

Project Management Professional



PMP PREPARATION COURSE

6TH EDITION

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/Sayed Mohsen PMP



/PMP TRICKS

PMP Certification Eligibility Requirements

Educational Background

High School Diploma
Associate's Degree or
Global Equivalent

PM Experience

- 60+ Months
- 7,500+ Hours

PM Education

35 Contact Hours

Educational Background

Bachelor's Degree or
Global Equivalent

PM Experience

- 36+ Months
- 4,500+ Hours

PM Education

35 Contact Hours

The Exam Consists Of 5 Basic Domains

| Domains | % of Domain | # of Questions |
|------------------------------------|-------------|----------------|
| Initiating | 13% | 23 |
| Planning | 24% | 42 |
| Executing | 31% | 53 |
| Monitoring and controlling | 25% | 43 |
| Closing | 7% | 14 |
| Total number of scored questions | | 175 |
| Total number of unscored questions | | 25 |
| Total number of questions | | 200 |



**PMI
membership fee
\$129/Year**



**PMP exam fee
for members
\$405**



**PMP exam fee for
non-members
\$555**

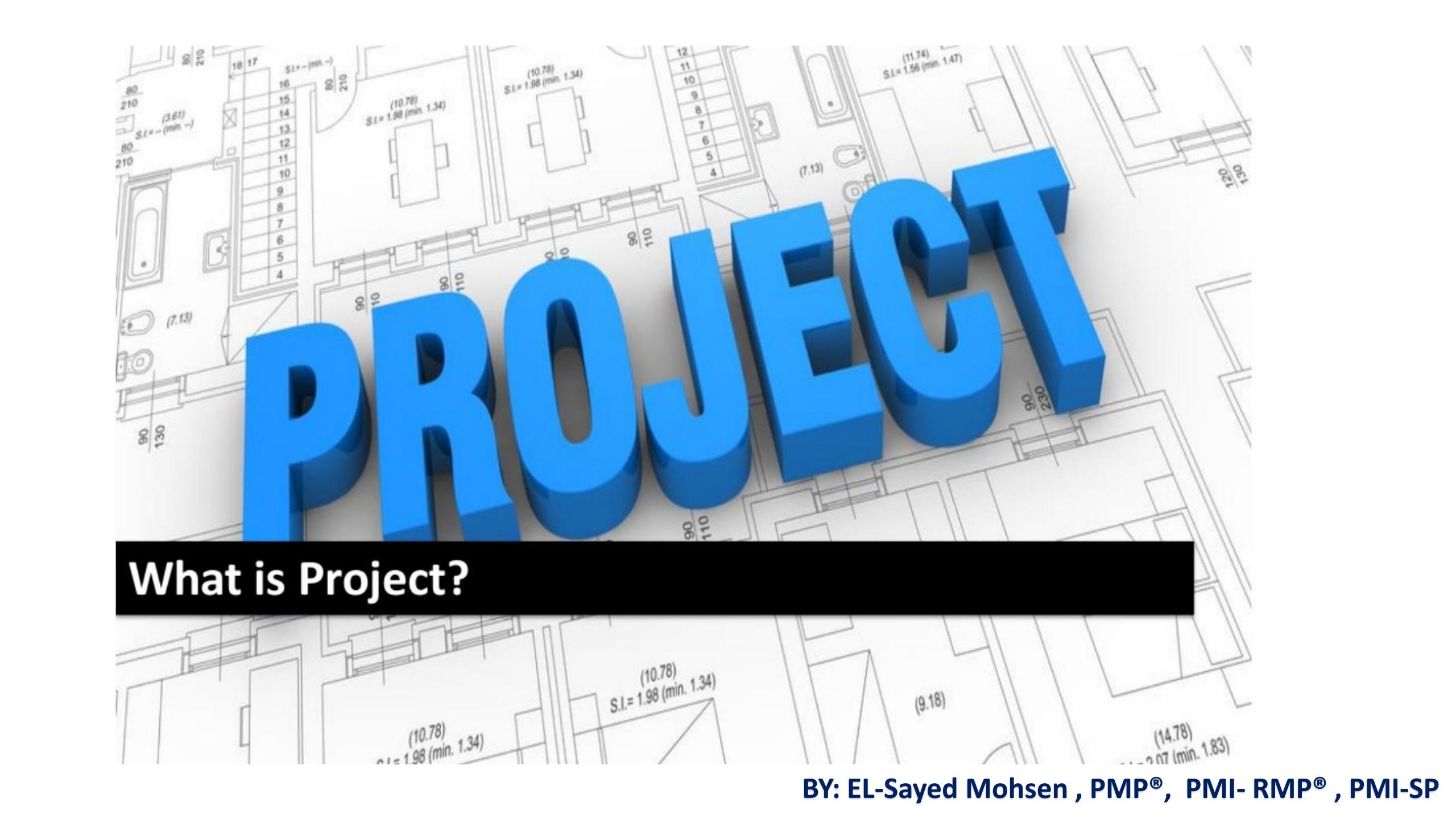
Lecture 1: Project Management Framework

Contents

- 1. What is the Project ?
- 2. What is Project Management?
- 3. Importance of Project Management
- 4. Project, Program, and Portfolio
- 5. PMBOK GUIDE Key Component
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 - 5.4 Project Management Processes
 - 5.5 Project management process group
 - 5.6 Project Management Knowledge Area
- 6. Project Management data and Information
- 7. Tailoring
- 8. Project Management Business Document
- 9. Project influences
- 10. Organizational Structure
- 11. Project Management Office
- 12. The Role of The Project Manager
- 13. Questions



Chapter One Introduction



PROJECT

What is Project?

Lecture 01: Project Management Framework

1. What is the Project ?

Project : A temporary endeavor undertaken to create a unique product, service, or result.

المشروع هو مسعى مؤقت يُتخذ من أجل الوصول لمنتج أو خدمة أو نتيجة متفربدة.

1

Temporary endeavor

المشروع يكون له بداية ونهاية محددة

2

Unique product, service, or result

المنتج، أو الخدمة، أو النتيجة المتفربدة

3

Projects drive change

المشاريع تقود إلى التغيير

4

Projects Enable Business Value Creation

المشاريع تمكن من إنشاء مردود الأعمال

5

Project Initiation Context

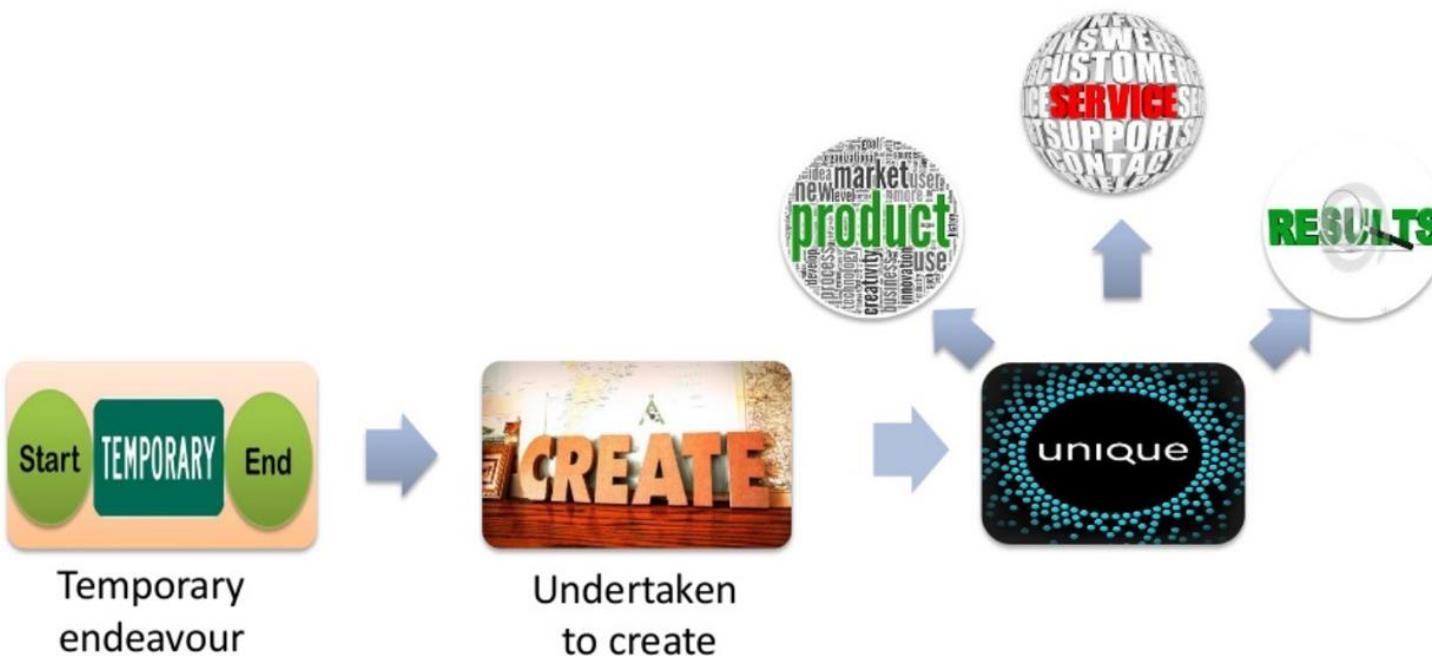
سياق بدء المشاريع

Lecture 01: Project Management Framework

1. What is the Project ?



A project is a temporary endeavour undertaken to create a unique product, service or result.



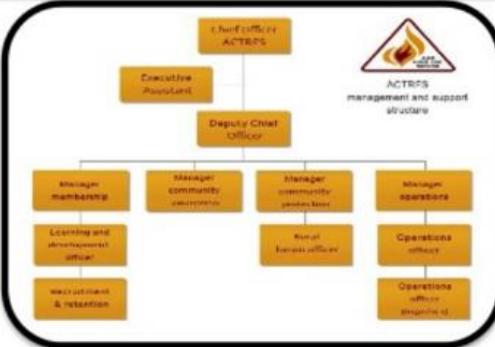
Lecture 01: Project Management Framework

1. What is the Project ?

Example's of Project



Developing a new product



Organization restructuring
(Change in Structure,
process, Staffing)



Developing or acquiring
new Information System
(Software or Hardware)



Conducting a Research



Lecture 01: Project Management Framework

1. What is the Project ?

When Project will end?



The project end is reached when project objectives has been achieved. Project can be:

- Terminated – due to change in strategy or many not be feasible.
- Stopped - When need for project no longer exists.



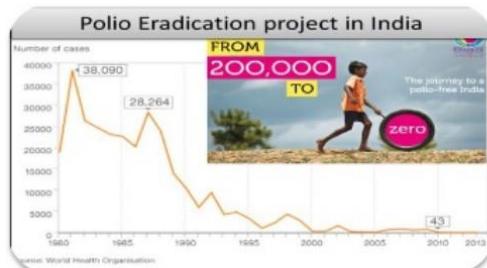
Constructed House
– Objective achieved



Hydropolic Underwater
Hotel- Terminated



Completed Bridge
– Objective achieved



Polio Project –No longer
exists

Lecture 01: Project Management Framework

1. What is the Project ?

**Projects Drive
Change**



المشاريع تقود إلى التغيير

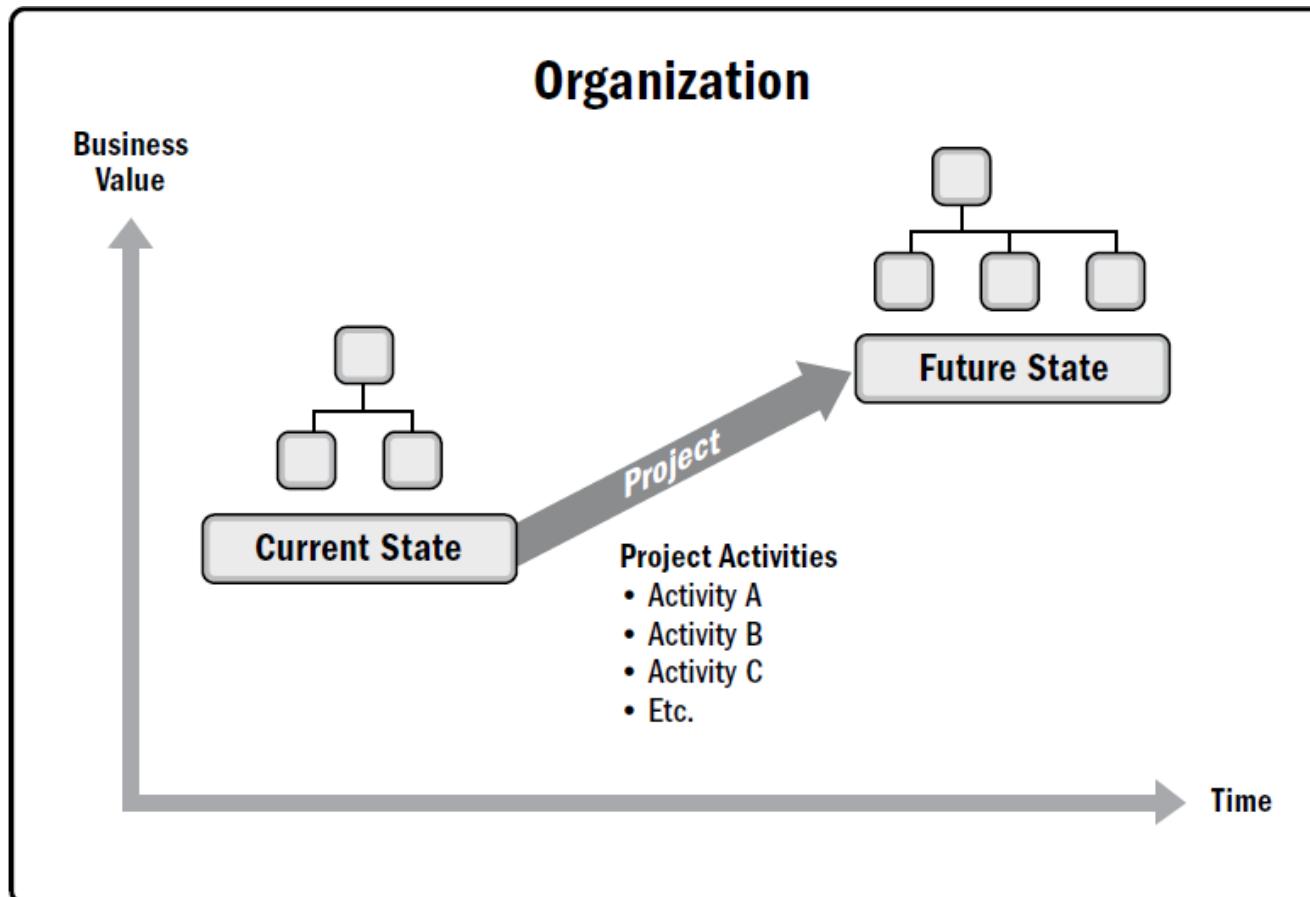
- Projects drive change in organizations المشاريع تقود إلى التغيير في المؤسسات.
- A project is aimed at moving an organization from one state to another state in order to achieve a specific objective. يستهدف المشروع نقل المؤسسة من وضع إلى وضع آخر من أجل تحقيق هدف محدد.
- The successful completion of a project results in the organization moving to the future state and achieving the specific objective. الالكمال الناجح للمشروع ينتج عنه انتقال المؤسسة إلى الوضع المستقبلي وتحقيق الهدف المحدد

Lecture 01: Project Management Framework

1. What is the Project ?

- ❖ Projects drive change

يُسْتَهْدِفُ الْمَشْرُوْعُ نَقْلَ الْمَؤْسَسَةَ مِنْ وَضْعٍ إِلَى وَضْعٍ آخَرَ مِنْ أَجْلِ تَحْقِيقِ هَدْفٍ مُحَدّدٍ.



