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| Project Management Essentials Certified (PMEC) | | |
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# Introduction and Stage of PM

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|  | 1. What is a “Project”  A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end. The project is usually time-constrained, and often constrained by funding or deliverables. The project is undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value 项目是一种临时性的努力，旨在生产具有明确的开始和结束的独特产品、服务或结果。 该项目通常受时间限制，并且通常受到资金或可交付成果的限制。 该项目旨在满足独特的目标和目的，通常是为了带来有益的变化或增值 | |
|  | 1. Characteristics | |
|  |  | * 1. Result-oriented with well-defined objectives |
|  |  | * 1. Measurable products and deliverables |
|  |  | * 1. A plan consisting of a series of well-defined activities   2. Finite resources   3. Defined responsibilities for management of the project |
|  | 1. How Projects Fail   **Poor scheduling:** Bad planning and coordination of resources that leads to suboptimal projects. (资源规划和协调不当，导致项目不理想)  **Business Case:** There is no point to blindly go all the way to the end of a project only to realize that the market has vanished or that the project is no longer beneficial to the company. ( 盲目地一直到项目结束才意识到市场已经消失或项目不再对公司有利是没有意义的。)  **Communications issue**: Inefficient communication between anyone who has interests in the project can be disastrous. Clients need to talk to the project manager about their needs. Stakeholders need to know about the project, the management, the clients, and the team members. The last thing anyone wishes is to deliver a product no one wants. (任何对项目感兴趣的人之间的低效沟通可能是灾难性的。 客户需要与项目经理讨论他们的需求。 利益相关者需要了解项目、管理、客户和团队成员。 任何人最不希望的事情就是交付没有人想要的产品。)  **Clear objectives:** The team need to know exactly what they are trying to achieve. The clients need to know exactly what they are going to receive. Vague objectives are a recipe for failure. ( 团队需要确切地知道他们想要实现的目标。 客户需要确切地知道他们将收到什么。 模糊的目标是失败的秘诀。)  **Quality**: Insufficient attention to quality leads to potential failure, not to mention potential loss of future work. (对质量的关注不足会导致潜在的失败，更不用说未来工作的潜在损失。)  **Vague responsibility**: A project manager who doesn’t know how responsible he or she is may find it difficult to be decisive when it is critical to make firm decisions. This is usually a failure on both sides; the project manager and the project manager’s boss. (不知道自己的责任感的项目经理可能会发现在做出坚定决策至关重要时难以果断。 这通常是双方的失败； 项目经理和项目经理的老板。)  **Resource Estimation**: A project can go over budget when unforeseen circumstances deplete the allocated resources and there is no clear contingency or backup plan. Resources and manpower may also be required for other projects or tasks which can have a large impact on the success of both projects. (当不可预见的情况耗尽分配的资源并且没有明确的应急或备用计划时，项目可能会超出预算。 可能对两个项目的成功产生重大影响的其他项目或任务也可能需要资源和人力)  **Vague progress**: It is critical to know the end quantifiable objective so progress can be measured against the goal. Otherwise, you may not know how far behind you are before it is too late (了解最终可量化的目标至关重要，这样才能根据目标衡量进展。 否则，你可能不知道自己落后了多远，为时已晚) | |
|  | 1. Consideration of Managing a Project  * Identifying requirements * Planning the project by addressing stakeholder needs and expectations * Engaging in active communications with stakeholders * Managing and balancing project constraints of scope, quality, schedule, budget, resources, and risk | |
|  | 1. The five process groups are:  * Initiating the project * Planning the project * Executing the project * Monitoring and controlling the project * Closing the project | |
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