PMI Member benefit licensed to: Eric Smith - 4042814. Not for distribution, sale, or reproduction.

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

# **TABLE OF CONTENTS**

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

1. I	NTRODUCTION	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	
	1.4.1 Program Management	
	1.4.2 Portfolio Management	
	1.4.3 Projects and Strategic Planning	
	1.4.4 Project Management Office	11
	1.5 Relationship Between Project Management, Operations Management, and	
	Organizational Strategy	
	1.5.1 Operations and Project Management	
	1.5.2 Organizations and Project Management	
	1.6 Business Value	
	1.7 Role of the Project Manager	
	1.7.1 Responsibilities and Competencies of the Project Manager	
	1.7.2 Interpersonal Skills of a Project Manager	
	1.8 Project Management Body of Knowledge	
2. (	ORGANIZATIONAL INFLUENCES AND PROJECT LIFE CYCLE	
	2.1 Organizational Influences on Project Management	20
	2.1.1 Organizational Cultures and Styles	
	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	

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

	4.3 Direct and Manage Project Work	
	4.3.1 Direct and Manage Project Work: Inputs	
	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	
	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	
	4.6.2 Close Project or Phase: Tools and Techniques	
	4.6.3 Close Project or Phase: Outputs	
5. P	PROJECT SCOPE MANAGEMENT	105
	5.1 Plan Scope Management	107
	5.1.1 Plan Scope Management: Inputs	
	5.1.2 Plan Scope Management: Tools and Techniques	
	Of the I fair books management to the and rounning about minimum.	109
	5.1.3 Plan Scope Management: Outputs	109
	5.1.3 Plan Scope Management: Outputs	109 110
	5.1.3 Plan Scope Management: Outputs	109 110 113
	5.1.3 Plan Scope Management: Outputs	109 110 113 114
	5.1.3 Plan Scope Management: Outputs  5.2 Collect Requirements  5.2.1 Collect Requirements: Inputs  5.2.2 Collect Requirements: Tools and Techniques  5.2.3 Collect Requirements: Outputs  5.3 Define Scope	109110113114117
	5.1.3 Plan Scope Management: Outputs  5.2 Collect Requirements  5.2.1 Collect Requirements: Inputs  5.2.2 Collect Requirements: Tools and Techniques  5.2.3 Collect Requirements: Outputs  5.3 Define Scope  5.3.1 Define Scope: Inputs	
	5.1.3 Plan Scope Management: Outputs  5.2 Collect Requirements  5.2.1 Collect Requirements: Inputs  5.2.2 Collect Requirements: Tools and Techniques  5.2.3 Collect Requirements: Outputs  5.3.1 Define Scope  5.3.1 Define Scope: Inputs  5.3.2 Define Scope: Tools and Techniques	
	5.1.3 Plan Scope Management: Outputs  5.2 Collect Requirements  5.2.1 Collect Requirements: Inputs  5.2.2 Collect Requirements: Tools and Techniques  5.2.3 Collect Requirements: Outputs  5.3 Define Scope	

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	
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	
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	
6.4.2 Estimate Activity Resources: Tools and Techniques	164
6.4.3 Estimate Activity Resources: Outputs	165

6.5 Estimate Activity Durations	
6.5.1 Estimate Activity Durations: Inputs	
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	
6.6.2 Develop Schedule: Tools and Techniques	
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	
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	
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	<b>27</b> 3
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
10.1 Plan Communications Management	289
10.1.1 Plan Communications Management: Inputs	290
10.1.2 Plan Communications Management: Tools and Techniques	291
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	
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	
11.1.2 Plan Risk Management: Tools and Techniques	
11.1.3 Plan Risk Management: Outputs	
11.2 Identify Risks	
11.2.1 Identify Risks: Inputs	
11.2.2 Identify Risks: Tools and Techniques	324
11.2.3 Identify Risks: Outputs	
11.3 Perform Qualitative Risk Analysis	328
11.3.1 Perform Qualitative Risk Analysis: Inputs	
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	
11.4.1 Perform Quantitative Risk Analysis: Inputs	
11.4.2 Perform Quantitative Risk Analysis: Tools and Techniques	336
11.4.3 Perform Quantitative Risk Analysis: Outputs	

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
× 13.1 Identify Stakeholders	393
× 13.1.1 Identify Stakeholders: Inputs	394
× 13.1.2 Identify Stakeholders: Tools and Techniques	395
× 13.1.3 Identify Stakeholders: Outputs	398

X 13.2 Plan Stakeholder Management	399
×13.2.1 Plan Stakeholder Management: Inputs	400
×13.2.2 Plan Stakeholder Management: Tools and Techniques	401
×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	
13.4 Control Stakeholder Engagement	409
13.4.1 Control Stakeholder Engagement: Inputs	
13.4.2 Control Stakeholder Engagement: Tools and Techniques	
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