Lecture 01: Project Management Framework

1. What is the Project ?

Projects Enable Business Value Creation

المشاريع تمكن من إنشاء مردود الأعمال

value is the net quantifiable benefit derived from a business endeavor. The benefit may be tangible, intangible, or both

العناصر المادية

Examples of tangible elements include

- Monetary assets الأصول النقدية
- Utility المرافق
- Tools الأدوات
- Market share الحصة السوقية

العناصر المعنوية

Examples of intangible elements include

- Goodwill القيمة السوقية
- Brand recognition الاعتراف بالعلامة التجارية
- Public benefit المنفعة العامة
- Strategic alignment التوافق الاستراتيجي
- Reputation السمعة

Lecture 01: Project Management Framework

1. What is the Project ?

Project Initiation Context

سياق بدء المشاريع

Satisfy
stakeholder
requests or
needs

Create,
Improve or
fix products,
processes or
services

Implement or
change
business or
technological
strategies

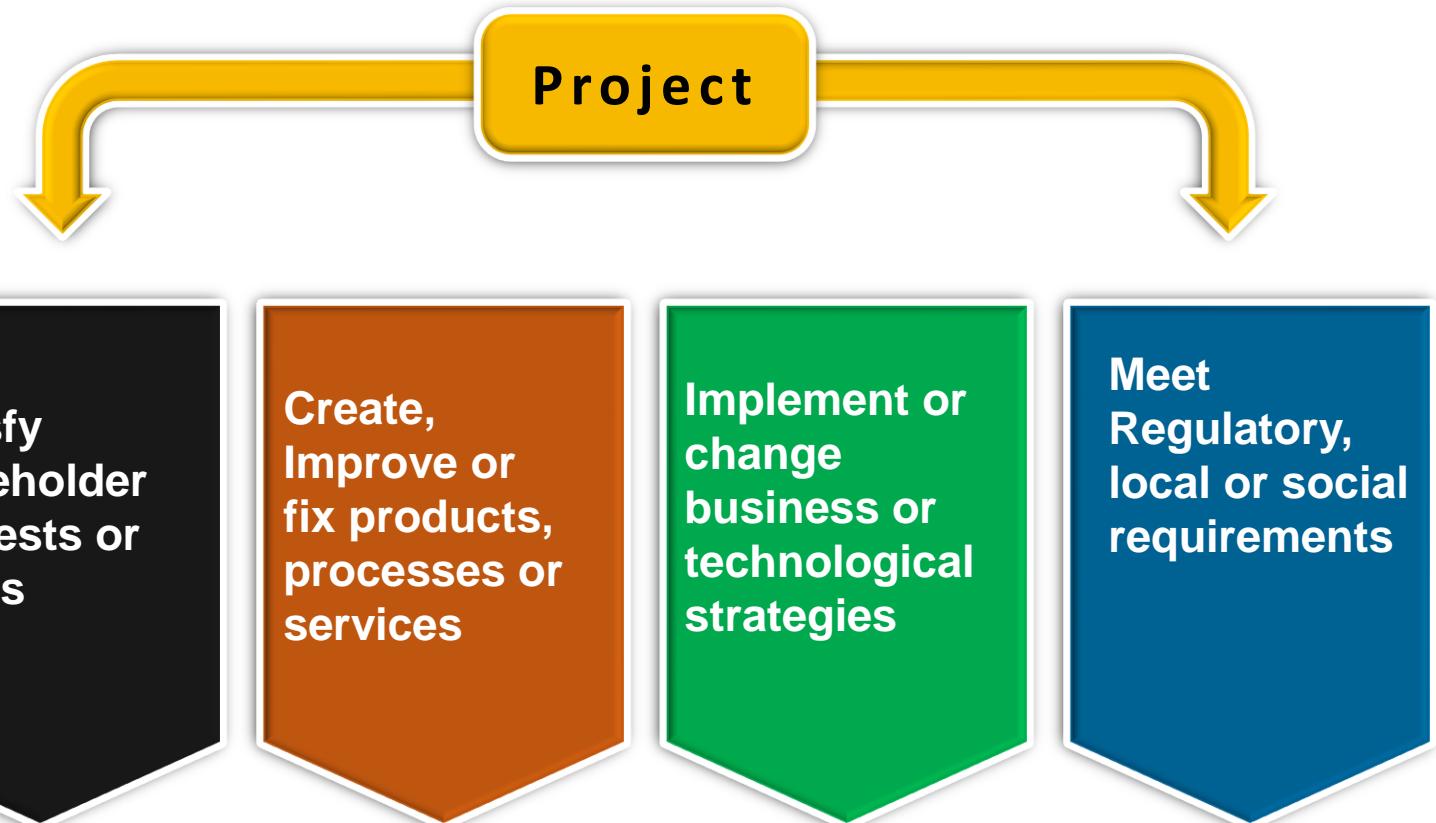
Meet
Regulatory,
local or social
requirements

إرضاء طلبات أو
احتياجات المعينين

إعداد أو تحسين أو
إصلاح المنتجات أو
العمليات أو الخدمات.

تنفيذ أو تغيير الأعمال
أو الاستراتيجيات
الטכנولوجية

تلبية المتطلبات
التنظيمية أو القانونية
أو الاجتماعية



Lecture 01: Project Management Framework

1. What is the Project ?

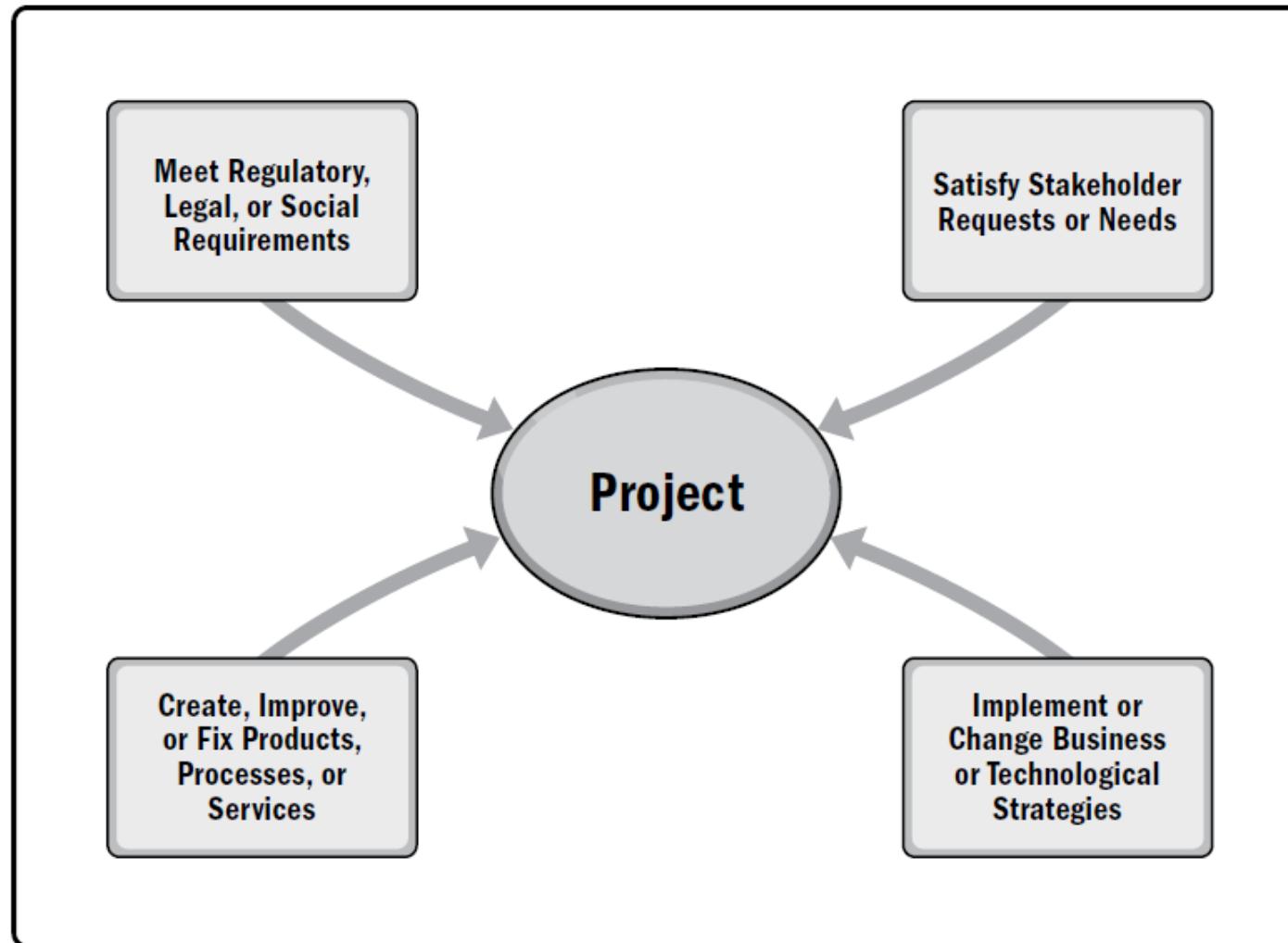


Figure 1-2. Project Initiation Context

Lecture 01: Project Management Framework

1. What is the Project ?

Project's are Authorized because of



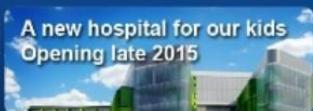
Market demand:

Automobile company building fuel efficient CAR



Strategic & business need:

Company started project to build own research facility to build futuristic technologies.



Social need:

Private company building charity hospital for controlling diseases.



Environmental consideration:

Government authorized new project to clear rivers & river banks.



Customer request:

Customer requested to automate their financial processes.



Technological Advancement:

Mobile company launched new project to build smaller & more powerful mobiles.



Legal requirements:

Project authorised by Taxi company to upgrade security framework as per new government policies.

2. What is Project Management?

ما هي إدارة المشروع؟

The application of knowledge, skills, tools and technique to project activities to meet project requirements.

هي تطبيق للمعارف والمهارات والادوات والاساليب لتحقيق اهداف ومتطلبات المشروع



The Importance of Project Management

Effective project management helps individuals, groups, and public and private organizations to: تساعد الإدارة **الفعالة** للمشاريع الأفراد والمجموعات والمؤسسات العامة والخاصة على ما يلى :

Meet business objectives

تحقيق أهداف الاعمال

Satisfy stakeholder expectations

إرضاء توقعات المعندين

Be more predictable

تكون أكثر قابلية للتوقع

Increase chances of success

زيادة فرص النجاح

Deliver the right products at the right time

تسليم المنتجات الصحيحة في الوقت المناسب

Resolve problems and issues

حل المشكلات والإشكالات

Respond to risks in a timely manner

الاستجابة للمخاطر في الوقت المناسب

The Importance of Project Management

Poorly managed projects or the absence of project management may result in:

أما الإدارة السيئة للمشاريع أو غياب إدارة المشاريع قد يؤدي إلى ما يلي:

Missed deadlines

تجاوز موعيد التسليم

Cost overruns

تجاوز التكاليف

Poor quality

جودة سيئة

Rework

اعادة تنفيذ العمل

Unsatisfied stakeholders

عدم رضاء المعنيين

Loss of reputation for the organization

خسارة سمعة المؤسسة او الشركة

PROJECT

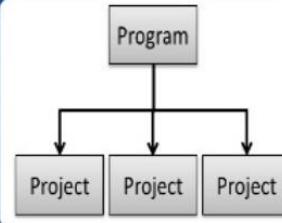
Relationships among Portfolio, Program & Project

BY: EL-Sayed Mohsen , PMP®, PMI- RMP®

Lecture 01: Project Management Framework

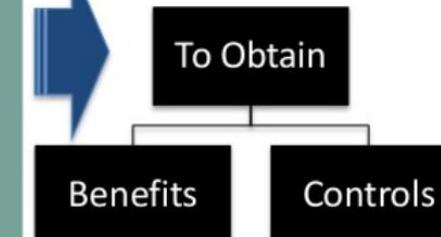
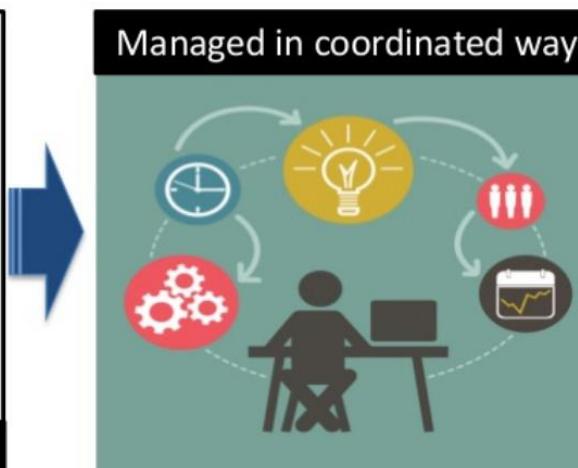
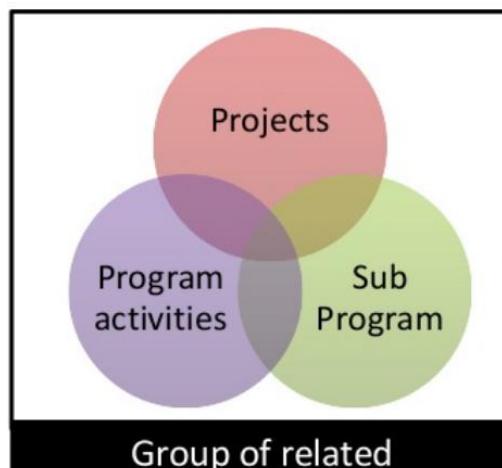
4. Project, Program, Portfolio

What is Program?



A group of related projects, subprograms and program activities managed in a coordinated way.

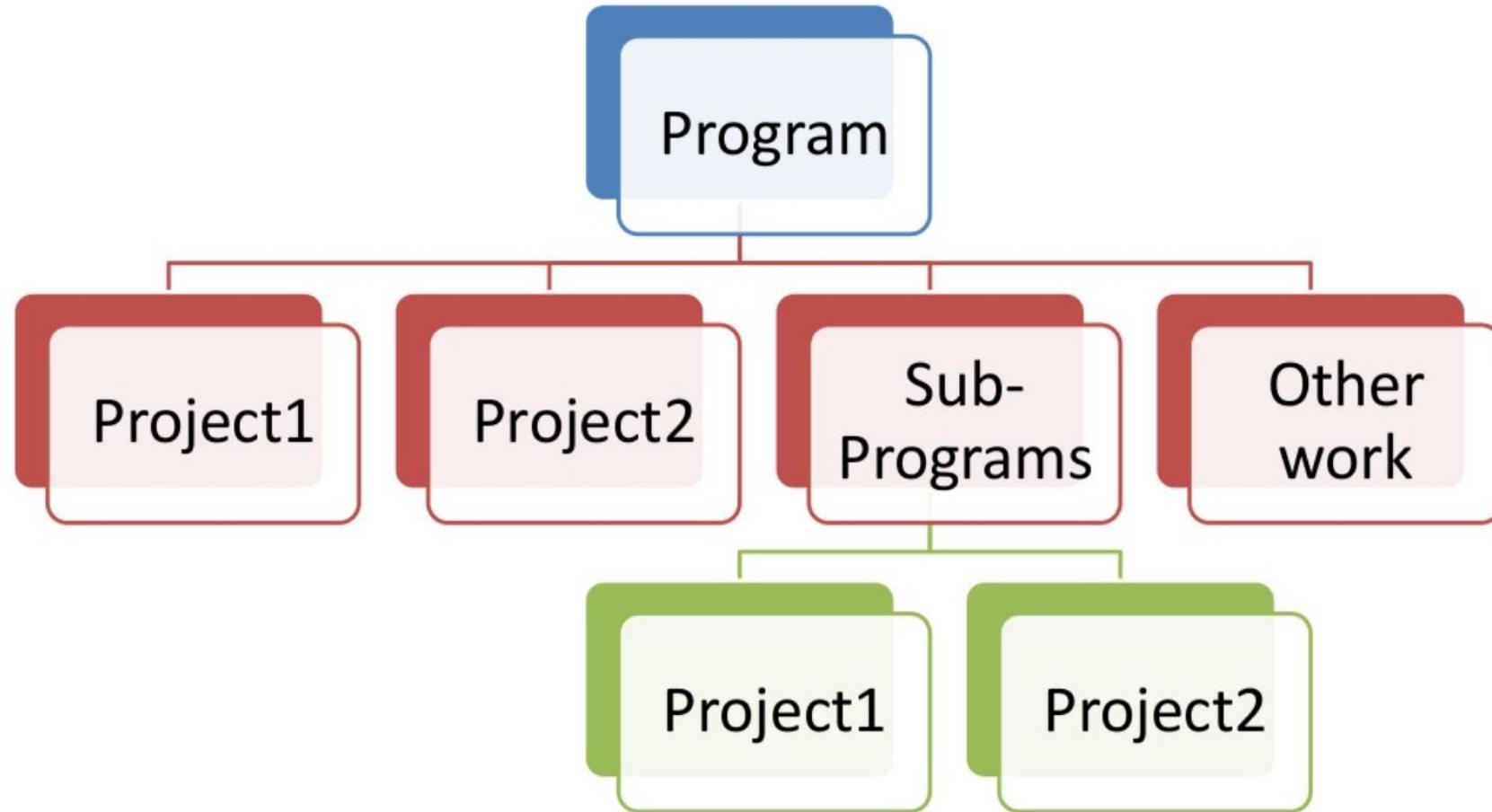
Obtain benefits & control which is not obtainable from managing them individually.



Not obtainable by managing projects individually.

What is Program?

How Program is organized?



Program Example

Example: Setting up Metro.



