

Sections marked with an "X" have been applied and documents generated.

Highlighted Sections have been studied thoroughly and are ready to be tested.

TABLE OF CONTENTS

1. INTRODUCTION	1
1.1 Purpose of the <i>PMBOK® Guide</i>	2
1.2 What is a Project?	3
1.2.1. The Relationships Among Portfolios, Programs, and Projects	4
1.3 What is Project Management?	5
1.4 Relationships Among Portfolio Management, Program Management, Project Management, and Organizational Project Management.....	7
1.4.1 Program Management	9
1.4.2 Portfolio Management.....	9
1.4.3 Projects and Strategic Planning	10
1.4.4 Project Management Office	11
1.5 Relationship Between Project Management, Operations Management, and Organizational Strategy.....	12
1.5.1 Operations and Project Management.....	12
1.5.2 Organizations and Project Management.....	14
1.6 Business Value	15
1.7 Role of the Project Manager.....	16
1.7.1 Responsibilities and Competencies of the Project Manager.....	17
1.7.2 Interpersonal Skills of a Project Manager.....	17
1.8 Project Management Body of Knowledge	18
2. ORGANIZATIONAL INFLUENCES AND PROJECT LIFE CYCLE	19
2.1 Organizational Influences on Project Management	20
2.1.1 Organizational Cultures and Styles	20
2.1.2 Organizational Communications	21
2.1.3 Organizational Structures	21
2.1.4 Organizational Process Assets	27
2.1.5 Enterprise Environmental Factors	29

2.2 Project Stakeholders and Governance	30
2.2.1 Project Stakeholders.....	30
2.2.2 Project Governance	34
2.2.3 Project Success	35
2.3 Project Team	35
2.3.1 Composition of Project Teams	37
2.4 Project Life Cycle.....	38
2.4.1 Characteristics of the Project Life Cycle	38
2.4.2 Project Phases.....	41
3. PROJECT MANAGEMENT PROCESSES	47
3.1 Common Project Management Process Interactions.....	50
3.2 Project Management Process Groups	52
3.3 Initiating Process Group.....	54
3.4 Planning Process Group	55
3.5 Executing Process Group	56
3.6 Monitoring and Controlling Process Group	57
3.7 Closing Process Group	57
3.8 Project Information.....	58
3.9 Role of the Knowledge Areas.....	60
4. PROJECT INTEGRATION MANAGEMENT	63
X 4.1 Develop Project Charter	66
X 4.1.1 Develop Project Charter: Inputs.....	68
X 4.1.2 Develop Project Charter: Tools and Techniques.....	71
X 4.1.3 Develop Project Charter: Outputs	71
4.2 Develop Project Management Plan.....	72
4.2.1 Develop Project Management Plan: Inputs	74
4.2.2 Develop Project Management Plan: Tools and Techniques	76
4.2.3 Develop Project Management Plan: Outputs.....	76

4.3 Direct and Manage Project Work	79
4.3.1 Direct and Manage Project Work: Inputs	82
4.3.2 Direct and Manage Project Work: Tools and Techniques	83
4.3.3 Direct and Manage Project Work: Outputs	84
4.4 Monitor and Control Project Work	86
4.4.1 Monitor and Control Project Work: Inputs.....	88
4.4.2 Monitor and Control Project Work: Tools and Techniques.....	91
4.4.3 Monitor and Control Project Work: Outputs	92
4.5 Perform Integrated Change Control	94
4.5.1 Perform Integrated Change Control: Inputs	97
4.5.2 Perform Integrated Change Control: Tools and Techniques	98
4.5.3 Perform Integrated Change Control: Outputs.....	99
4.6 Close Project or Phase	100
4.6.1 Close Project or Phase: Inputs.....	102
4.6.2 Close Project or Phase: Tools and Techniques.....	102
4.6.3 Close Project or Phase: Outputs	103
5. PROJECT SCOPE MANAGEMENT	105
5.1 Plan Scope Management.....	107
5.1.1 Plan Scope Management: Inputs.....	108
5.1.2 Plan Scope Management: Tools and Techniques	109
5.1.3 Plan Scope Management: Outputs	109
5.2 Collect Requirements	110
5.2.1 Collect Requirements: Inputs	113
5.2.2 Collect Requirements: Tools and Techniques	114
5.2.3 Collect Requirements: Outputs	117
5.3 Define Scope.....	120
5.3.1 Define Scope: Inputs	121
5.3.2 Define Scope: Tools and Techniques	122
5.3.3 Define Scope: Outputs.....	123

