Q1: A **process**
Answer:
▶ is a series of actions directed toward a particular result

……

Q2: Project management can be viewed
Answer:
▶ as a number of interlinked processes
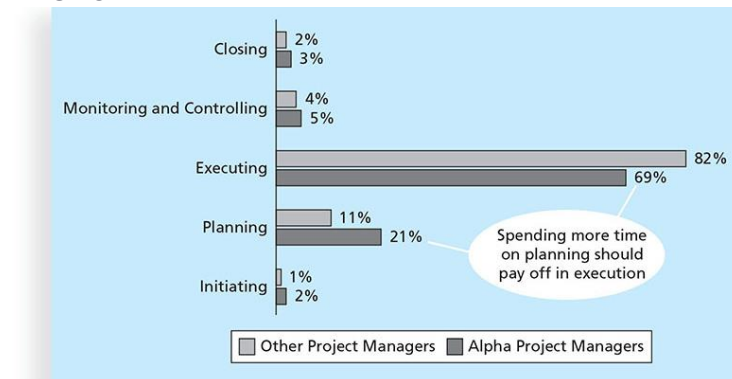
……

Q3: The project management process groups include
Answer:
1. initiating processes
2. planning processes
3. executing processes
4. monitoring and controlling processes
5. closing processes

……

Q4: Percentage of Time Spent on Each Process Group
Answer:

……

Q5: Mapping the Process Groups to the Knowledge Areas
Answer:
▶ You can map the main activities of each PM process group into the ten knowledge areas using the PMBOK® Guide, Fifth Edition, 2013
▶ Note that there are activities from each knowledge area under the planning process groups

……..

Q6: Mapping Project Management Process Groups to Knowledge Areas*

Answer:

Project Management Process Groups					
Knowledge Area	Initiating	Planning	Executing	Monitoring and controlling	Closing
Project Integration Management	Develop Project Charter	Develop project management plan	Direct and manage project work	Monitor and project work, perform integrated change control	Close project on phase
Project Scope Management		Plan scope man-agement, Collect requirements, Define scope, Create WBS		Validate scope, Control scope	
Project Time Management		Plan schedule management, Define activities, Sequence activities, Estimate activities resources, Estimate activity durations, Develop schedule		Control schedule	
		Plan cost management, Estimate costs, Determine budget		Control coasts	
		Plan quality management	Perform quality assurance	Control quality	
		Plan human Resource management	Acquire project team, Develop project team, manage project team		
		Plan communications management	Manage communications	Control communications	
		Plan risk man agement Identify risks. Perform qualitative risk analysis. Perform		Control risks	
Project Procurement Management		Plan procurement management	Conduct procurements	Control procurements	Close procurements
Project Stakeholder Management	Identify stakeholders	Plan stakeholder management	Manage stakeholder engagement	Control stakeholders engagement	

…………………………………………………………………………………………..

Q7: **Developing an IT Project Management Methodology**

Answer:

- ▸ Just as projects are unique, so are approaches to project management
- ▸ Many organizations develop their own project management methodologies, especially for IT projects
- ▸ A **methodology** describes *how* things should be done; a **standard** describes *what* should be done
- ▸ PRINCE2, Agile, RUP, and Six Sigma provide different project management methodologies

....

Q8: Case Study: JWD Consulting's Project Management Intranet Site (Predictive Approach)

Answer:

1. This case study provides an example
2. You can download templates

....

Q9: when This case study provides an example?

Answer:

▶ of what's involved in initiating, planning, executing, controlling, and closing an IT project

....

Q10: why You can download templates
Answer:

▶ for creating your own project management documents from the companion Web site for this text or the author's site

....

Q11: It is good practice
Answer:

▶ to lay the groundwork for a project before it officially starts

....

Q12: Senior managers often perform several pre-initiation tasks, including the following:
Answer:
1. Determine the scope, time, and cost constraints for the project
2. Identify the project sponsor
3. Select the project manager
4. Develop a business case for a project (see Table 3-2 for an example)
5. Meet with the project manager to review the process and expectations for managing the project
6. Determine if the project should be divided into two or more smaller projects

....

Q13: Initiating a project includes
Answer:
▶ recognizing and starting a new project or project phase

....

Q14: The main goal is
Answer:
- ▶ to formally select and start off projects

………

Q15: the project initiation knowledge areas, processes, and outputs
Answer:

Knowledge Area	Initiating Process	Outputs
Project Integration Management	Develop project charter	Project charter
Project Stakeholder Management	Identify stakeholders	Stakeholder register

………

Q16: Project Charters and Kick-off Meetings
Answer:

- ▶ Charters are normally short and include key project information and stakeholder signatures
- ▶ It's good practice to hold a kick-off meeting at the beginning of a project

………

Q17: It's good practice to hold a kick-off meeting at the beginning of a project

Answer:
- ▶ so that stakeholders can meet each other, review the goals of the project, and discuss future plans

………

Q18: The main purpose of project planning is
Answer:

- ▶ to guide execution

………

Q19: What does project planning include?
Answer:

- ▶ Every knowledge area includes planning information

………

Q20: Key outputs included in the JWD project include
Answer:
1. A team contract
2. A project scope statement
3. A work breakdown structure (WBS)

4. A project schedule, in the form of a Gantt chart with all dependencies and resources entered
5. A list of prioritized risks (part of a risk register)

……

Q21: Project Executing
Answer:

▸ Usually takes the most time and resources to perform project execution
▸ Project managers must use their leadership skills to handle the many challenges that occur during project execution
▸ Many project sponsors and customers focus on deliverables related to providing the products, services, or results desired from the project
▸ A milestone report can help focus on completing major milestones

……

Q22: Project Monitoring and Controlling
Answer:

▸ Involves measuring progress toward project objectives, monitoring deviation from the plan, and taking correction actions
▸ Affects all other process groups and occurs during all phases of the project life cycle
▸ Outputs include performance reports, change requests, and updates to various plans

……

Q23: Project Closing

Answer:

▸ Involves gaining stakeholder and customer acceptance of the final products and services
▸ Even if projects are not completed, they should be closed out to learn from the past
▸ Outputs include project files and lessons-learned reports, part of organizational process assets
▸ Most projects also include a final report and presentation to the sponsor/senior management

……