Building Metro Stations



Acquisition of Metro



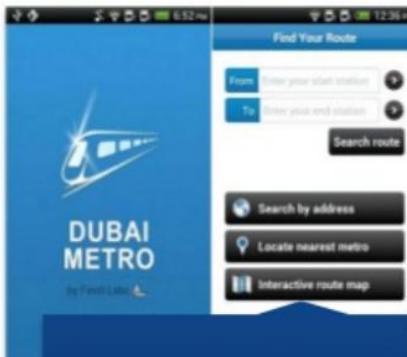
Development of Maintenance facility



Elevated route construction



Metro tracks & signaling



Reservation software



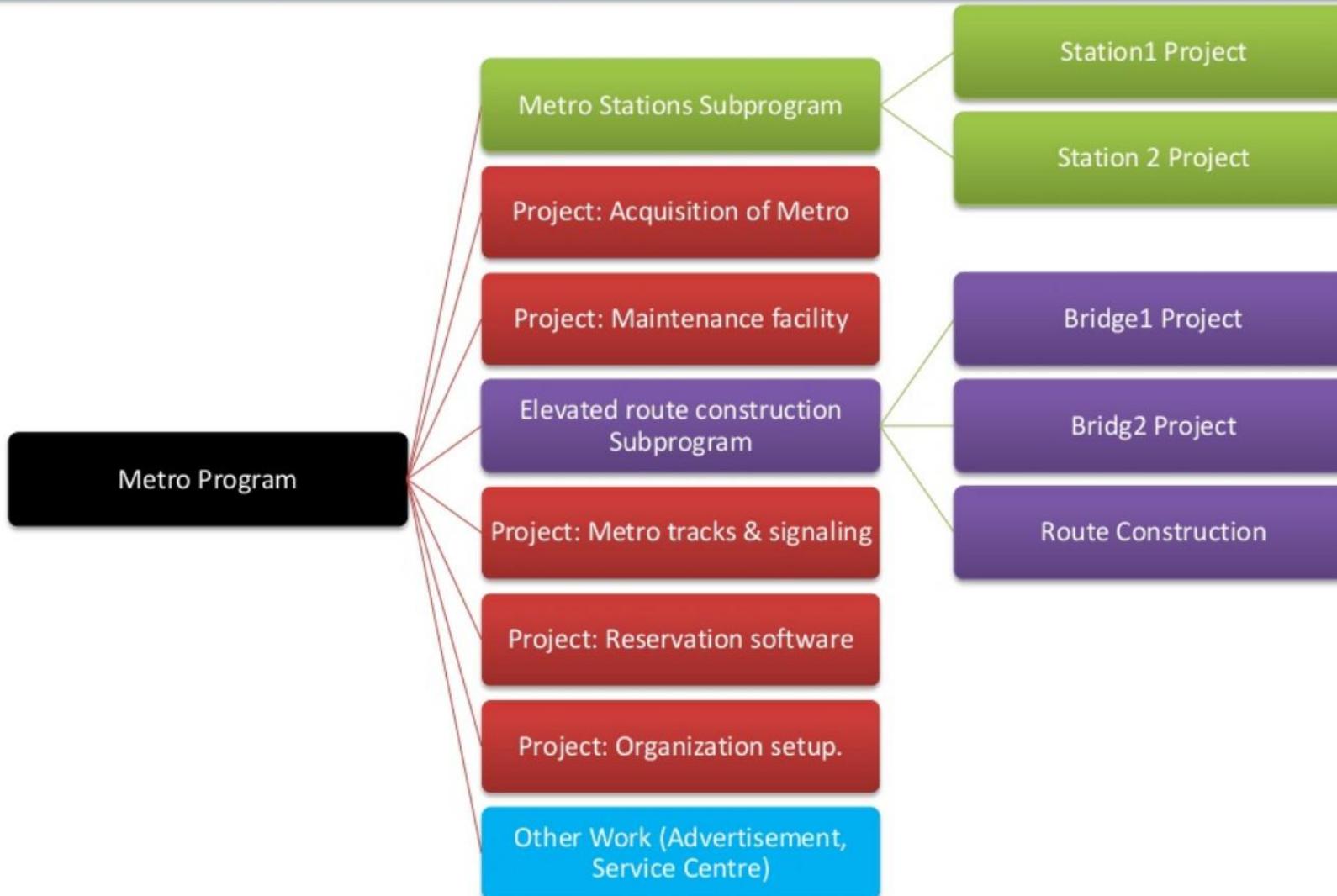
Organization setup.



Other work
(Advertisement, temp. service centre)

Program Example

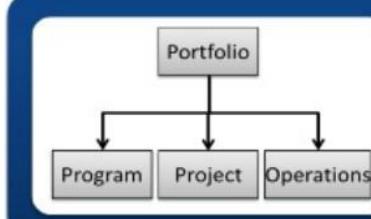
Example: Metro Program



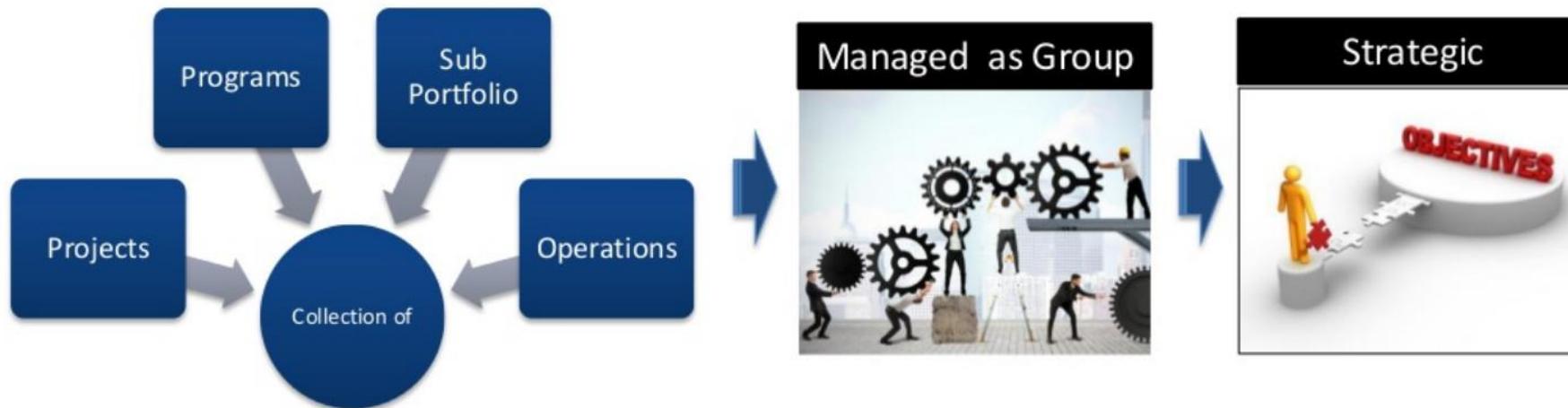
Lecture 01: Project Management Framework

4. Project, Program, Portfolio

What is Portfolio?

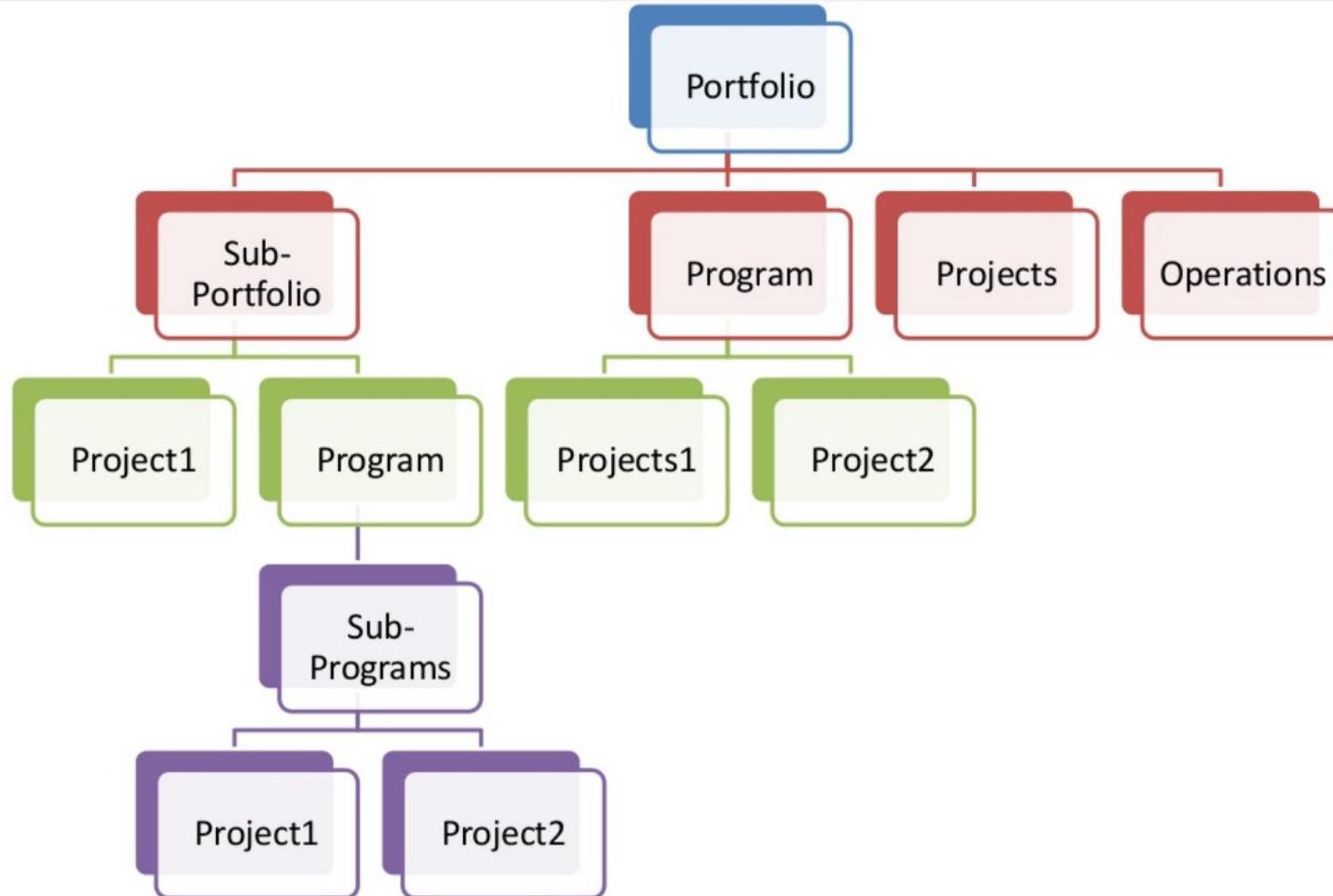


Collection of Projects, programs, sub portfolios and operations managed as a group to achieve strategic objective.



Portfolio Example

How Portfolio is organized?



Portfolio Example

Example: Think of big construction company



Luxury housing



Low cost housing



Villas



Towers



Roads



Bridges



Railway routes



Cricket stadium

Portfolio Example

Example: Construction Company Portfolio



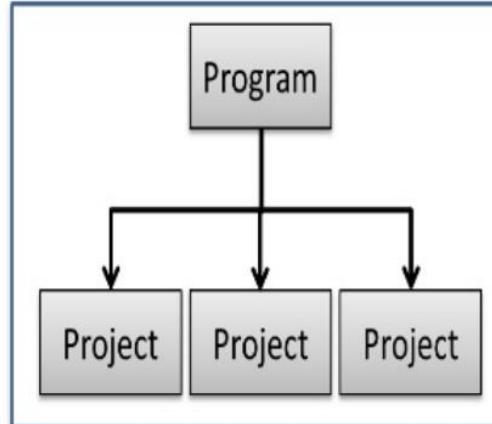
Project, Program & Portfolio summary

Project:



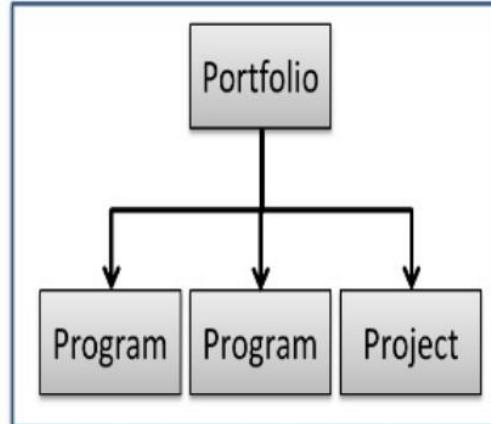
- Individual projects that can be independent or part of the Program.
- They are still considered as part of the Portfolio.

Program:



- A group of related projects, subprograms and program activities managed in a coordinated way.
- Obtain **benefits and control** not obtainable from managing them individually.

Portfolio:

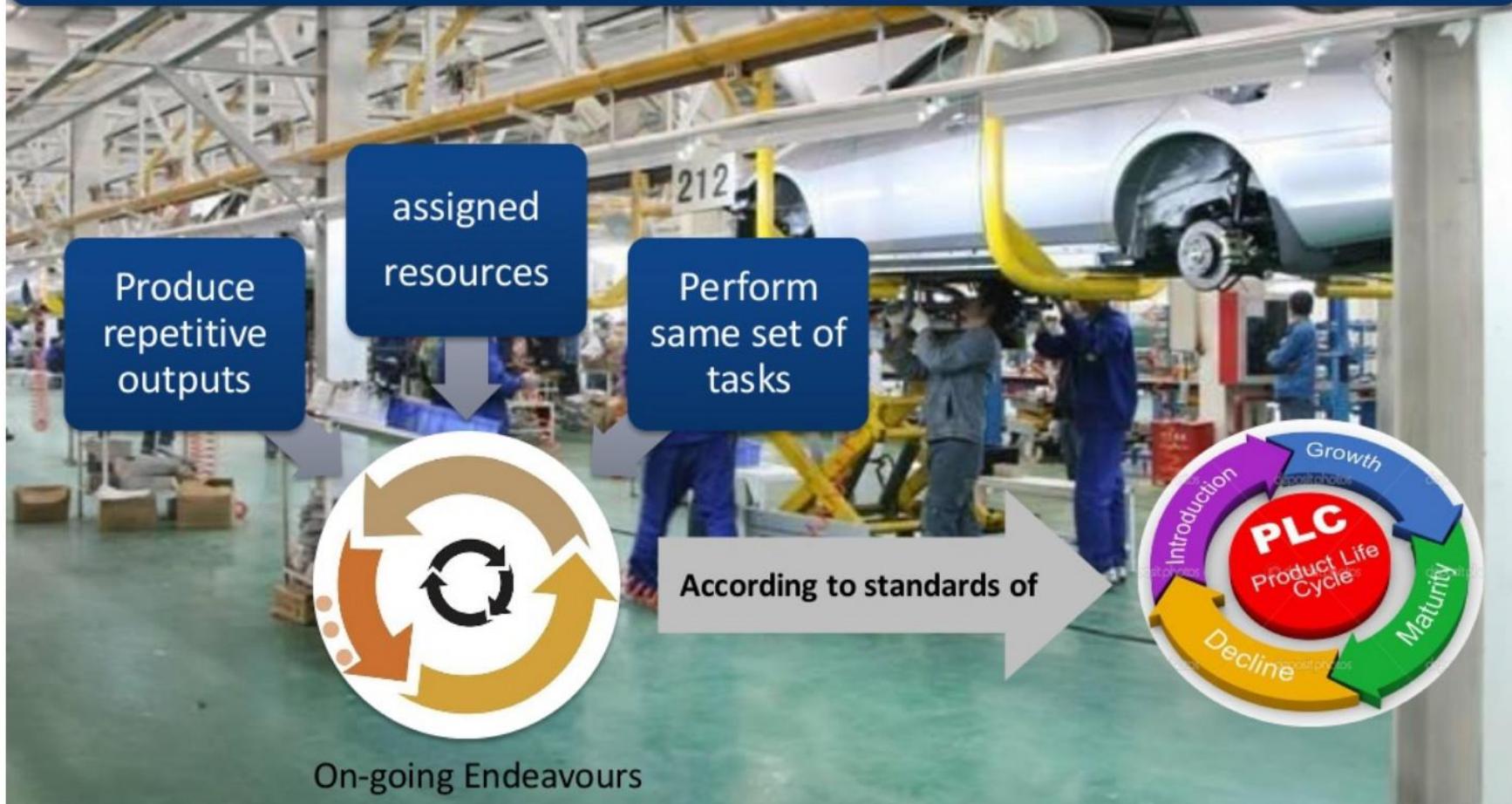


- It is a collection of Projects, programs, sub portfolios and operations managed as a group to achieve **strategic objectives**.
- Not necessarily directly related.

What is Operations?



On-going endeavours that produce repetitive outputs, with resources assigned to perform same set of tasks according to standards institutionalized in a product life cycle.



Project or Operation?



Call Center



Moon Mission



Bridge Construction

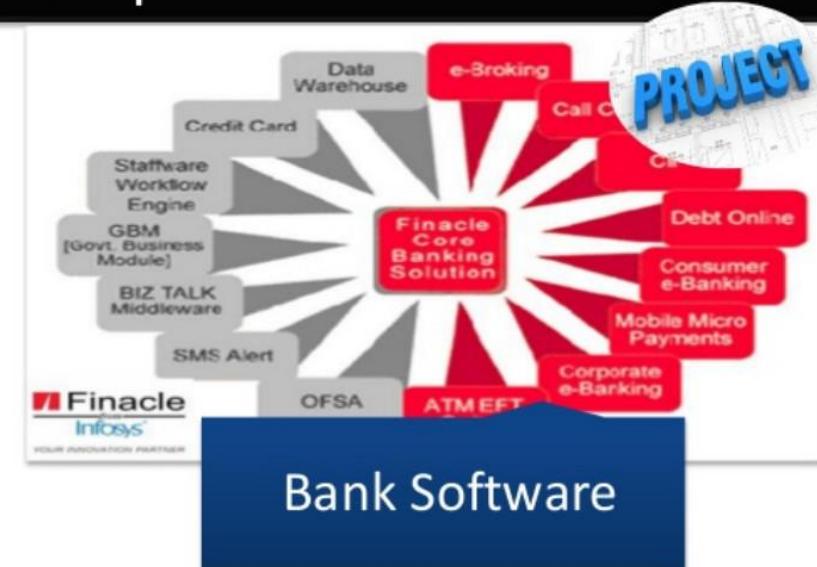


Filling Gas@Petrol Pump

Project or Operation?



