

An Introduction to the Project Management Body of Knowledge

*Presented By
Robert G. Jacobs II*

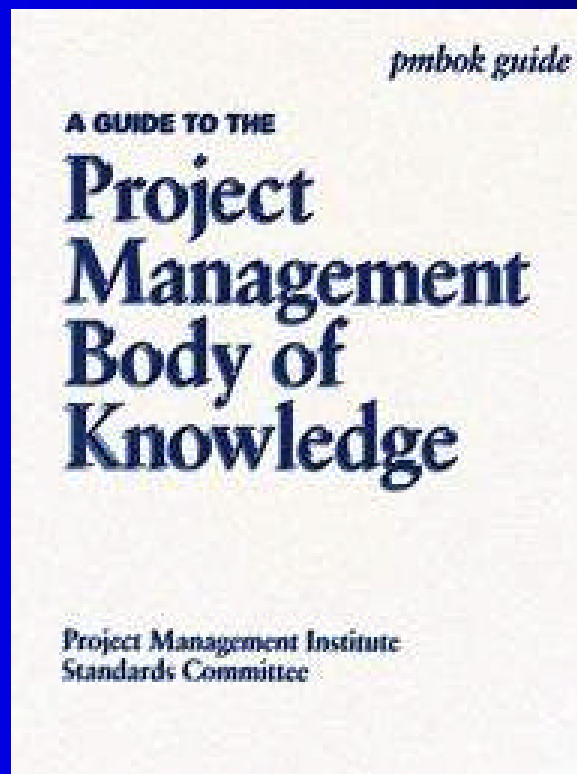
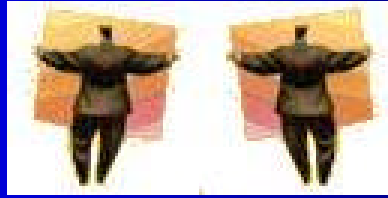


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 - ❏ **Communications**
 - ❏ **Risk**
 - ❏ **Procurement**

Management vs. Project Management



Management is a leadership process for the achievement of organizational objectives. This is accomplished by implementing managerial skills for planning and controlling the focus of the organization as well as directing and controlling employee tasks.



Project Management is the overall planning, control and coordination of projects from inception to completion.
Project Management focuses on completing projects on-time, within the allotted budget and satisfying the required quality Standards.