5.4 Create WBS	125
5.4.1 Create WBS: Inputs	127
5.4.2 Create WBS: Tools and Techniques	128
5.4.3 Create WBS: Outputs	131
5.5 Validate Scope	133
5.5.1 Validate Scope: Inputs	134
5.5.2 Validate Scope: Tools and Techniques	135
5.5.3 Validate Scope: Outputs	135
5.6 Control Scope	136
5.6.1 Control Scope: Inputs	138
5.6.2 Control Scope: Tools and Techniques	139
5.6.3 Control Scope: Outputs	139
6. PROJECT TIME MANAGEMENT	141
6.1 Plan Schedule Management	145
6.1.1 Plan Schedule Management: Inputs	146
6.1.2 Plan Schedule Management: Tools and Techniques	147
6.1.3 Plan Schedule Management: Outputs	148
6.2 Define Activities	149
6.2.1 Define Activities: Inputs	150
6.2.2 Define Activities: Tools and Techniques	151
6.2.3 Define Activities: Outputs	152
6.3 Sequence Activities	153
6.3.1 Sequence Activities: Inputs	154
6.3.2 Sequence Activities: Tools and Techniques	156
6.3.3 Sequence Activities: Outputs	159
6.4 Estimate Activity Resources	160
6.4.1 Estimate Activity Resources: Inputs	162
6.4.2 Estimate Activity Resources: Tools and Techniques	164
6.4.3 Estimate Activity Resources: Outputs	165

6.5 Estimate Activity Durations.....	165
6.5.1 Estimate Activity Durations: Inputs.....	167
6.5.2 Estimate Activity Durations: Tools and Techniques	169
6.5.3 Estimate Activity Durations: Outputs	172
6.6 Develop Schedule	172
6.6.1 Develop Schedule: Inputs	174
6.6.2 Develop Schedule: Tools and Techniques	176
6.6.3 Develop Schedule: Outputs	181
6.7 Control Schedule	185
6.7.1 Control Schedule: Inputs.....	187
6.7.2 Control Schedule: Tools and Techniques.....	188
6.7.3 Control Schedule: Outputs	190
7. PROJECT COST MANAGEMENT	193
7.1 Plan Cost Management	195
7.1.1 Plan Cost Management: Inputs.....	196
7.1.2 Plan Cost Management: Tools and Techniques.....	198
7.1.3 Plan Cost Management: Outputs	198
7.2 Estimate Costs	200
7.2.1 Estimate Costs: Inputs	202
7.2.2 Estimate Costs: Tools and Techniques	204
7.2.3 Estimate Costs: Outputs.....	207
7.3 Determine Budget.....	208
7.3.1 Determine Budget: Inputs	209
7.3.2 Determine Budget: Tools and Techniques	211
7.3.3 Determine Budget: Outputs.....	212
7.4 Control Costs	215
7.4.1 Control Costs: Inputs.....	216
7.4.2 Control Costs: Tools and Techniques.....	217
7.4.3 Control Costs: Outputs	225

8. PROJECT QUALITY MANAGEMENT	227
8.1 Plan Quality Management	231
8.1.1 Plan Quality Management: Inputs	233
8.1.2 Plan Quality Management: Tools and Techniques	235
8.1.3 Plan Quality Management: Outputs	241
8.2 Perform Quality Assurance	242
8.2.1 Perform Quality Assurance: Inputs.....	244
8.2.2 Perform Quality Assurance: Tools and Techniques.....	245
8.2.3 Perform Quality Assurance: Outputs	247
8.3 Control Quality	248
8.3.1 Control Quality: Inputs	250
8.3.2 Control Quality: Tools and Techniques	252
8.3.3 Control Quality: Outputs	252
9. PROJECT HUMAN RESOURCE MANAGEMENT	255
9.1 Plan Human Resource Management.....	258
9.1.1 Plan Human Resource Management: Inputs.....	259
9.1.2 Plan Human Resource Management: Tools and Techniques.....	261
9.1.3 Plan Human Resource Management: Outputs	264
9.2 Acquire Project Team	267
9.2.1 Acquire Project Team: Inputs.....	269
9.2.2 Acquire Project Team: Tools and Techniques.....	270
9.2.3 Acquire Project Team: Outputs	272
9.3 Develop Project Team.....	273
9.3.1 Develop Project Team: Inputs	274
9.3.2 Develop Project Team: Tools and Techniques	275
9.3.3 Develop Project Team: Outputs.....	278
9.4 Manage Project Team.....	279
9.4.1 Manage Project Team: Inputs	281
9.4.2 Manage Project Team: Tools and Techniques	282
9.4.3 Manage Project Team: Outputs.....	284