Bank Reception



Bank Software



Upgrading to new OS



CAR Manufacturing

Lecture 01: Project Management Framework

4. Project, Program, Portfolio



Project



Operations

4. Project, Program, Portfolio

Projects and Operations

- Both involve employees
- Both typically have limited resources: people, money, or both
- Both are designed, executed, and managed

Projects and Operations

Projects are temporary

- Developing new products or services
- Moving, Adding, Changing, or Deleting
- Implementing new service or solution

Operations are ongoing

- Repetitive actions
- Maintenance
- Core business functions

Lecture 01: Project Management Framework

4. Project, Program, Portfolio

Relationship of Project, Program, Portfolio, and Operations Management

- **Project :** A temporary endeavor undertaken to create a unique product, service, or result.
- **Program :** Group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.

مجموعة من المشاريع المرتبطة بعضها يتم ادارتها بطريقة متناسقة للحصول على فائدة من ذلك.
- **Portfolio :** is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives

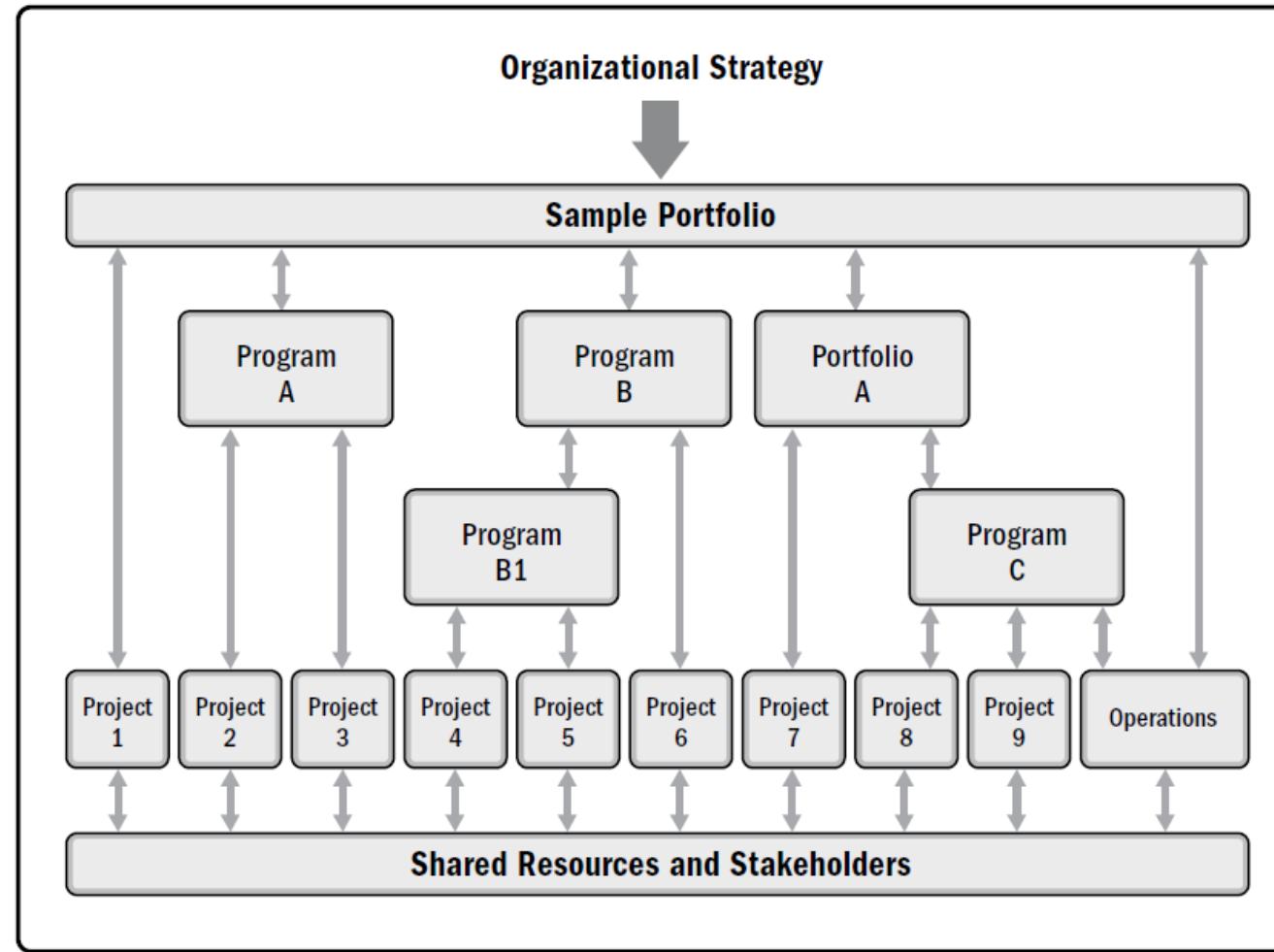
مجموعة من المشاريع او البرامج والمحافظ الفرعية والعمليات التي تدار كمجموعة لتحقيق الأهداف الاستراتيجية .
- **Operational Work :** ongoing production of goods and/or services like manufacturing, production, plant work, and assembly lines.

الأعمال المستمرة مثل الانتاج و التصنيع و خطوط التجميع, و تكون مستمرة (عكس المشاريع)

Lecture 01: Project Management Framework

4. Project, Program, Portfolio

Relationship of Project, Program, Portfolio, and Operations Management



Lecture 01: Project Management Framework

5. PMBOK GUIDE Key Component

Table 1-3. Description of *PMBOK® Guide* Key Components

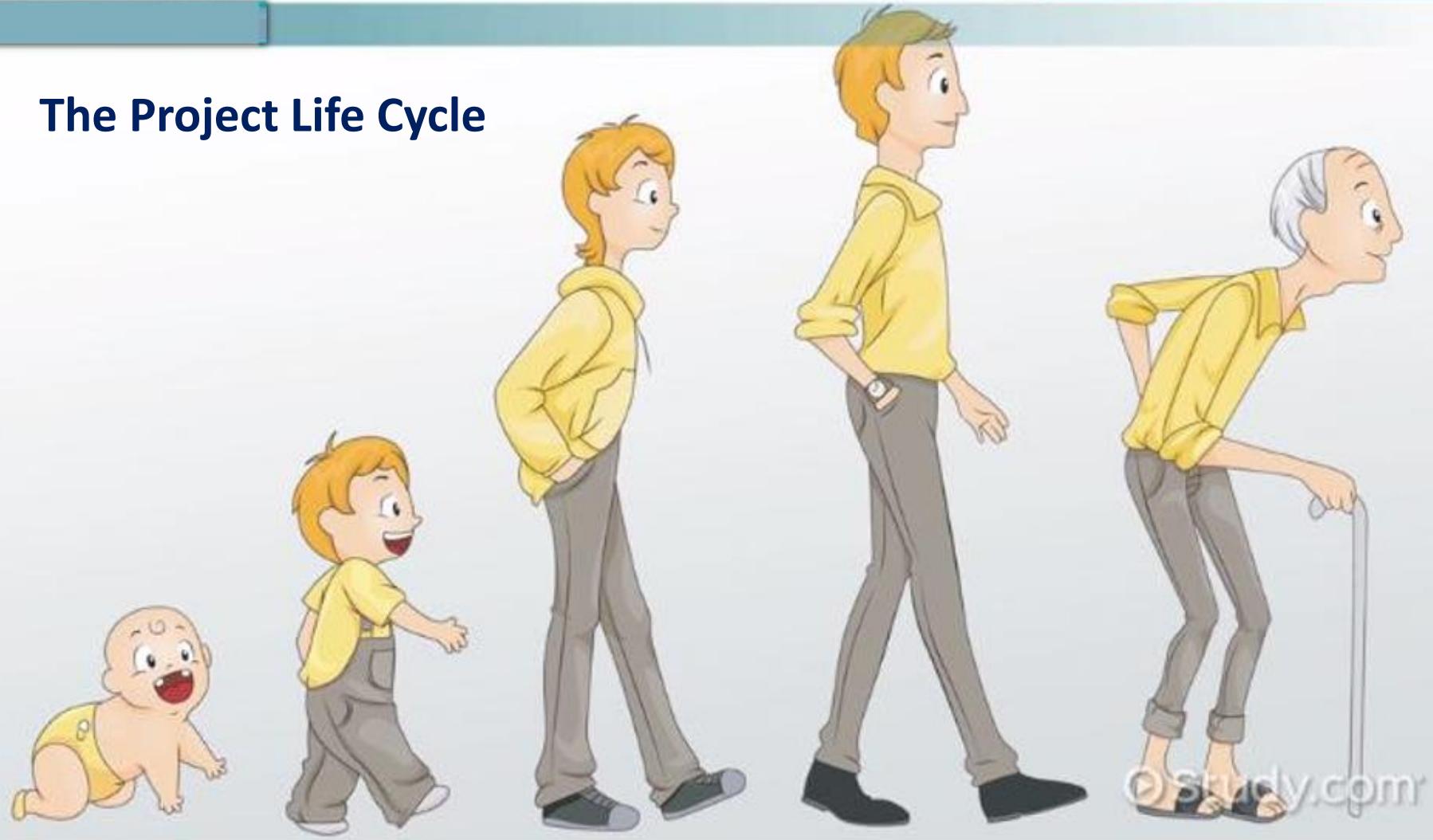


| PMBOK® Guide Key Component | Brief Description |
|---|---|
| Project life cycle (Section 1.2.4.1) | The series of phases that a project passes through from its start to its completion. |
| Project phase (Section 1.2.4.2) | A collection of logically related project activities that culminates in the completion of one or more deliverables. |
| Phase gate (Section 1.2.4.3) | A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a program or project. |
| Project management processes (Section 1.2.4.4) | A systematic series of activities directed toward causing an end result where one or more inputs will be acted upon to create one or more outputs. |
| Project Management Process Group (Section 1.2.4.5) | A logical grouping of project management inputs, tools and techniques, and outputs. The Project Management Process Groups include Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Project Management Process Groups are not project phases. |
| Project Management Knowledge Area (Section 1.2.4.6) | An identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques. |

Lecture 01: Project Management Framework

5.1 The Project Life Cycle

- The Project Life Cycle



Construction

Feasibility

Planning

Design

Production

Handover

IT Project

Requirement

Design

Program

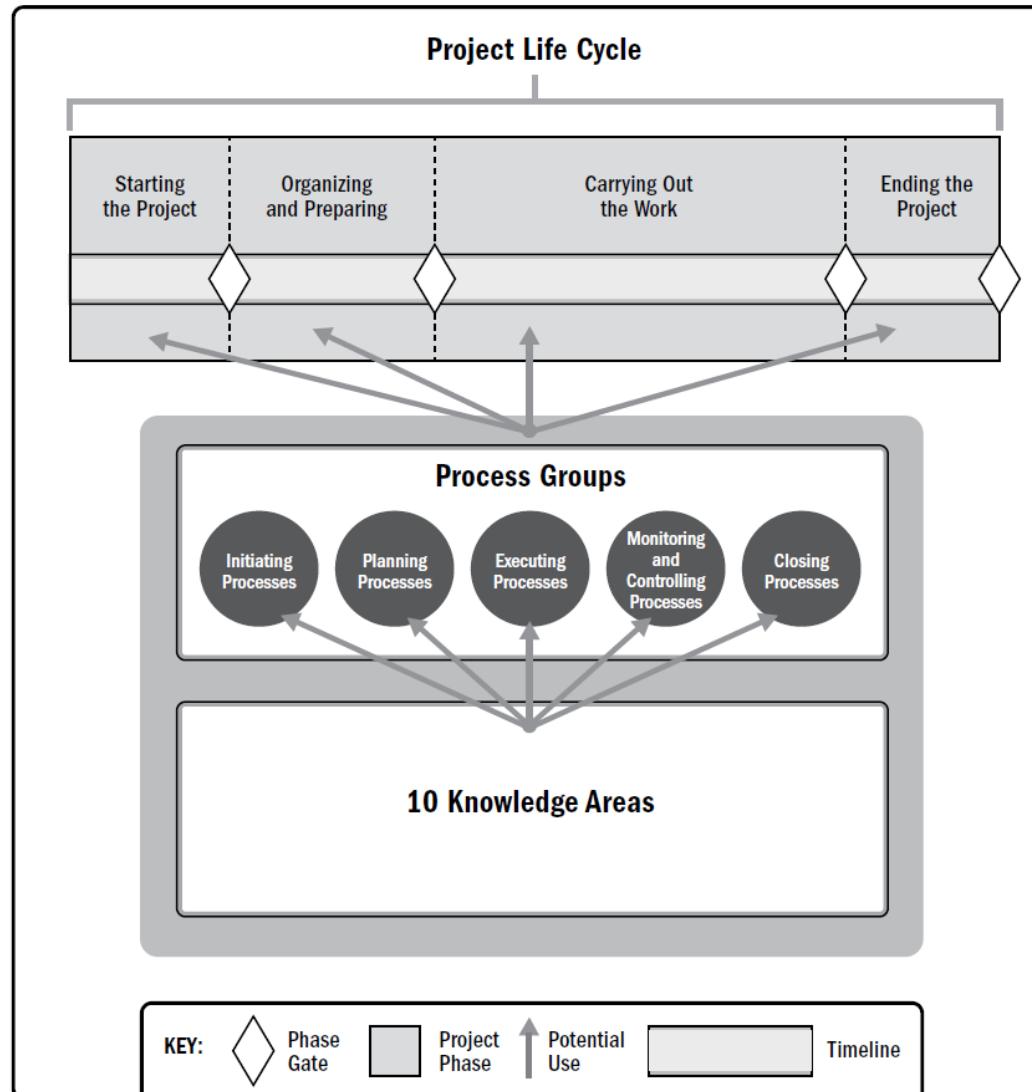
Test

Implement

Handover

Lecture 01: Project Management Framework

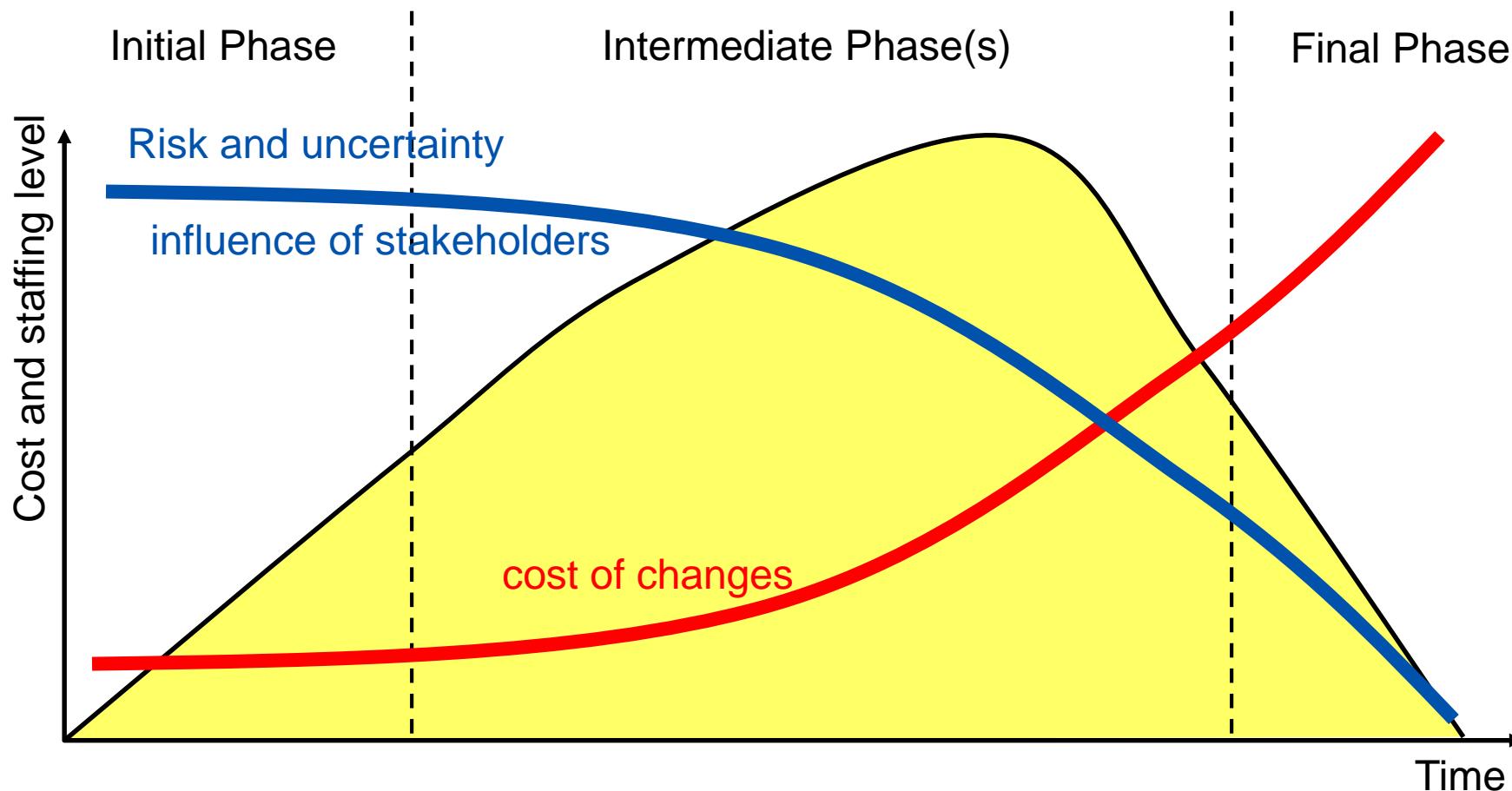
5.1 The Project Life Cycle



Lecture 01: Project Management Framework

5.1 The Project Life Cycle

- المخاطر و الغموض و تأثير اصحاب المصلحة يكون اكبر ما يمكن في بداية المشروع ثم تقل بعد ذلك
 - تكاليف التغيير تكون اقل ما يمكن في بداية المشروع ثم تزید مع تقدم العمل في المشروع