The Challenge

Satisfying Everyone



Formal Definitions



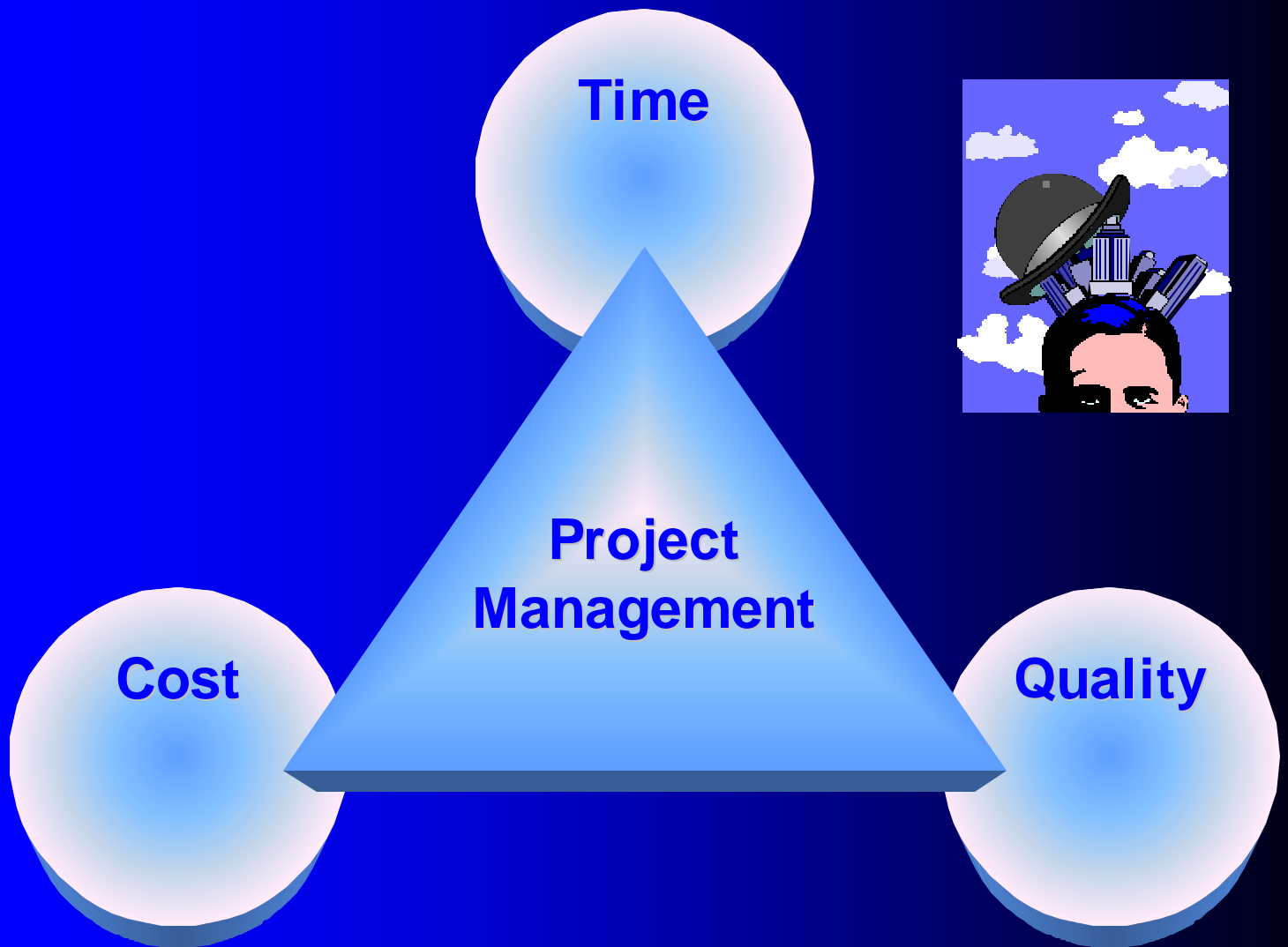
A **Project** is a temporary endeavor undertaken to create a specific product or service.



Project Management is the application of specific **Knowledge, Skills, Tools and Techniques** to project activities in order to meet or exceed the stakeholders needs and expectations from the project.

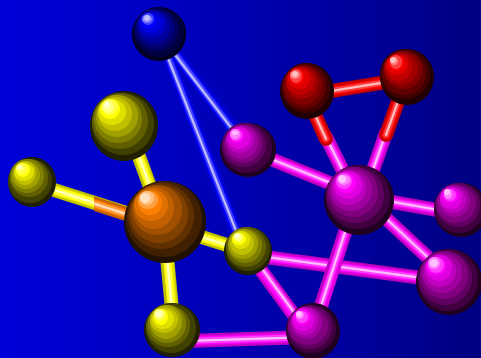
Beyond Time, Cost and Quality

Modern Project Management is based on fundamental **Knowledge Areas** in order to provide exceptional and reproducible results.