10. PROJECT COMMUNICATIONS MANAGEMENT	287
X 10.1 Plan Communications Management.....	289
X 10.1.1 Plan Communications Management: Inputs	290
X 10.1.2 Plan Communications Management: Tools and Techniques	291
X 10.1.3 Plan Communications Management: Outputs.....	296
10.2 Manage Communications	297
10.2.1 Manage Communications: Inputs.....	299
10.2.2 Manage Communications: Tools and Techniques.....	300
10.2.3 Manage Communications: Outputs	301
10.3 Control Communications.....	303
10.3.1 Control Communications: Inputs	304
10.3.2 Control Communications: Tools and Techniques	306
10.3.3 Control Communications: Outputs.....	307
11. PROJECT RISK MANAGEMENT	309
11.1 Plan Risk Management	313
11.1.1 Plan Risk Management: Inputs.....	314
11.1.2 Plan Risk Management: Tools and Techniques.....	315
11.1.3 Plan Risk Management: Outputs	316
11.2 Identify Risks.....	319
11.2.1 Identify Risks: Inputs	321
11.2.2 Identify Risks: Tools and Techniques	324
11.2.3 Identify Risks: Outputs.....	327
11.3 Perform Qualitative Risk Analysis	328
11.3.1 Perform Qualitative Risk Analysis: Inputs.....	329
11.3.2 Perform Qualitative Risk Analysis: Tools and Techniques.....	330
11.3.3 Perform Qualitative Risk Analysis: Outputs	333
11.4 Perform Quantitative Risk Analysis	333
11.4.1 Perform Quantitative Risk Analysis: Inputs	335
11.4.2 Perform Quantitative Risk Analysis: Tools and Techniques	336
11.4.3 Perform Quantitative Risk Analysis: Outputs.....	341

11.5 Plan Risk Responses	342
11.5.1 Plan Risk Responses: Inputs	343
11.5.2 Plan Risk Responses: Tools and Techniques	343
11.5.3 Plan Risk Responses: Outputs	346
11.6 Control Risks	349
11.6.1 Control Risks: Inputs.....	350
11.6.2 Control Risks: Tools and Techniques.....	351
11.6.3 Control Risks: Outputs	353
12. PROJECT PROCUREMENT MANAGEMENT	355
12.1 Plan Procurement Management	358
12.1.1 Plan Procurement Management: Inputs.....	360
12.1.2 Plan Procurement Management: Tools and Techniques.....	365
12.1.3 Plan Procurement Management: Outputs	366
12.2 Conduct Procurements.....	371
12.2.1 Conduct Procurements: Inputs	373
12.2.2 Conduct Procurements: Tools and Techniques	375
12.2.3 Conduct Procurements: Outputs.....	377
12.3 Control Procurements	379
12.3.1 Control Procurements: Inputs.....	381
12.3.2 Control Procurements: Tools and Techniques.....	383
12.3.3 Control Procurements: Outputs	384
12.4 Close Procurements	386
12.4.1 Close Procurements: Inputs.....	388
12.4.2 Close Procurements: Tools and Techniques.....	388
12.4.3 Close Procurements: Outputs	389
13. PROJECT STAKEHOLDER MANAGEMENT	391
X 13.1 Identify Stakeholders	393
X 13.1.1 Identify Stakeholders: Inputs.....	394
X 13.1.2 Identify Stakeholders: Tools and Techniques.....	395
X 13.1.3 Identify Stakeholders: Outputs	398

X 13.2 Plan Stakeholder Management.....	399
X 13.2.1 Plan Stakeholder Management: Inputs	400
X 13.2.2 Plan Stakeholder Management: Tools and Techniques	401
X 13.2.3 Plan Stakeholder Management: Outputs.....	403
13.3 Manage Stakeholder Engagement.....	404
13.3.1 Manage Stakeholder Engagement: Inputs	406
13.3.2 Manage Stakeholder Engagement: Tools and Techniques	407
13.3.3 Manage Stakeholder Engagement: Outputs.....	408
13.4 Control Stakeholder Engagement	409
13.4.1 Control Stakeholder Engagement: Inputs	411
13.4.2 Control Stakeholder Engagement: Tools and Techniques	412
13.4.3 Control Stakeholder Engagement: Outputs	413
ANNEX A1 THE STANDARD FOR PROJECT MANAGEMENT OF A PROJECT.....	417
APPENDIX X1 FIFTH EDITION CHANGES	463
APPENDIX X2 CONTRIBUTORS AND REVIEWERS OF THE <i>PMBOK® GUIDE</i> – FIFTH EDITION	483
APPENDIX X3 INTERPERSONAL SKILLS.....	513
REFERENCES	521
GLOSSARY	523
INDEX	569