5.1 Project and development Life Cycle

1- Predictive life cycle

دورة الحياة التنبؤية

2- Iterative life cycle

دورة الحياة المتكررة

3- Incremental life cycle

دورة الحياة المتزايدة

4- Adaptive life cycles

دورات الحياة المتكيفة

5- A hybrid life cycle

دورة الحياة الهجين

5.1 Project and development Life Cycle

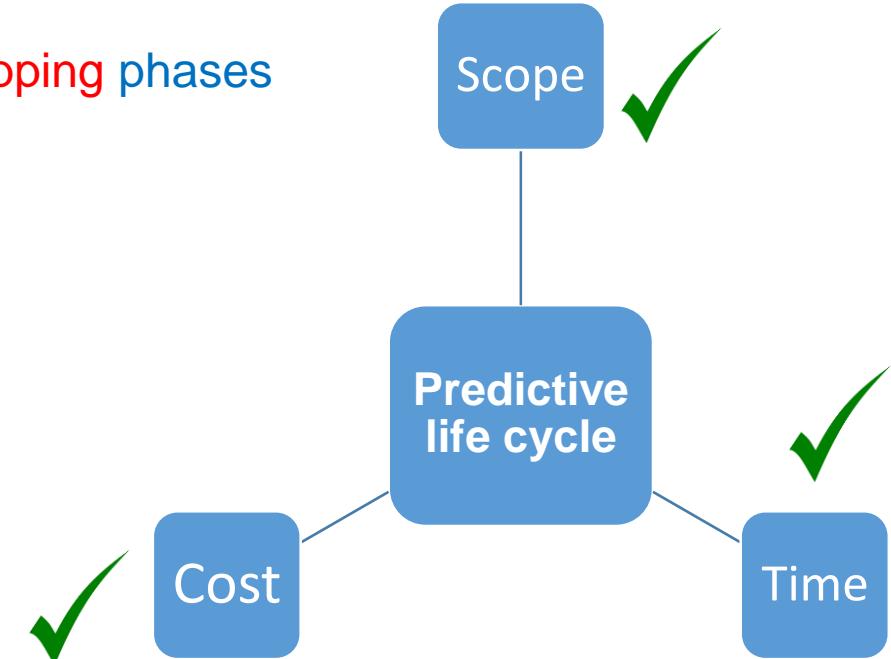
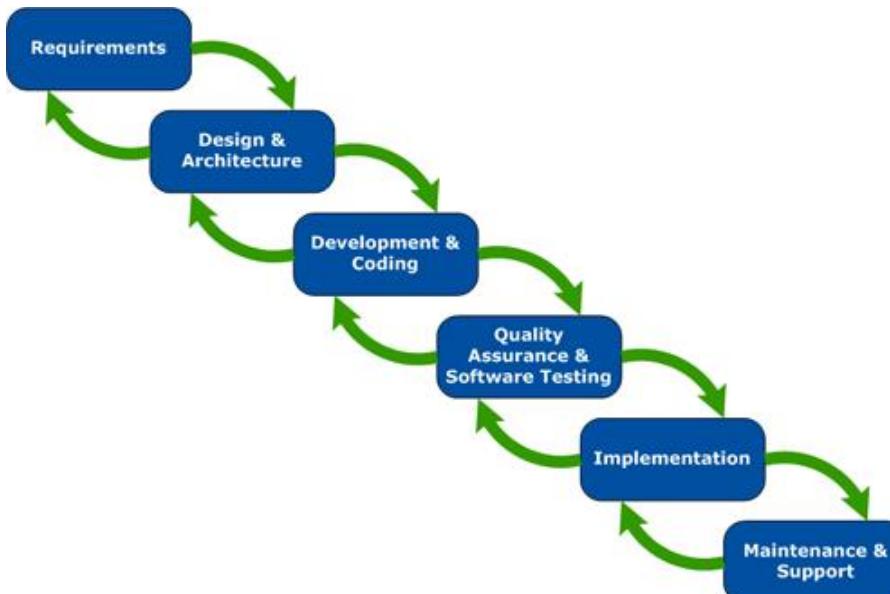
1- Predictive life cycle

دورة الحياة التنبؤية

- The project scope, time, and cost are determined in the **early** phases of the life cycle.
- Any **changes** to the scope are **carefully managed**.
- May also be referred to as **waterfall life cycles**.
- These project proceed through a series of **sequential or overlapping phases**

أي تغييرات تطرأ على النطاق تدار بعناية

كما يمكن الإشارة بأنها دورات الحياة القائمة على النموذج الشلال.



5.1 Project and development Life Cycle

2- Iterative life cycle

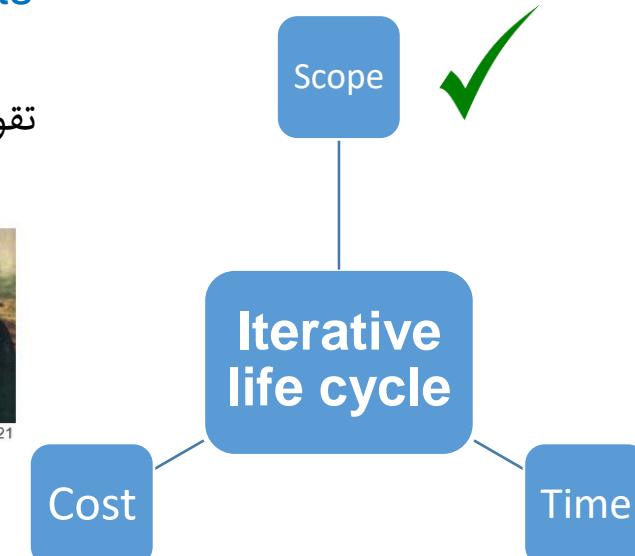
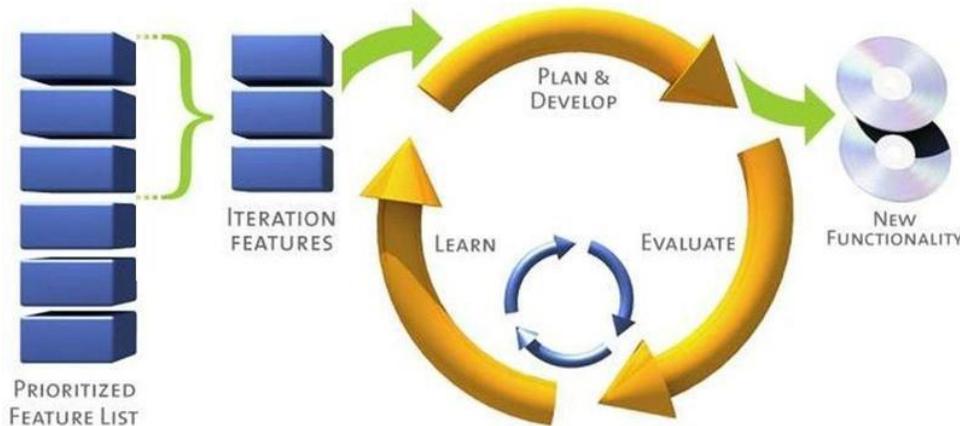
دورة الحياة المتكررة

- The project scope is generally determined early in the project life cycle, but time and cost estimates are routinely modified as the project team's understanding of the product increases.

يحدد نطاق المشروع بصفة عامة مبكراً في دورة حياة المشروع، ولكن تعدل تقديرات الوقت والتكلفة تعديلاً روتينياً حسب فهم فريق المشروع للزيادات في المنتج.

Iterations develop the product through a series of repeated cycles. while increments successively add to the functionality of the product.

تقوم التكرارات بتطوير المنتج من خلال سلسلة من الدورات المتكررة بينما تضيف الزيادات إلى وظائف المنتج بصورة متتابعة

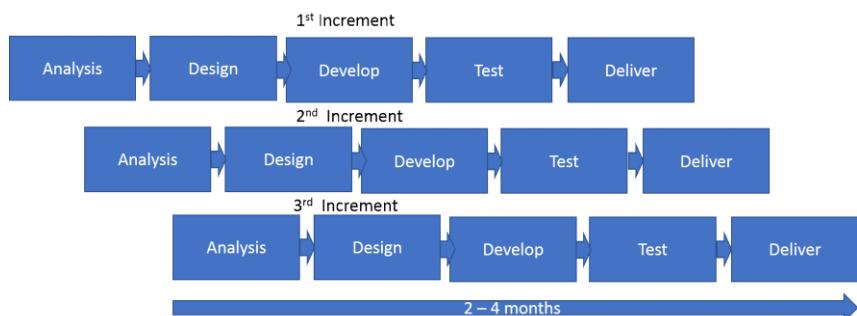


5.1 Project and development Life Cycle

3- Incremental life cycle

دورة الحياة المتزايدة

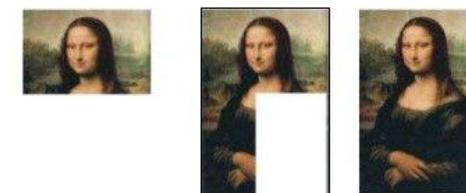
- The deliverable is produced through a series of iterations that successively add functionality within a predetermined time frame. تُنتج التسليمات من خلال سلسلة من التكرارات التي تضيف الوظائف بصورة متتابعة في إطار زمني محدد مسبقاً.
- The deliverable contains the necessary and sufficient capability to be considered complete only after the final iteration. وتحتوي التسليمات على القدرة الضرورية والكافية لكي تعتبر كاملة بعد التكرار النهائي فقط.



BUILD PROJECTS ITERATIVE VS. INCREMENTAL

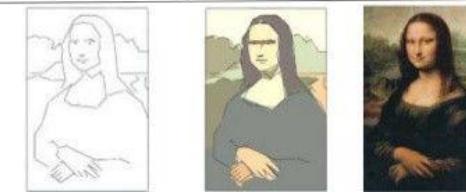
Painting of the Mona Lisa

Incremental

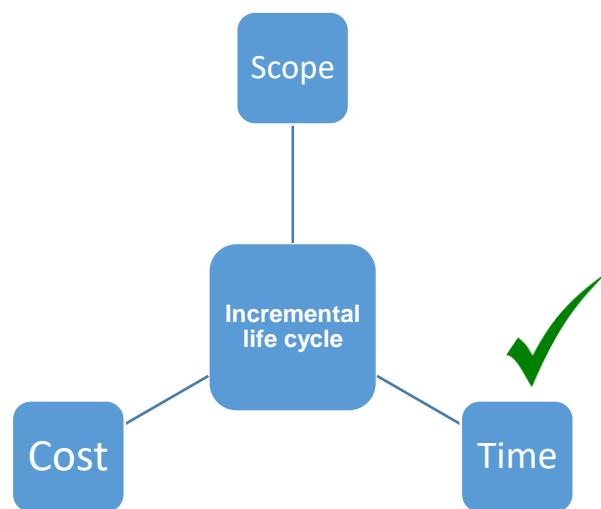


Woman in Pastoral Settings

Iterative



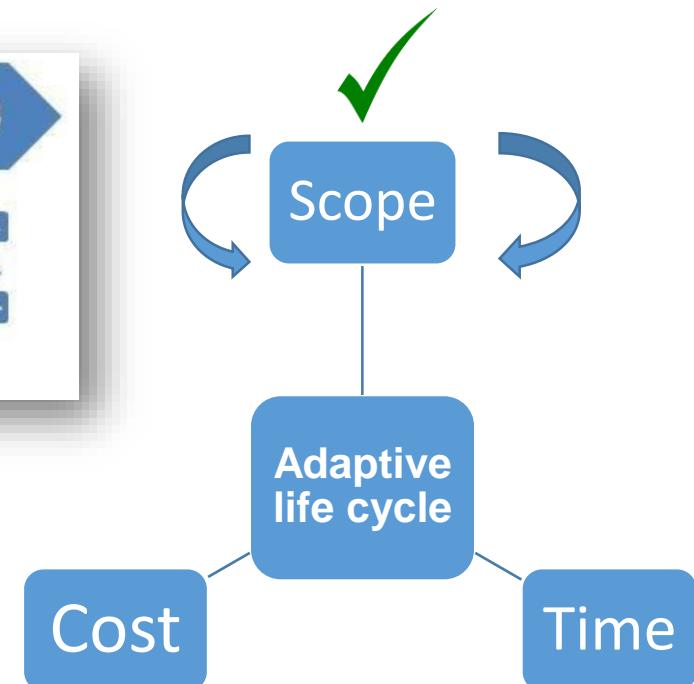
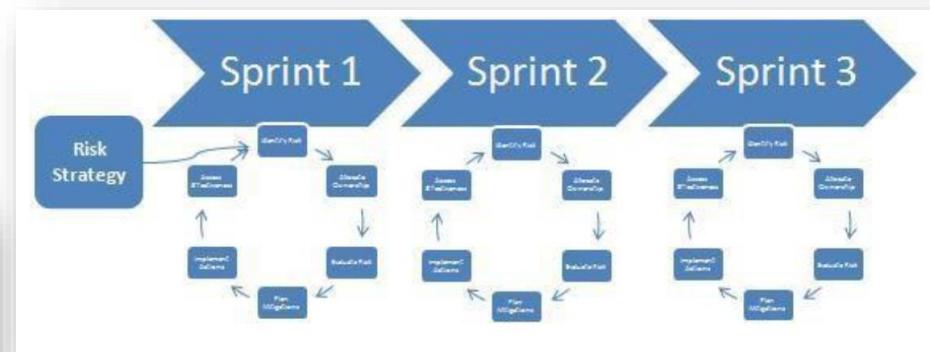
Scope



5.1 Project and development Life Cycle

دورات الحياة المتكيفية رشيقية أو تكرارية أو متزايدة دورة الحياة المتكيفية

- The detailed scope is defined and approved before the start of an iteration.
يحدد النطاق التفصيلي ويعتمد قبل بداية التكرار
- Adaptive life cycles are also referred to as agile or change-driven life cycles. See Appendix X3.



5.1 Project and development Life Cycle

5- A hybrid life cycle

دورة الحياة الهجين

- Is a combination of a **predictive** and an **adaptive** life cycle. هي مزيج من دورة الحياة التنبؤية والمتكيفة
- Those **elements** of the project that are well known or have **fixed requirements** follow a predictive development life cycle, and those elements that are **still evolving** follow an adaptive development life cycle.



Note

- It is up to the project management team to determine the best life cycle for each project
- The project life cycle needs to be flexible enough to deal with the variety of factors included in the project

5.1 Project and development Life Cycle

- It is up to the project management team to determine the best life cycle for each project
- The project life cycle needs to be **flexible** enough to deal with the variety of factors included in the project

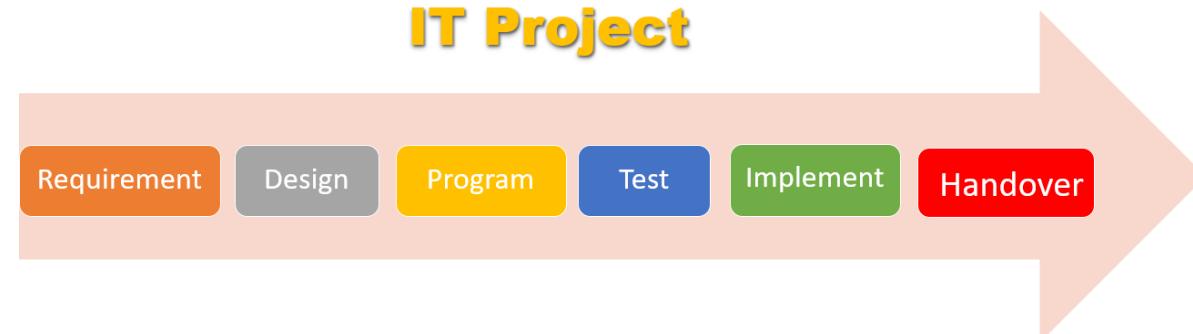
Life cycle flexibility may be accomplished by:

- Identifying the process or processes needed to be performed **in each phase**,
تحديد العملية أو العمليات التي يجب إجرائها في كل مرحلة
- Performing the process or processes identified in the appropriate phase,
إجراء العملية أو العمليات المحددة في المرحلة المناسبة
- Adjusting the various attributes of a phase (e.g., name, duration, exit criteria, and entrance criteria).
ضبط السمات المختلفة للمرحلة على سبيل المثال: الاسم، والمدة، ومعايير الخروج، ومعايير الدخول.