Project Management

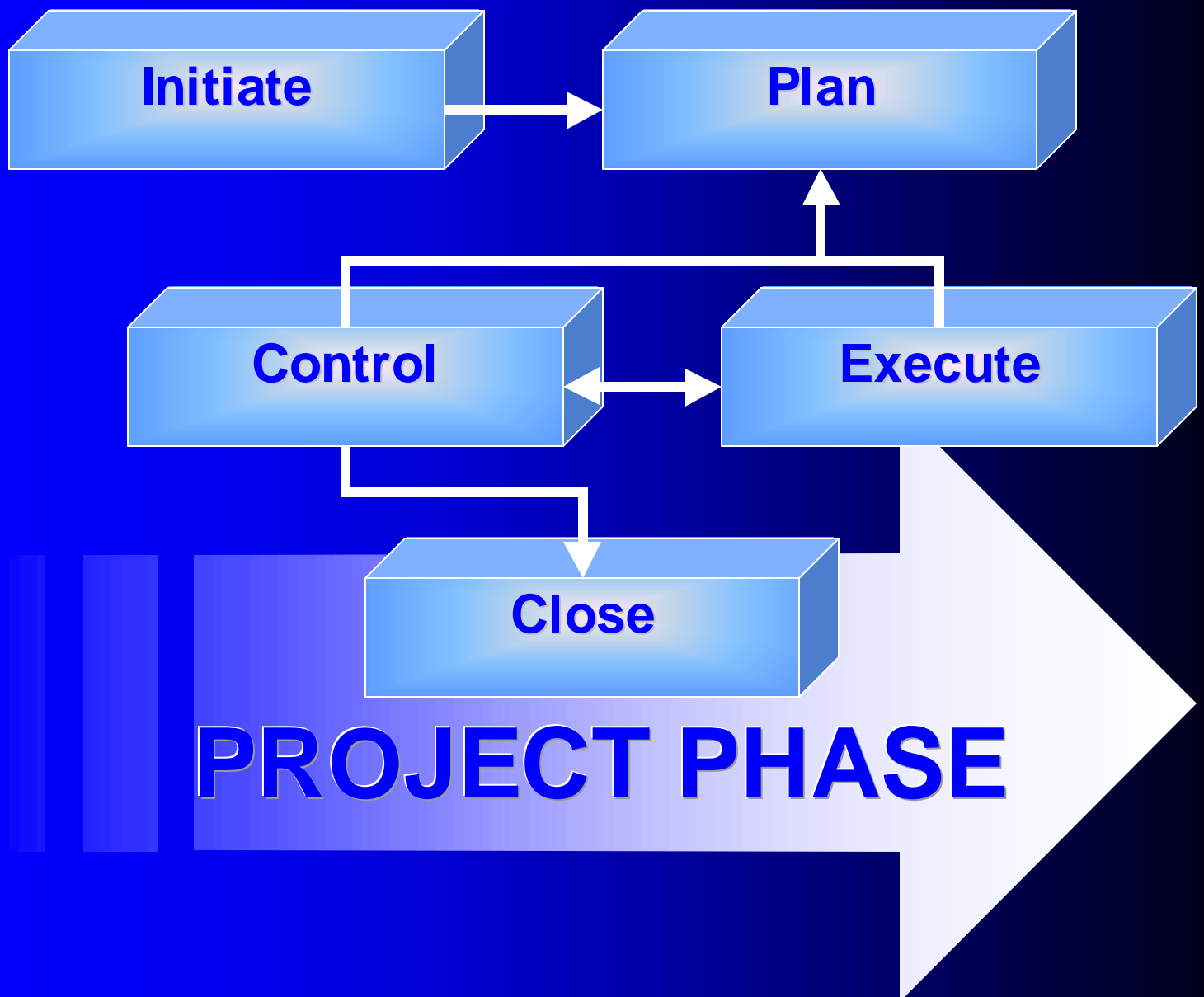
The knowledge breakdown structure



Process Groups and Project Phases

A **Process Group** is a collection of required activities for delivery of a process.

