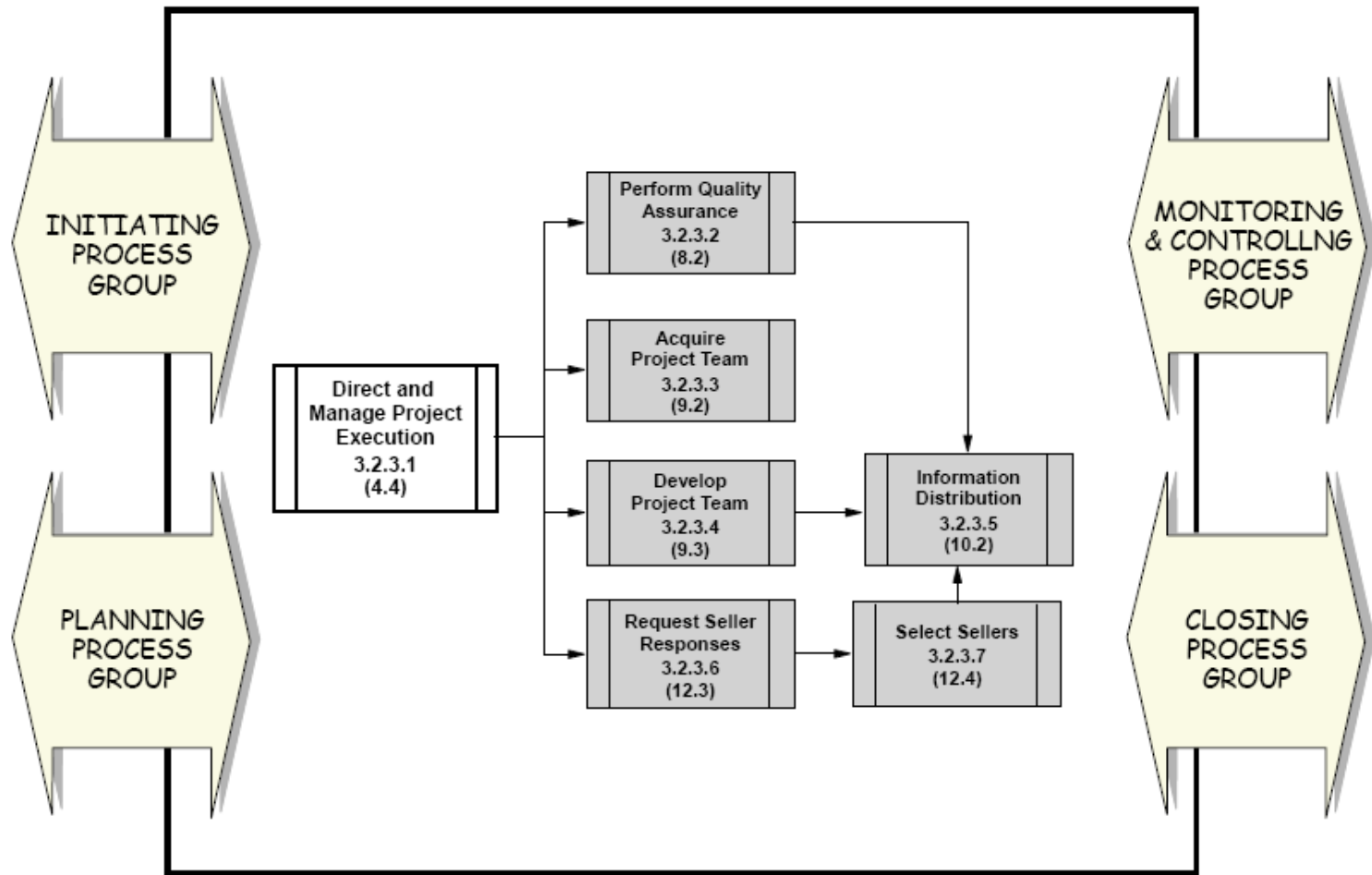
Initiating Process Group



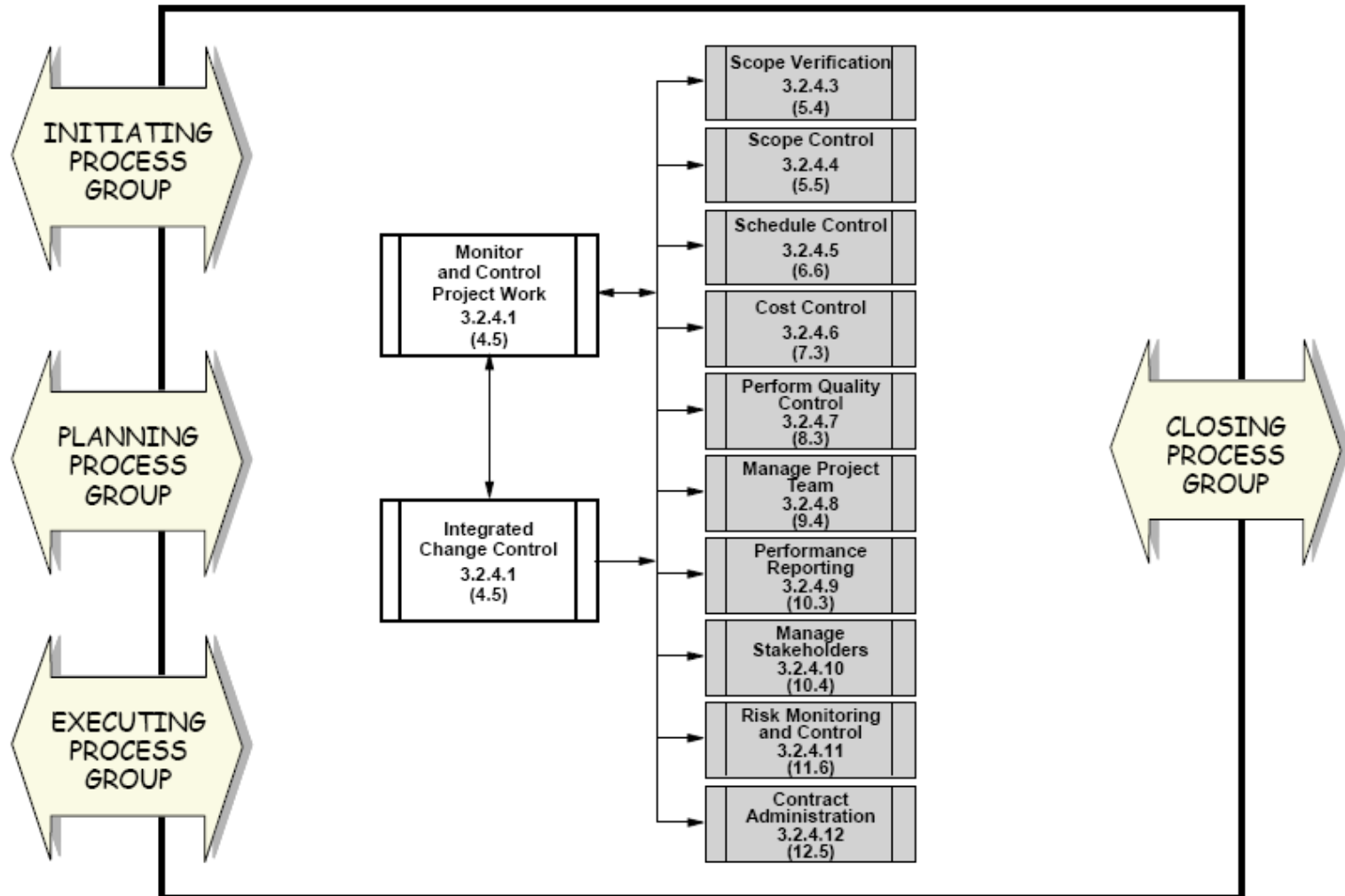
Planning Process Group



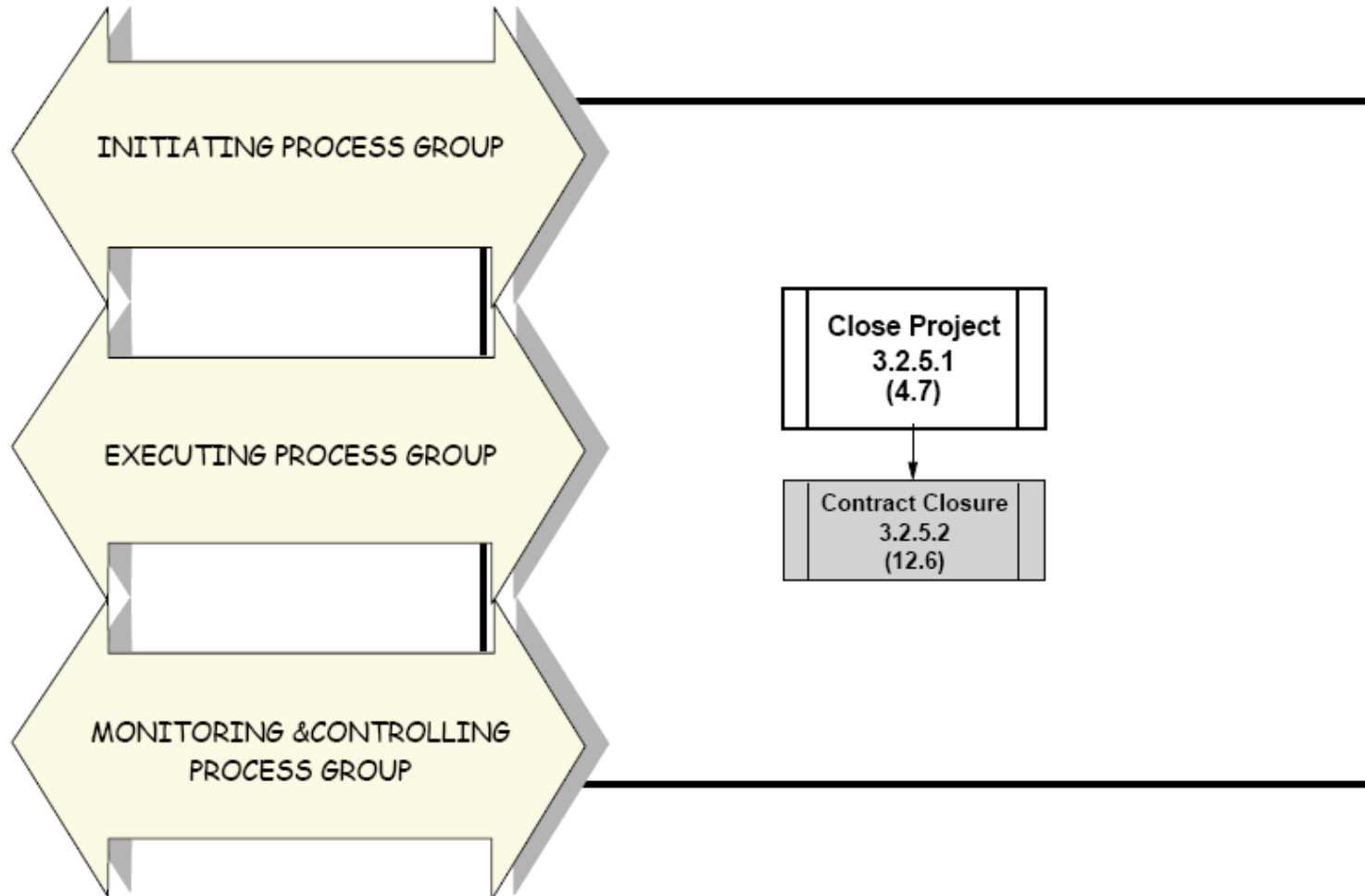
Executing Process Group



Monitoring and Control Process



Closing Process Group



Mapping – PM Processes, PM Process Groups and Knowledge Area

Project Management Knowledge Areas

	4.0 Integration	5.0 Scope	6.0 Time	7.0 Cost	8.0 Quality	9.0 Human Resource	10.0 Communications	11.0 Risk	12.0 Procurement	
Project Management Process Groups	Initiating Process Group	4.1 Develop Project Charter 4.2 Develop Preliminary Project Scope Statement								