What is the difference between Project Life Cycle and development Life Cycle ?

- ✓ **Project Life Cycle** The series of phases that a project passes through from its start to its completion.

هي المراحل التي يمر بها المشروع من البداية الى النهاية وتختلف باختلاف المجال او الصناعة



- ✓ **Development Life Cycle**

دورة حياة التطوير

هو النهج الذى سوف يتبع خلال تطوير المنتج

Predictive (Waterfall)

يستخدم في المشاريع المعرف نطاق العمل فيها وواضح

Adaptive

تناسب مع المشاريع المعقدة والكبيرة ونطاق العمل فيها غير واضح ويوجد كثير من المخاطر

5.1 Project and development Life Cycle

Product life cycle:

The series of phases that represent the evolution of product, from concept through delivery, growth, maturity, and to retirement.

Product Life Cycle versus Project Life Cycle



Lecture 01: Project Management Framework

5.2 Project Phase

Table 1-3. Description of *PMBOK® Guide* Key Components

| PMBOK® Guide Key Component | Brief Description |
|--|---|
| Project life cycle (Section 1.2.4.1) | The series of phases that a project passes through from its start to its completion. |
| Project phase (Section 1.2.4.2) | A collection of logically related project activities that culminates in the completion of one or more deliverables. |
| Phase gate (Section 1.2.4.3) | A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a program or project. |
| Project management processes (Section 1.2.4.4) | A systematic series of activities directed toward causing an end result where one or more inputs will be acted upon to create one or more outputs. |
| Project Management Process Group (Section 1.2.4.5) | A logical grouping of project management inputs, tools and techniques, and outputs. The Project Management Process Groups include Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Project Management Process Groups are not project phases. |
| Project Management Knowledge Area (Section 1.2.4.6) | An identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques. |



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5.2 Project Phase



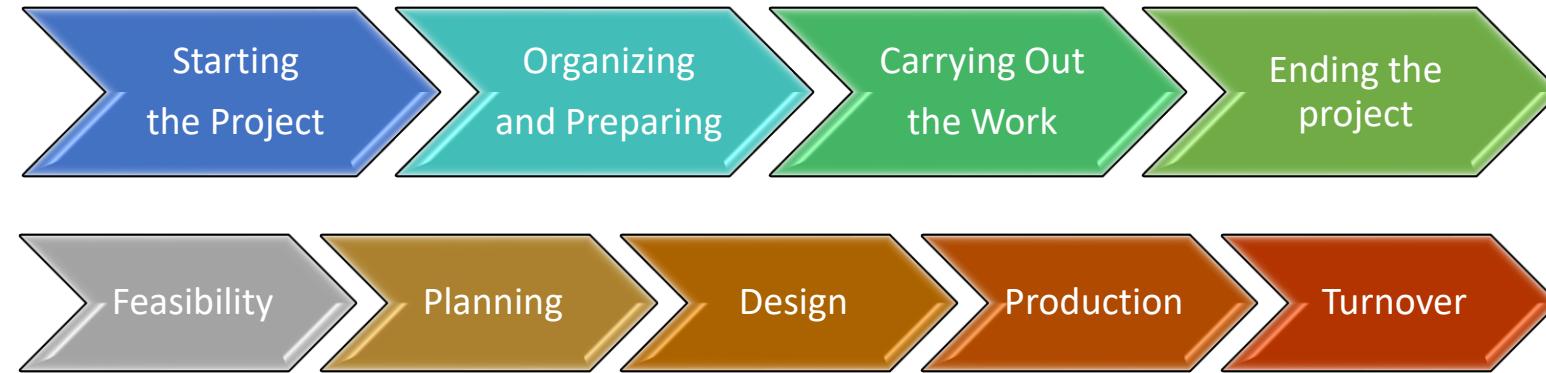
- A project phase is a collection of logically related project activities that culminates in the completion of one or more deliverables.

The phases in a life cycle can be described by a variety of **attributes**. Attributes may be measurable and unique to a specific phase. Attributes may include but are not limited to:

- Name (e.g., Phase A, Phase B, Phase 1, Phase 2, proposal phase),
- Number (e.g., three phases in the project, five phases in the project),
- Duration (e.g., 1 week, 1 month, 1 quarter),
- Resource requirements (e.g., people, buildings, equipment),
- Entrance criteria for a project to move into that phase (e.g., specified approvals documented)
- Exit criteria for a project to complete a phase (e.g., documented approvals, completed documents, completed deliverables).

Lecture 01: Project Management Framework

5.2 Project Phase



➤ Projects may be separated into distinct **phases** or subcomponents. These phases or subcomponents are generally given names that indicate the type of work done in that phase. Examples of phase names include but are not limited to:

- Concept development,
- Feasibility study,
- Customer requirements,
- Solution development,
- Design,
- Prototype,
- Test,
- Build,
- Transition,
- Commissioning,
- Milestone review
- Lessons learned.

Lecture 01: Project Management Framework

5.2 Project Phase



- The project phases may be established based on various factors including, but not limited to:
- Management needs.
 - Nature of the project.
 - Unique characteristics of the organization, industry, or technology.
 - Project elements including, but not limited to, technology, engineering, business, process, or legal
 - Decision points (e.g., funding, project go/no-go, and milestone review).



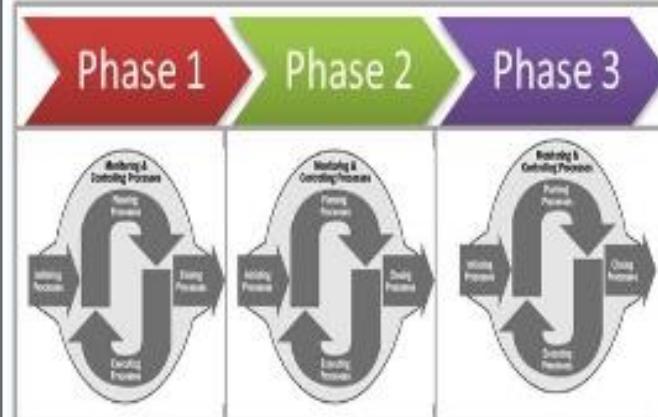
Using multiple phases may provide better insight to managing the project. It also provides an opportunity to assess the project performance and take necessary corrective or preventive actions in subsequent phases. A key component used with project phases is the **phase review**

Lecture 01: Project Management Framework

5.2 Project Phase

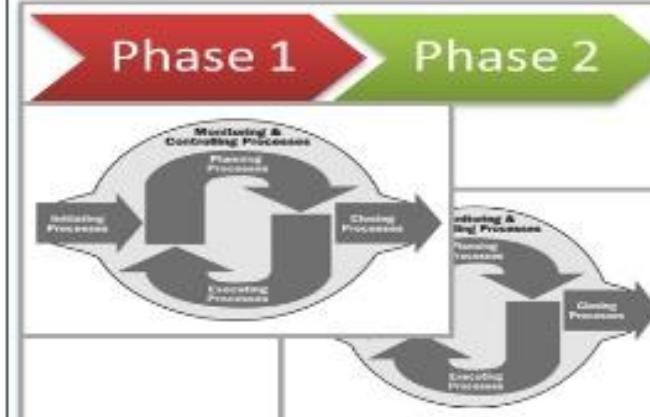
Phase to Phase relationship

Sequential



- Next Phase starts only when previous phase is completed
- Reduces uncertainty
- Eliminate options to reduce schedule

Overlapping



- Phases starts before completion of previous phase
 - Fast tracking
 - Additional Resources
 - Increase Risk
 - Result in Rework

Lecture 01: Project Management Framework

5.3 Phase Gate

Table 1-3. Description of *PMBOK® Guide* Key Components

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Lecture 01: Project Management Framework

5.3 Phase Gate

A phase gate, is held at the **end** of a phase. The project's **performance and progress** are compared to **project and business documents** including but not limited to:

- Project business case
- Project charter
- Project management plan
- Benefits management plan



➤ A decision (e.g., go/no-go decision) is made as a result of this comparison to:

- Continue to the next phase,
- Continue to the next phase with modification,
- End the project,
- Remain in the phase, or
- Repeat the phase or elements of it.

Depending on the organization other terms such as,

- Phase review
- Stage gate
- kill point
- Phase entrance
- Phase exit

Lecture 01: Project Management Framework

5.4 Project Management Processes

Table 1-3. Description of *PMBOK® Guide* Key Components

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5.4 Project Management Processes



Lecture 01: Project Management Framework

5. The Project Life Cycle

Table 1-3. Description of *PMBOK® Guide* Key Components

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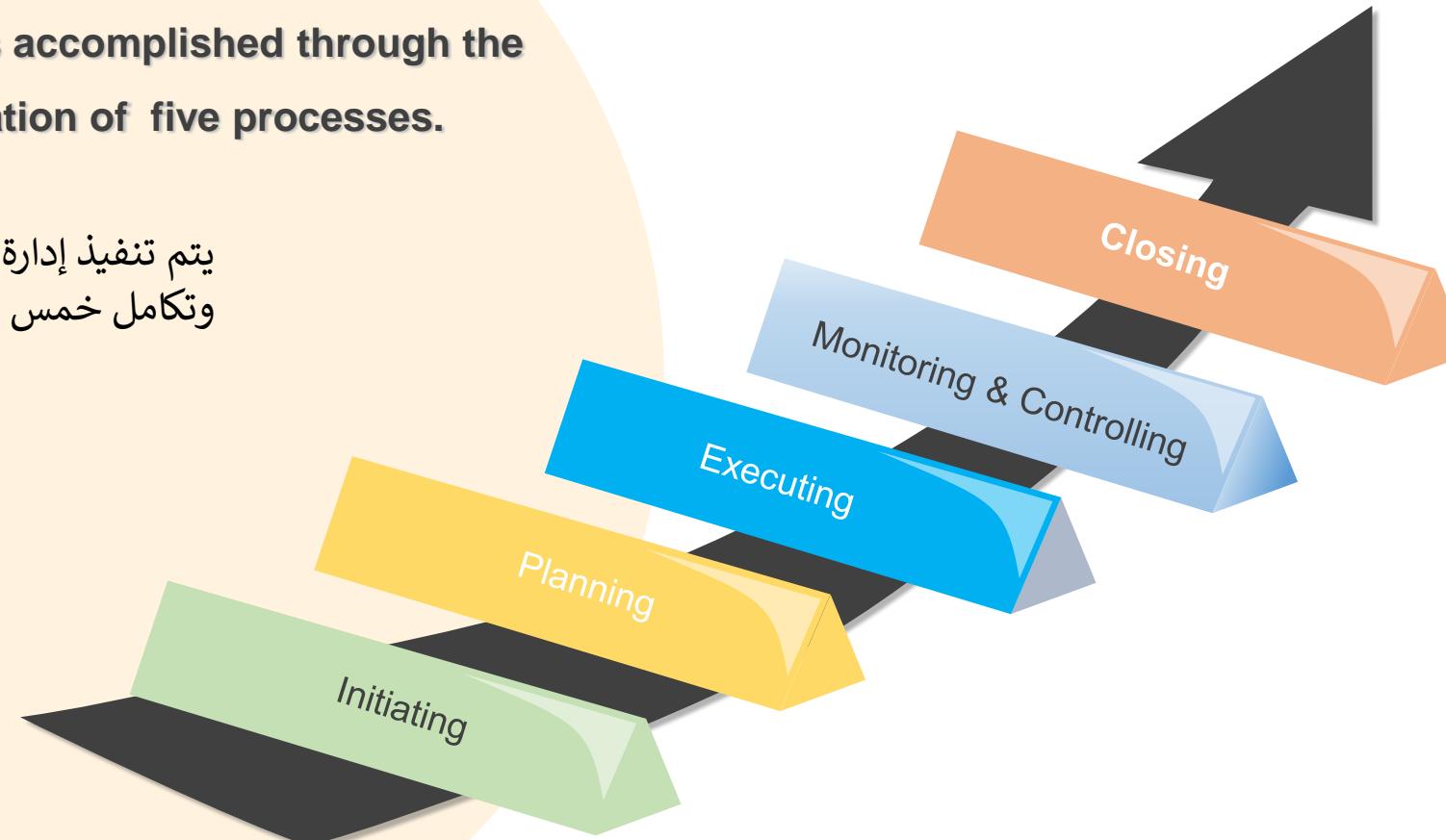


5.5 Project management Process group

Project Management

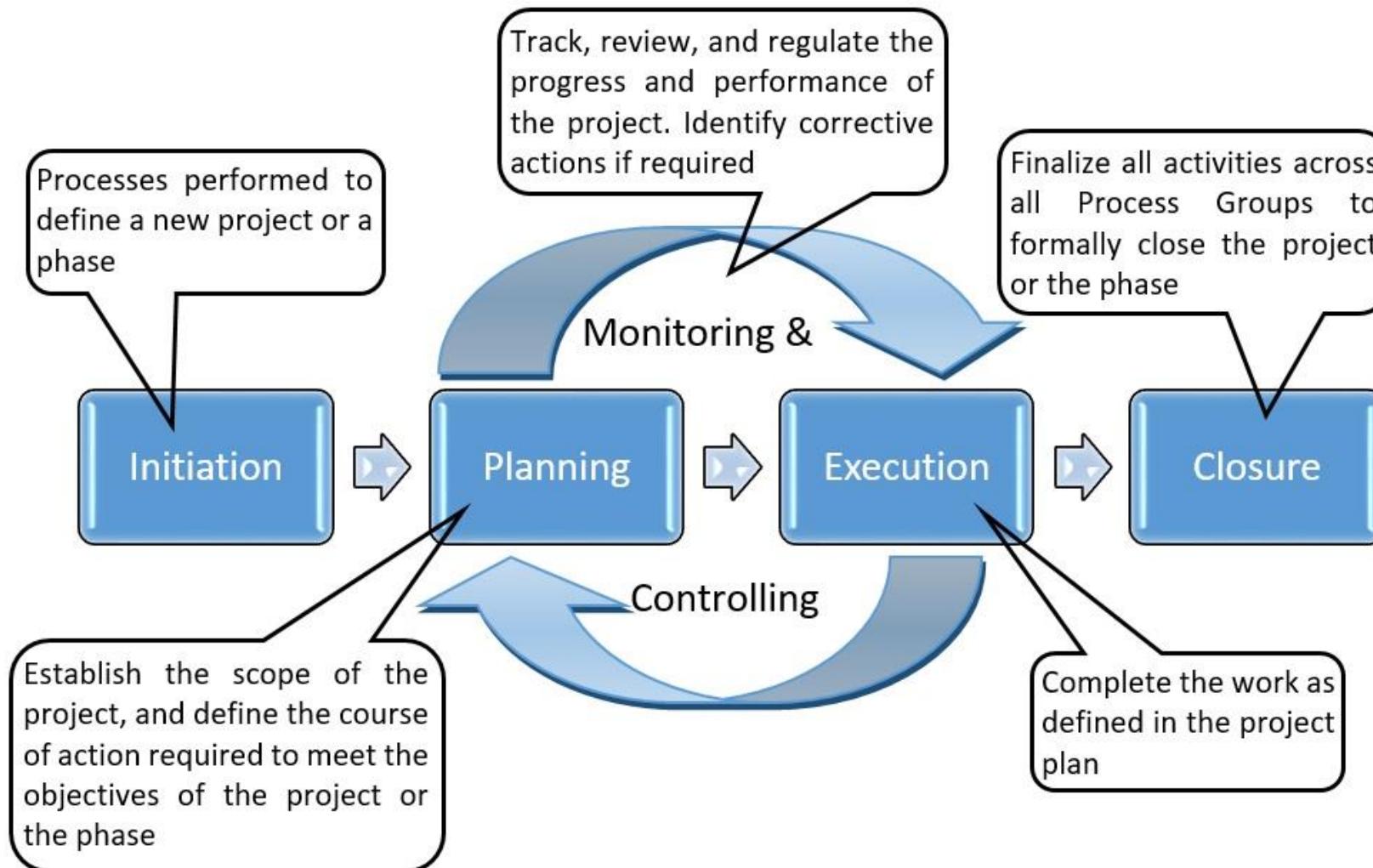
Project Management is accomplished through the application and integration of five processes.

يتم تنفيذ إدارة المشروع من خلال تطبيق وتكامل خمس عمليات.