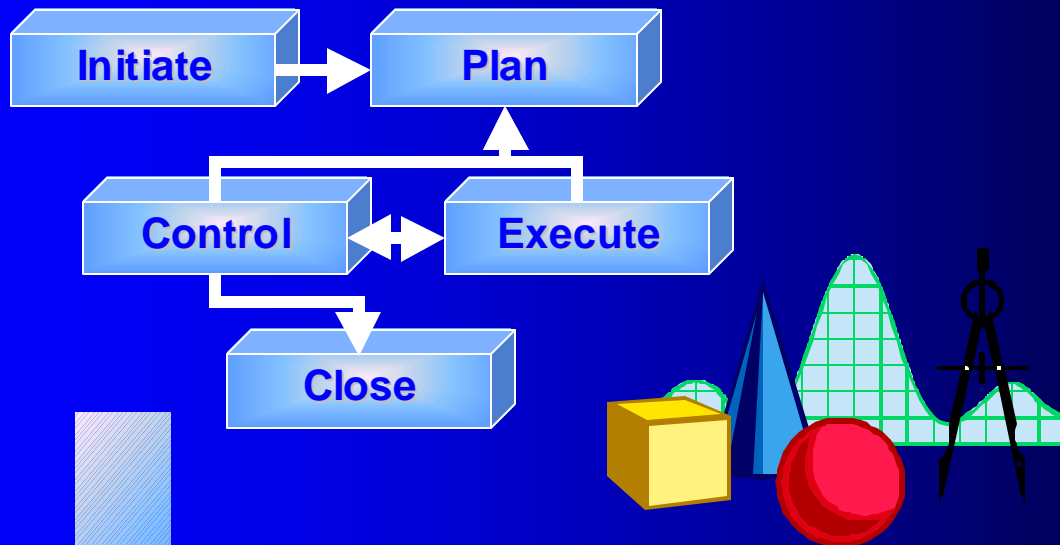
Each **Project Phase** is initiated and completed by the interaction of different process groups.