	Planning Process Group	4.3 Develop Project Management Plan	5.1 Scope Planning 5.2 Scope Definition 5.3 Create WBS	6.1 Activity Definition 6.2 Activity Sequencing 6.3 Activity Resource Estimating 6.4 Activity Duration Estimating 6.5 Schedule Development	7.1 Cost Estimating 7.2 Cost Budgeting	8.1 Quality Planning	9.1 Human Resource Planning	10.1 Communication Planning	11.1 Risk Management Planning 11.2 Risk Identification 11.3 Qualitative Risk Analysis 11.4 Quantitative Risk Analysis 11.5 Risk Response Planning	12.1 Plan Purchases and Acquisitions 12.2 Plan Contracting
	Executing Process Group	4.4 Direct and Manage Project Execution				8.2 Perform Quality Assurance	9.2 Acquire Project Team 9.3 Develop Project Team	10.2 Information Distribution		12.3 Request Seller Responses 12.4 Select Sellers
	Monitoring and Controlling Process Group	4.5 Monitor and Control Project Work 4.6 Integrated Change Control	5.4 Scope Verification 5.5 Scope Control	6.6 Schedule Control	7.3 Cost Control	8.3 Perform Quality Control	9.4 Manage Project Team	10.3 Performance Reporting 10.4 Manage Stakeholders	11.6 Risk Monitoring and Control	12.5 Contract Administration
	Closing Process Group	4.7 Close Project								12.6 Contract Closure