Lecture 01: Project Management Framework

5.5 Project management Process group



Lecture 01: Project Management Framework

5.6 Project management Knowledge Area

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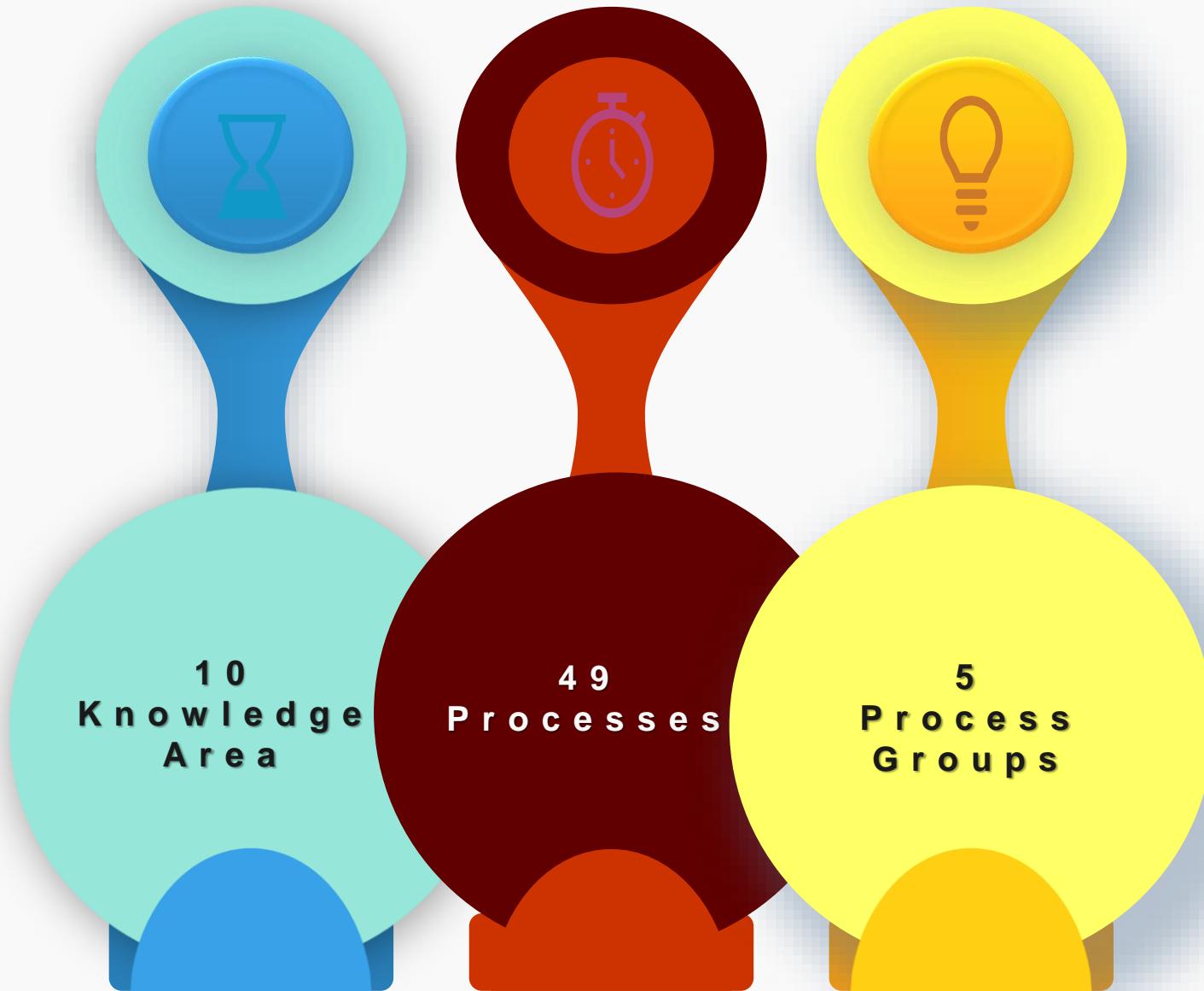
Project Management Knowledge Areas



Table 1-4. Project Management Process Group and Knowledge Area Mapping

| Knowledge Areas | Project Management Process Groups | | | | |
|--|-----------------------------------|---|--|---|----------------------------|
| | Initiating Process Group | Planning Process Group | Executing Process Group | Monitoring and Controlling Process Group | Closing Process Group |
| 4. Project Integration Management | 4.1 Develop Project Charter | 4.2 Develop Project Management Plan | 4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge | 4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control | 4.7 Close Project or Phase |
| 5. Project Scope Management | | 5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS | | 5.5 Validate Scope 5.6 Control Scope | |
| 6. Project Schedule Management | | 6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule | | 6.6 Control Schedule | |
| 7. Project Cost Management | | 7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget | | 7.4 Control Costs | |
| 8. Project Quality Management | | 8.1 Plan Quality Management | 8.2 Manage Quality | 8.3 Control Quality | |
| 9. Project Resource Management | | 9.1 Plan Resource Management 9.2 Estimate Activity Resources | 9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team | 9.6 Control Resources | |
| 10. Project Communications Management | | 10.1 Plan Communications Management | 10.2 Manage Communications | 10.3 Monitor Communications | |
| 11. Project Risk Management | | 11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses | 11.6 Implement Risk Responses | 11.7 Monitor Risks | |
| 12. Project Procurement Management | | 12.1 Plan Procurement Management | 12.2 Conduct Procurements | 12.3 Control Procurements | |
| 13. Project Stakeholder Management | 13.1 Identify Stakeholders | 13.2 Plan Stakeholder Engagement | 13.3 Manage Stakeholder Engagement | 13.4 Monitor Stakeholder Engagement | |

PMI Methodology



Lecture 01: Project Management Framework

6. Project Management data and Information

Work performance data

بيانات أداء العمل

- Raw observations and measurements.

Ex:

- Start and finish dates.
- Number of change requests.
- Number of defects.
- Actual costs, Actual durations.

Work performance information

معلومات أداء العمل

- Analyzed Work Performance Data
- Status of deliverables.
- Implementation status for change requests.
- Forecast estimates to complete.

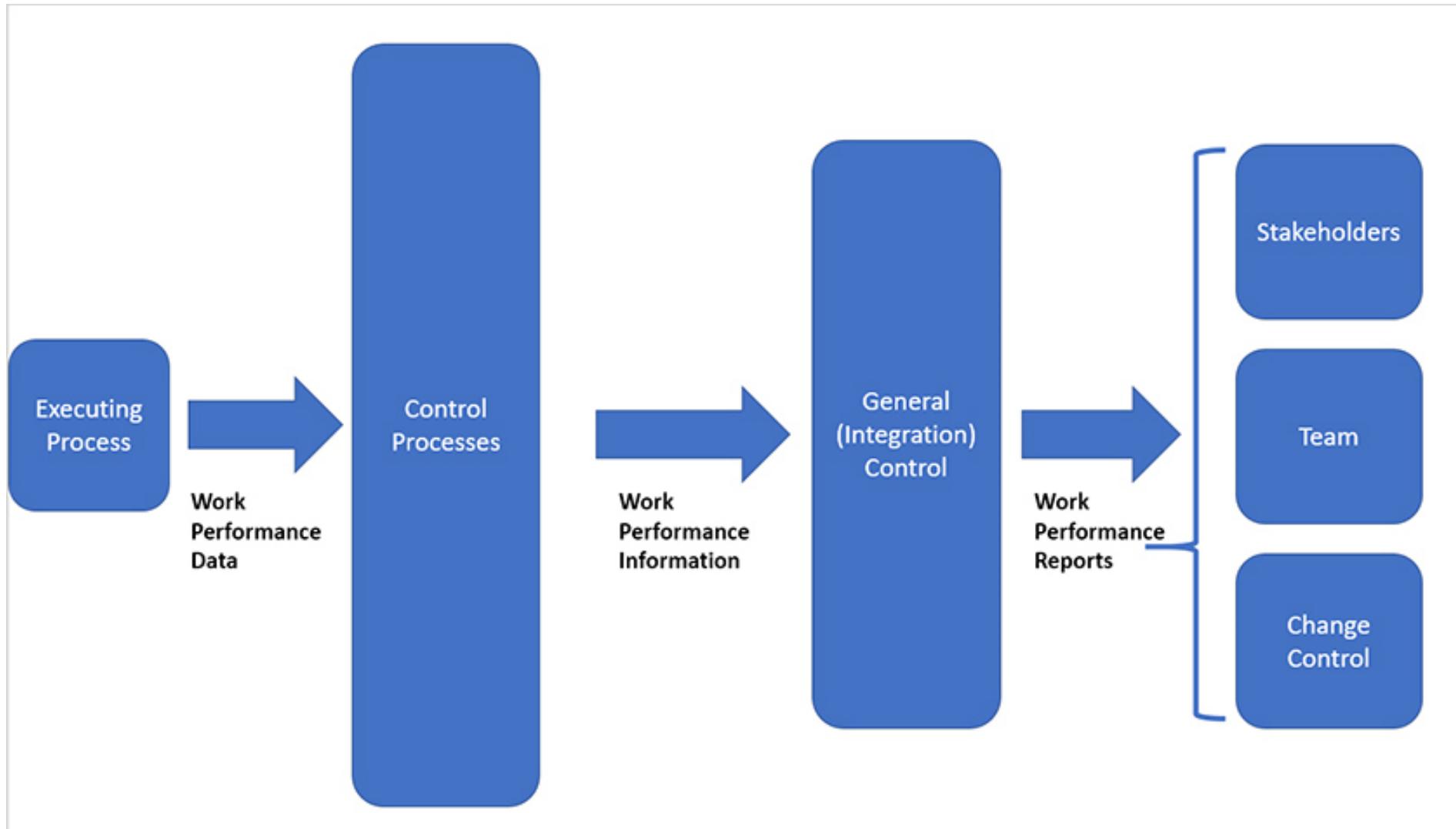
Work performance reports

تقارير أداء العمل

- Status reports.
- Memos, justifications.
- Electronic dashboards.
- Recommendations
- Help Stakeholders Make Decisions

Lecture 01: Project Management Framework

6. Project Management data and Information



Work P. Data & Work P. Information & Work P. Report

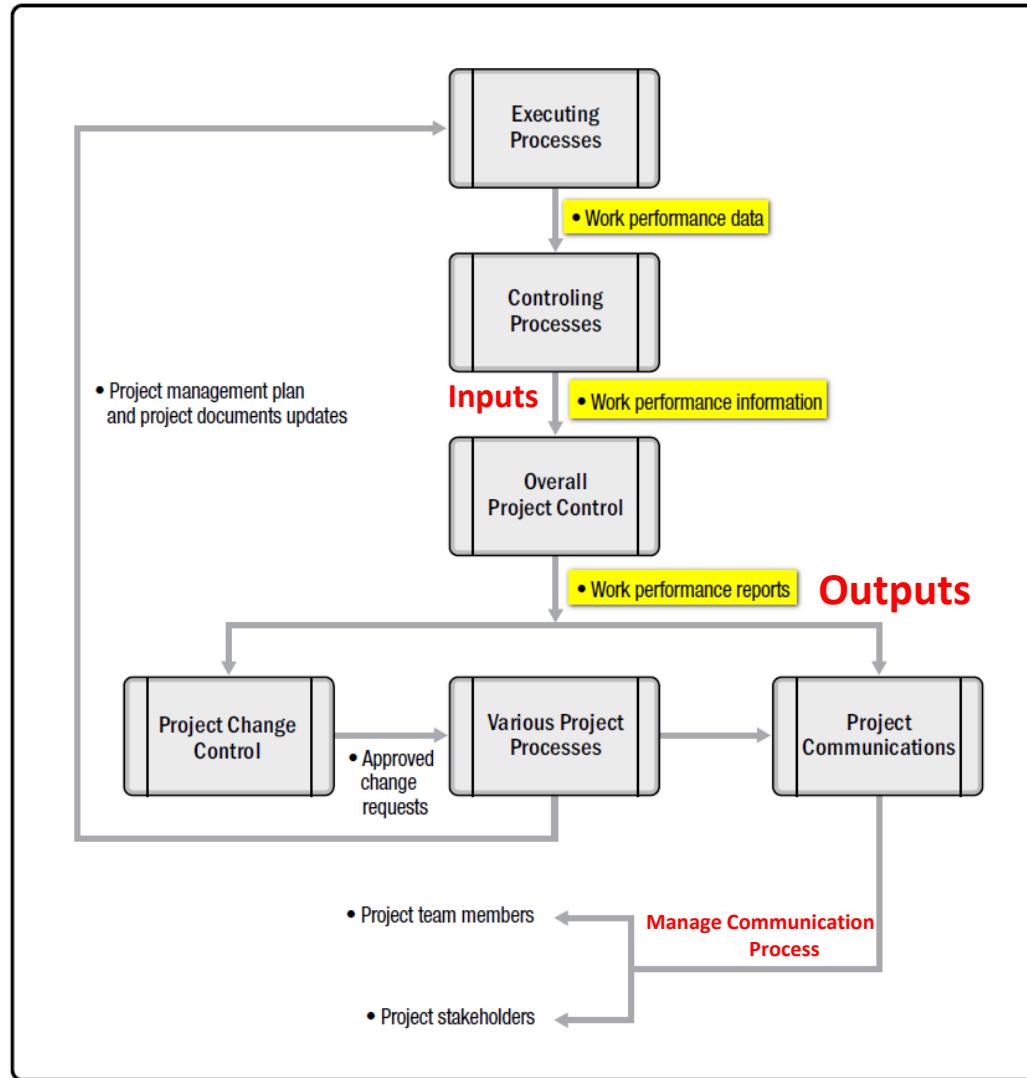


Figure 1-7. Project Data, Information, and Report Flow

BY: EL-Sayed Mohsen , PMP®, PMI- RMP®



Sayed.Mohsen
PMP

Lecture 01: Project Management Framework

7. Tailoring

01

Choose what processes should be used on a project

02

What depth the processes should be used

03

Not every process is needed on every project

04

The larger the project, the more processes are likely needed

Tailoring the Processes

Lecture 01: Project Management Framework

7. Tailoring

Tailoring التخصيص

- Usually, project managers apply a project management **methodology** to their work.
- A **methodology** is a system of practices, techniques, procedures, and rules used by those who work in a discipline.
- المنهجية منظومة من الممارسات والأساليب والإجراءات والقواعد التي يستخدمها العاملون في مجال مهني ما.

This definition makes it clear that this **guide** itself is not a methodology

- The project management body of knowledge that is generally recognized as good practice. “Good practice” does not mean that the knowledge described should always be applied uniformly to all projects.

The appropriate project management processes, inputs, tools, techniques, outputs, and life cycle phases should be selected to manage a project. This selection activity is known as **tailoring** project management to the project.

Lecture 01: Project Management Framework

7. Tailoring

Tailoring

التخصيص

Tailoring is necessary because each project is unique: not every process, tool, technique, input, or output identified in the *PMBOK® Guide* is required on every project.

ويعد التخصيص ضرورياً بسبب تفرد كل مشروع؛ فليست كل عملية أو أداة أو أسلوب أو مدخل أو مخرج محدد في الدليل المعرفي لإدارة المشاريع مطلوب في كل مشروع.



Lecture 01: Project Management Framework

8. Project Management Business Document

Table 1-5. Project Business Documents

| Project Business Documents | Definition |
|--|---|
| Project business case دراسة الاعمال للمشروع | A documented economic feasibility study used to establish the validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities. |
| Project benefits management plan خطة ادارة منافع المشروع | The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project. |

- The **project sponsor** is generally accountable for the **development and maintenance** of the project business case document.
- The project manager is responsible for providing **recommendations** and **oversight** to keep the project business case, project management plan, project charter, and project benefits management plan **success measures** in **alignment** with the goals and objectives of the organization

1- Project business case دراسة الأعمال للمشروع

- The business case lists the objectives and reasons for project initiation. تسجل الأهداف والأسباب اللازمة لبدء المشروع
- It helps measure the project success at the end of the project against the project objectives.
- The business case is a project business document that is used throughout the project life cycle.
- The business case may be used before the project initiation and may result in a go/no-go decision for the project.

❖ A needs assessment تقييم الاحتياجات

- Often precedes the business case. تقييم الاحتياجات غالباً ما يسبق دراسة الأعمال
- The needs assessment involves understanding business goals and objectives, issues, and opportunities. فهم أهداف وغايات الأعمال، والإشكالات والفرص
- The results of the needs assessment may be summarized in the business case document. ويمكن تلخيص نتائج تقييم الاحتياجات في وثيقة دراسة الأعمال.