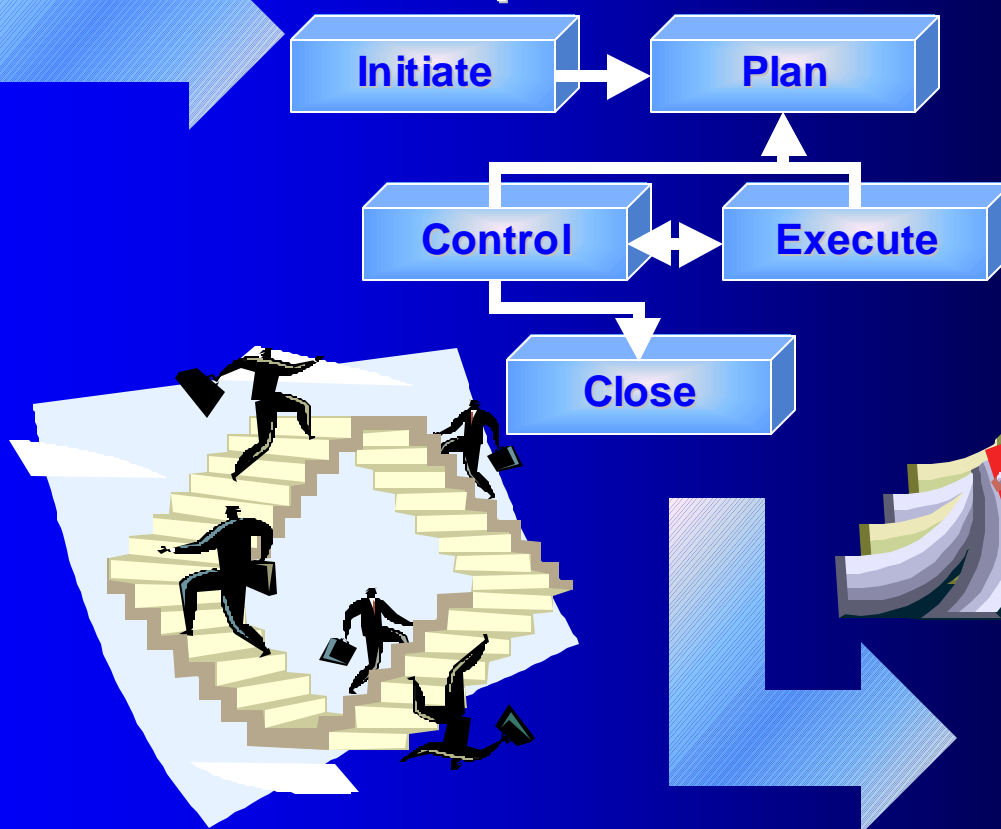
Interaction Between Project Phases

Design Phase

Step-by-Step CONTROL



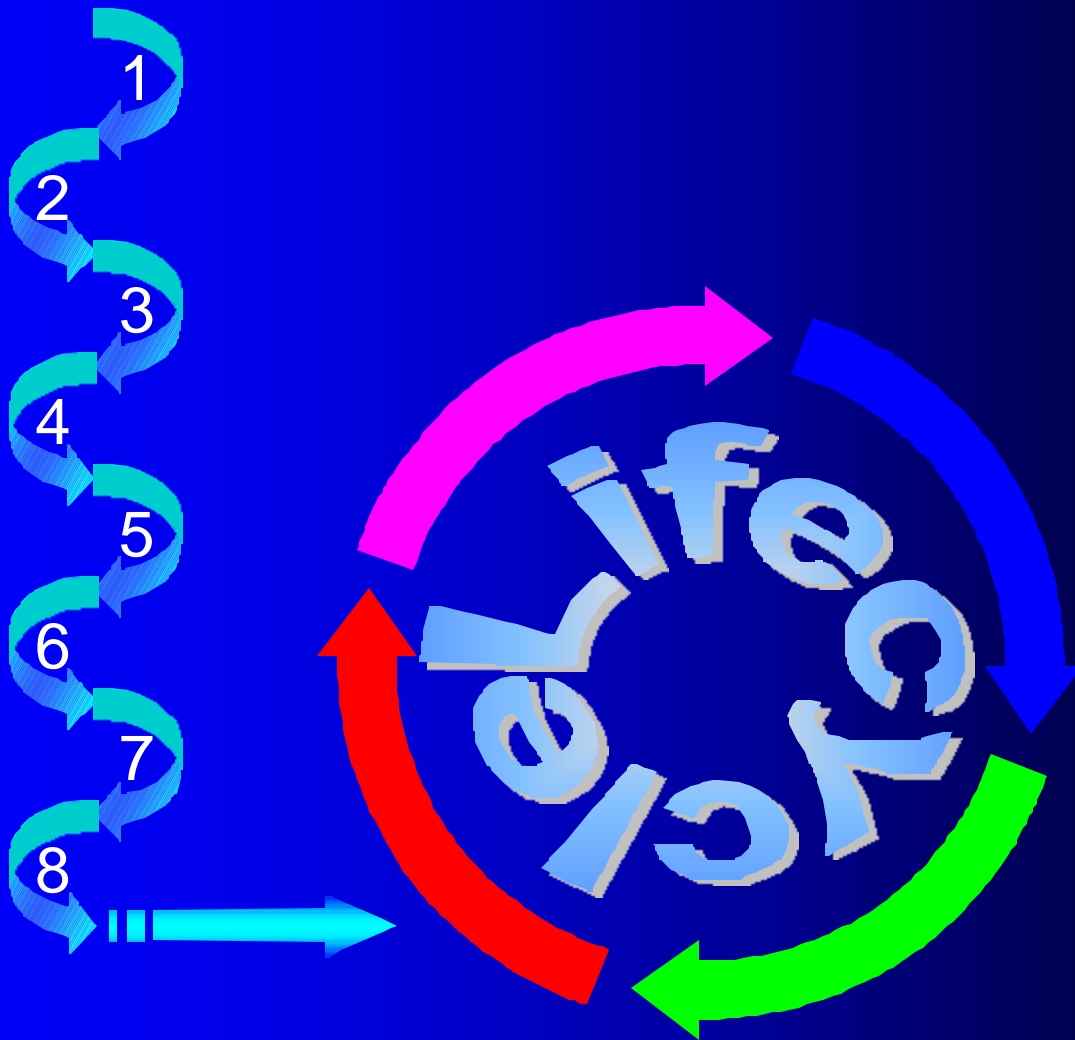
Implementation



Project Phases and the Project Lifecycle

S (Project Phases) = Project Lifecycle

Each project phase is marked by the completion of one or more deliverables.



The deliverables and phases are part of a generally sequential logic designed to ensure correct definition of the product of the project.

Generic Project Lifecycle

Preparation

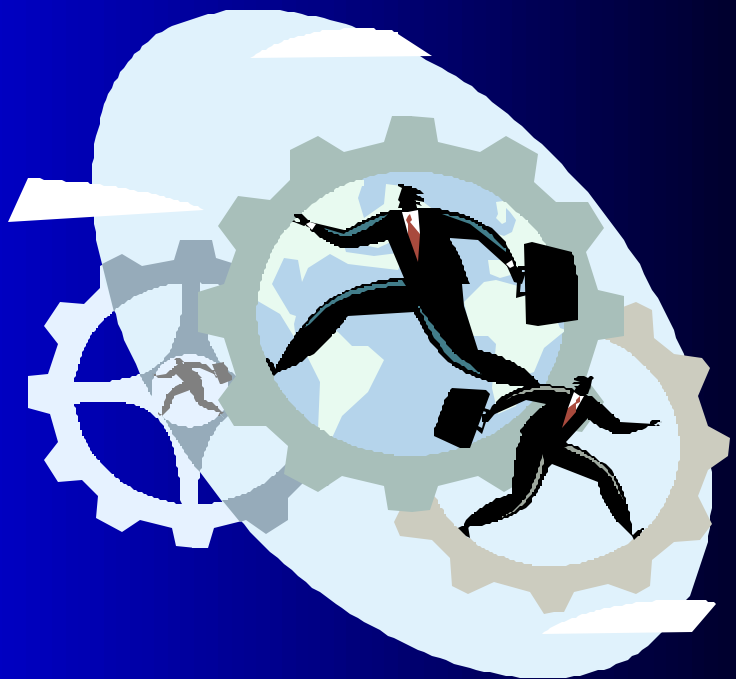
Start Up

Feasibility

Definition
& Planning

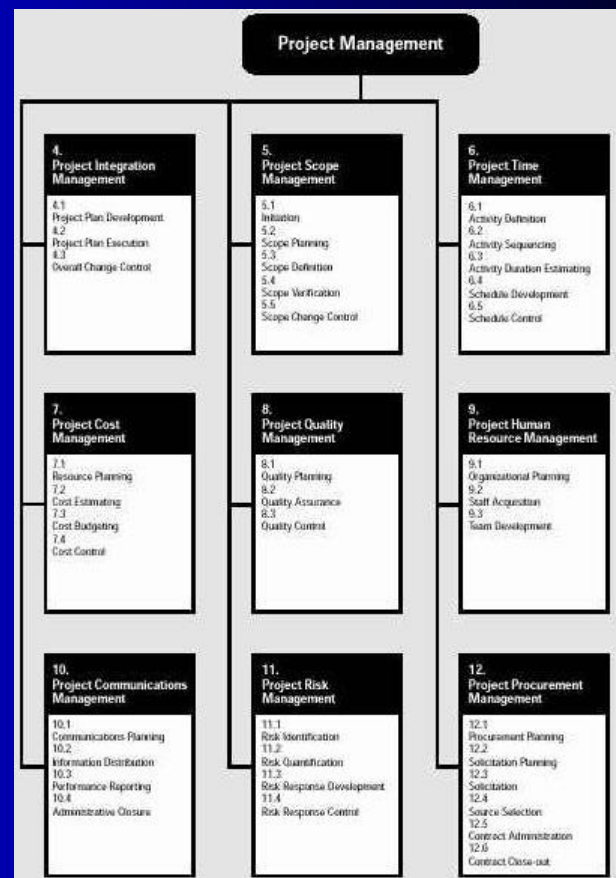
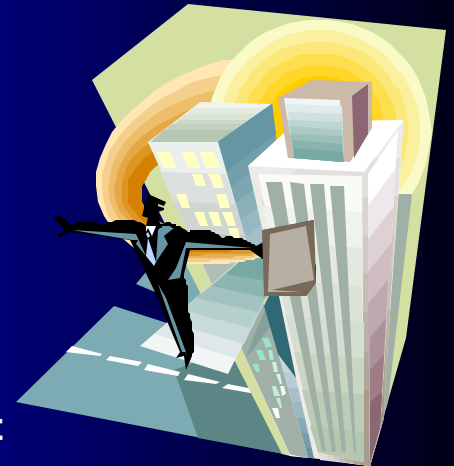
Implementation

Close Down



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



Project Management Knowledge Areas

Project Integration Management

Project Integration Management includes the processes to ensure that various elements of the project are properly coordinated.

It involves making trade-offs among competing objectives and alternatives in order to meet or exceed stakeholder needs and expectations.

- Project Plan Development
- Project Plan Execution
- Integrated Change Control



Project Scope Management

Project Scope Management includes the processes required to ensure that the project includes all the work required and only the work required to successfully complete the project.

It is primarily concerned with defining and controlling what is or is not included in the project.

- Initiation
- Scope Planning
- Scope Definition
- Scope Verification
- Scope Change Control



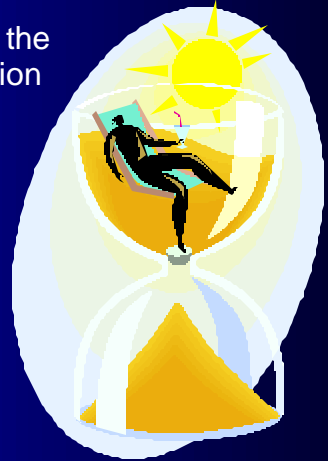
Project Management Knowledge Areas

Project Time Management

- Activity Definition
- Activity Sequencing
- Activity Duration Estimating
- Schedule Development
- Schedule Control

Project Time Management includes the processes to ensure timely completion of the project.

It is primarily concerned with defining and controlling all the project time functions.



Project Cost Management

- Resource Planning
- Cost Estimating
- Cost Budgeting
- Cost Control

Project Cost Management includes the processes to ensure project is completed within the budget.

It is primarily concerned with defining and controlling the entire project cost functions.



Project Management Knowledge Areas

Project Quality Management

- Quality Planning
- Quality Assurance
- Quality Control

Project Quality Management includes the processes to ensure project will satisfy the needs for which it was undertaken.

It includes all activities of the overall management function that determine the quality policy, objectives and responsibilities; they are then implemented by measures such as Quality Planning, Quality Control, Quality Assurance and Quality Improvement within a Quality System.



Project Human Resources Management includes the processes required to make the most effective use of the people involved with the project.

This includes all project Stakeholders: Sponsors, Customers, Individual Contributors and Others, involved both directly and indirectly with the project.

Project Human Resources Management

- Organization Planning
- Staff Acquisition
- Team Development

Project Management Knowledge Areas

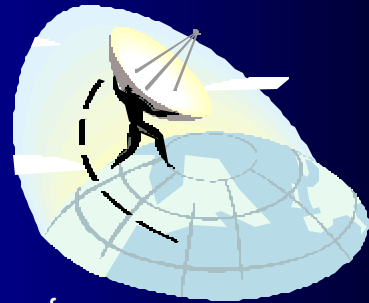
Project Communications Management

- Communications Planning
- Information Distribution
- Performance Reporting
- Administrative Closure

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information.

It provides the critical links among people, ideas and information that are necessary for success.

Everyone involved in the project must be prepared to send and receive information in the project language and must understand how the communications they are involved in as individuals affect the project as a whole.



Project Risk Management

- Risk Management Planning
- Risk Identification
- Qualitative Risk Analysis
- Quantitative Risk Analysis
- Risk Response Planning
- Risk Monitoring and Control

Project Risk Management includes the processes concerned with Identifying, Analyzing and Responding to project risks.

It includes maximizing the results of positive events and minimizing the consequences of adverse events.



Project Management Knowledge Areas

Project Procurement Management

- Procurement Planning
- Solicitation Planning
- Solicitation
- Source Selection
- Contract Administration
- Contract Close-out

Project Procurement Management includes the processes for acquiring goods and services outside the performing organization.

It involves the defining and controlling of all products (goods and services) requisitioned from outside the parent organization for the purpose of facilitating project delivery.



The Project Management Body of Knowledge (PMBOK) is the property of the Project Management Institute. A copy can be obtained directly from their web site at: www.pmi.com

About the Author

Robert Jacobs has consulted on various management issues, developed training programs and personally managing projects in 35 different countries. These projects have varied in budgets from US\$40 Thousand to US\$525 Million and crossed multiple organizational functions, from Information Technology and Industrial Production to Television and Entertainment.

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