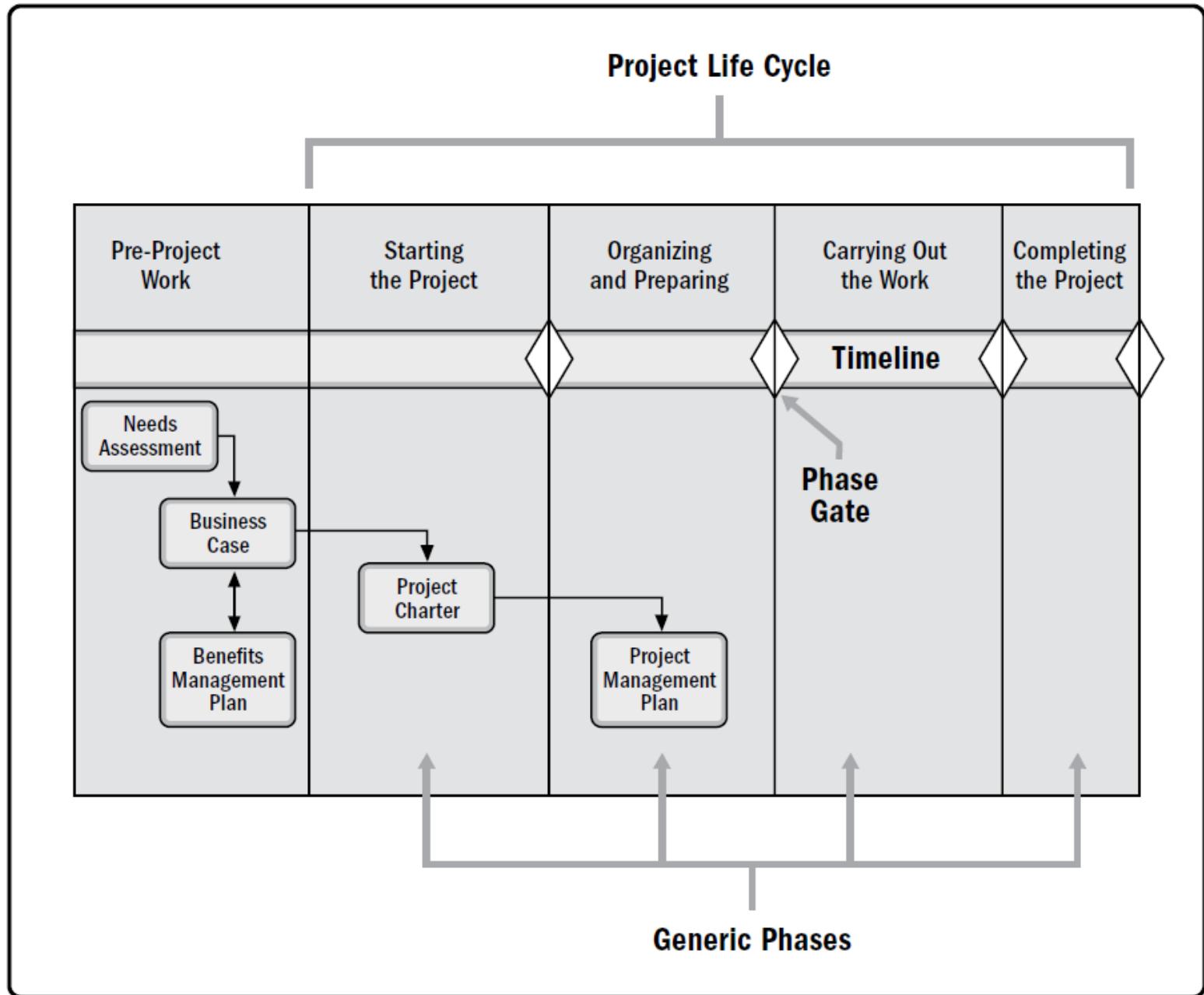
2- Project benefits management plan خطة إدارة منافع المشروع

The project benefits management plan is the document that describes:

- How and when the benefits of the project will be delivered كيف ومتى سوف تُسلم منافع المشروع
- Describes the mechanisms that should be in place to measure those benefits. وتصف الآليات التي يجب أن توضع في المكان المناسب لقياس هذه المنافع

The benefits management plan describes key elements of the benefits and may include but is not limited to:

- Target benefits (financial value)
- Strategic alignment (e.g., how well the project benefits align to the business strategies of the organization)
- Timeframe for realizing benefits (e.g., benefits by phase, short-term, long-term, and ongoing)
- Benefits owner (e.g., the accountable person to monitor, record, and report realized benefits)
- Metrics (e.g., the measures to be used to show benefits realized, direct measures, and indirect measures)
- Risks (e.g., risks for realization of benefits). مخاطر تحقيق المنافع

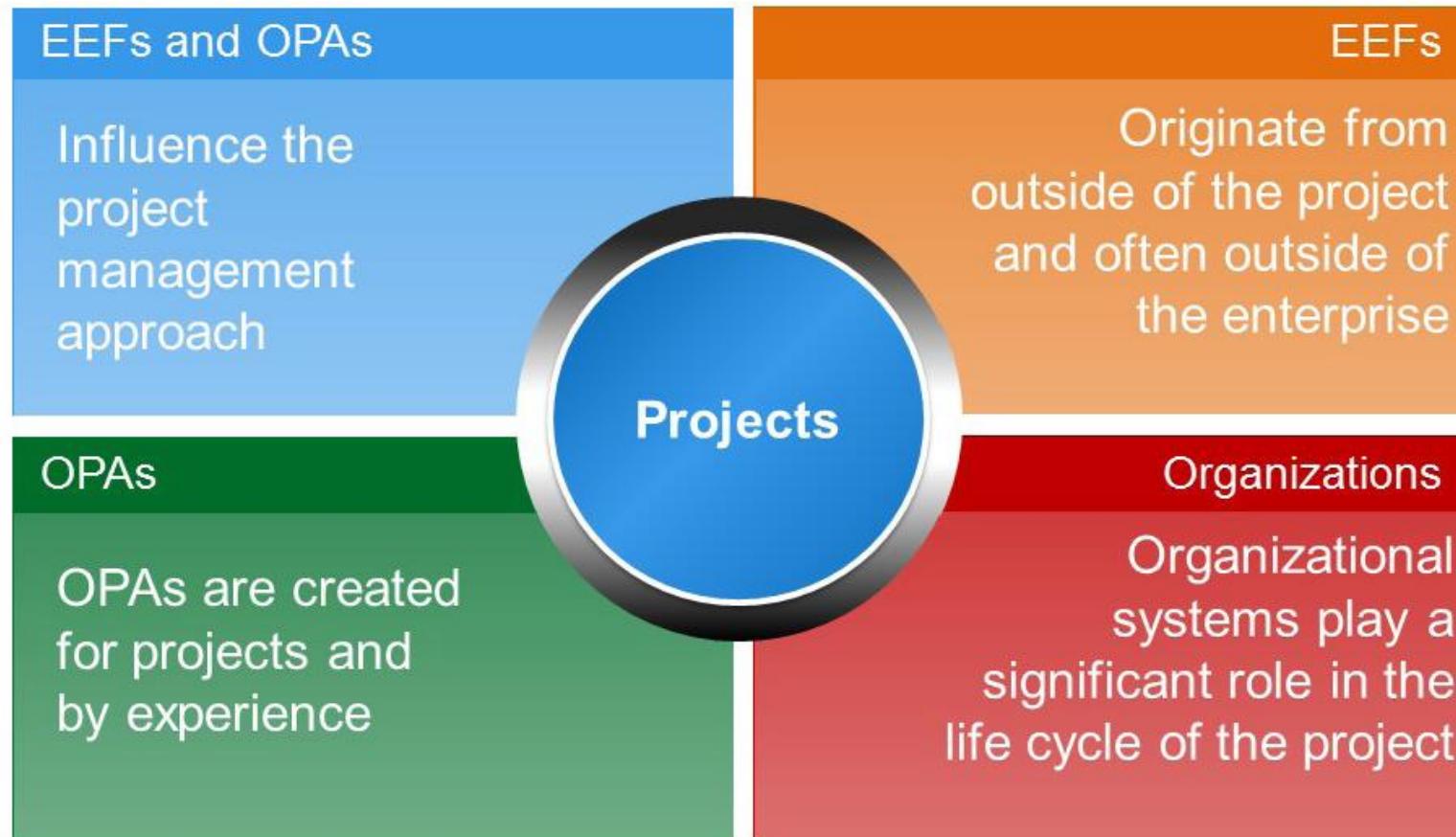




Chapter 2

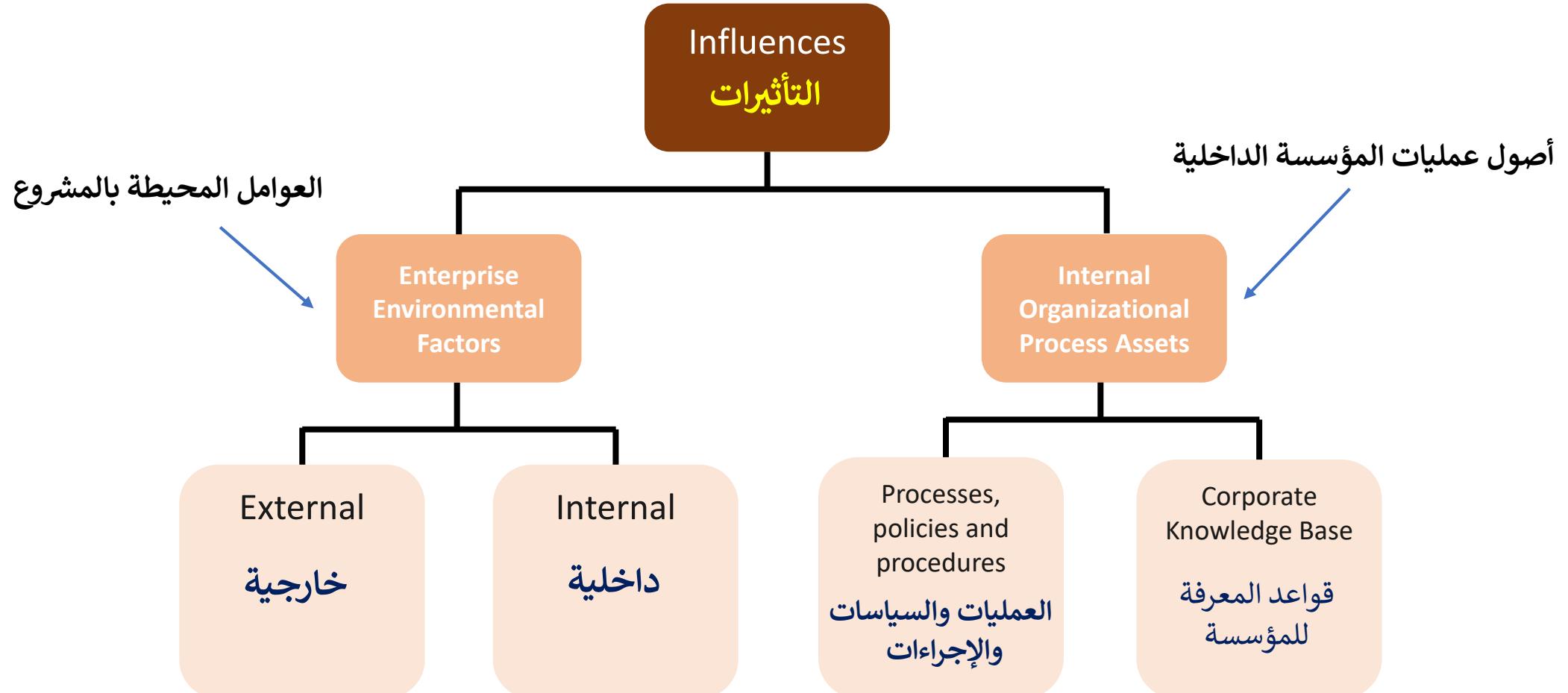
The Environment in Which Projects Operate

EEFs and OPAs and Organizational Systems



Lecture 01: Project Management Framework

9. Project Influences



EEFs Internal to The organization

01

ثقافة المؤسسة والهيكل التنظيمي (القيم والمعتقدات وأسلوب القيادة)

02

Employee capability قدرة الموظف (خبراته - قدراته - معرفته - مهاراته)

03

Resource availability توفر الموارد بسبب القيود على الشراء مثلا

04

Information technology software برامج تكنولوجيا المعلومات

05

Geographic distribution of facilities and resources التوزيع الجغرافي للموارد والمرافق

06

Infrastructure البيئة التحتية (مثل المرافق القائمة والمعدات)

EEFs External to The Organization

01

Marketplace conditions. ظروف السوق

02

Physical environmental elements ظروف العمل والطقس والقيود

03

Financial considerations. الاعتبارات المالية مثل اسعار العملات - معدلات التضخم

04

Government or industry standards. معايير الحكومة والصناعة

05

Commercial databases. قواعد البيانات التجارية

06

Social and cultural influences and issues. التأثيرات والإشكالات الاجتماعية والثقافية

07

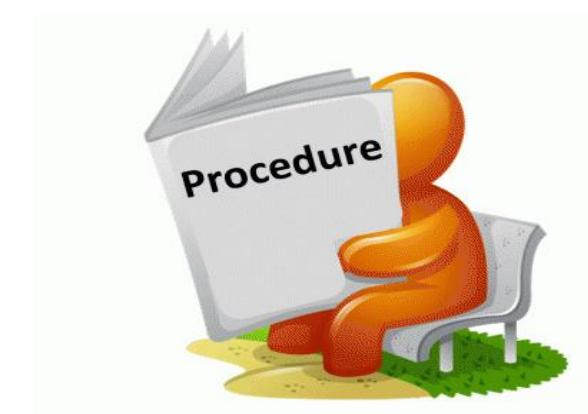
Legal restrictions. القيود القانونية (القوانين واللوائح الوطنية والمحلية المتعلقة بالأمن)



EEFs originate from the environment **outside** of the project and often outside of the enterprise

Organizational Process Assets (OPAs)

- **Processes, policies, and procedures.** العمليات والسياسات والإجراءات.
- **Organizational knowledge bases.** قواعد المعرفة للمؤسسة.



Lecture 01: Project Management Framework

9. Organizational Process Assets

Organizational Process Assets:

The definition of Assets is “A useful or valuable thing or property owned by a person or company, regarded as having value and available to meet debts, commitments, or legacies.” Assets are something that we can own, keep and use for our benefits; for example, we can have a car by which we can move around, we can have house to live in, computers to work on, etc. These things; i.e. car, house, computers, etc. are called Assets.

In the same manner, organisations also have Assets, which they call Organisational Process Assets, and are stored in some central repository so that they could be used whenever required by anyone.

For example:

- Policies
- Procedures
- Standard templates
- Lesson learned
- Historical information, etc.

Figure 1-17. Organizational Process Assets



Lecture 01: Project Management Framework

10. Organizational Structure

Organizational Structure Types

Know these for your exam

Organizational structures

The structure you are operating within affect your authority within the project. The power shifts between the project manager and the functional manager.

3
Multidivisional

4
Weak matrix

1
Organic or simple

2
Functional
(Centralized)

5
Balanced matrix

6
Strong matrix

7
Project-oriented
(Composite, Hybrid)

8
Virtual

9
Hybrid

10
PMO Structure

Key to many questions

Organic or Simple :

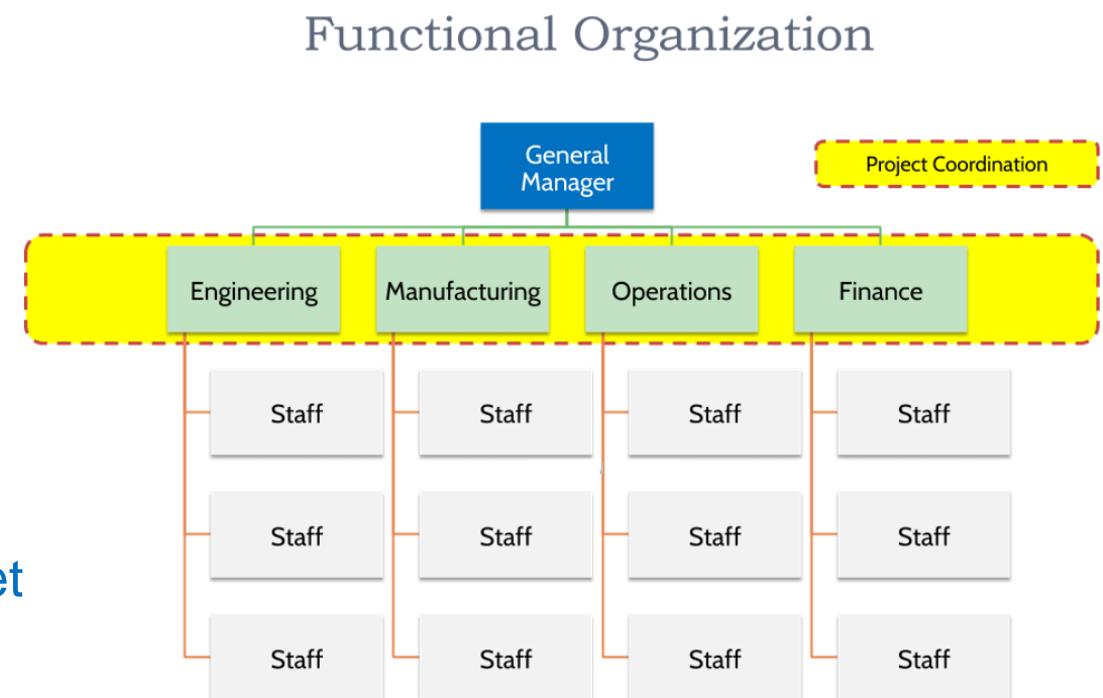
- Flexible; People working side-by-side of others. المرونه والأشخاص يعملون جنبا الى جنب
- Owner or operator manage the Project budget. المالك هو من يدير ميزانية المشروع .
- Project manager authority is Little or none. سلطة مدير المشروع قليلة او منعدمة.
- Resource Availability Little or none توافر الموارد قليلة او منعدمة

Functional Organization

- The organization is grouped by areas of specialization within different functional areas.

Project managers in a Functional Organization:

- Report To a functional manager
- Project manager authority is Little or none.
- Resource Availability Little or none
- Project Coordinator
- Part Time Role
- Functional manager manage the Project budget



Multi-divisional

متعدد الشعب

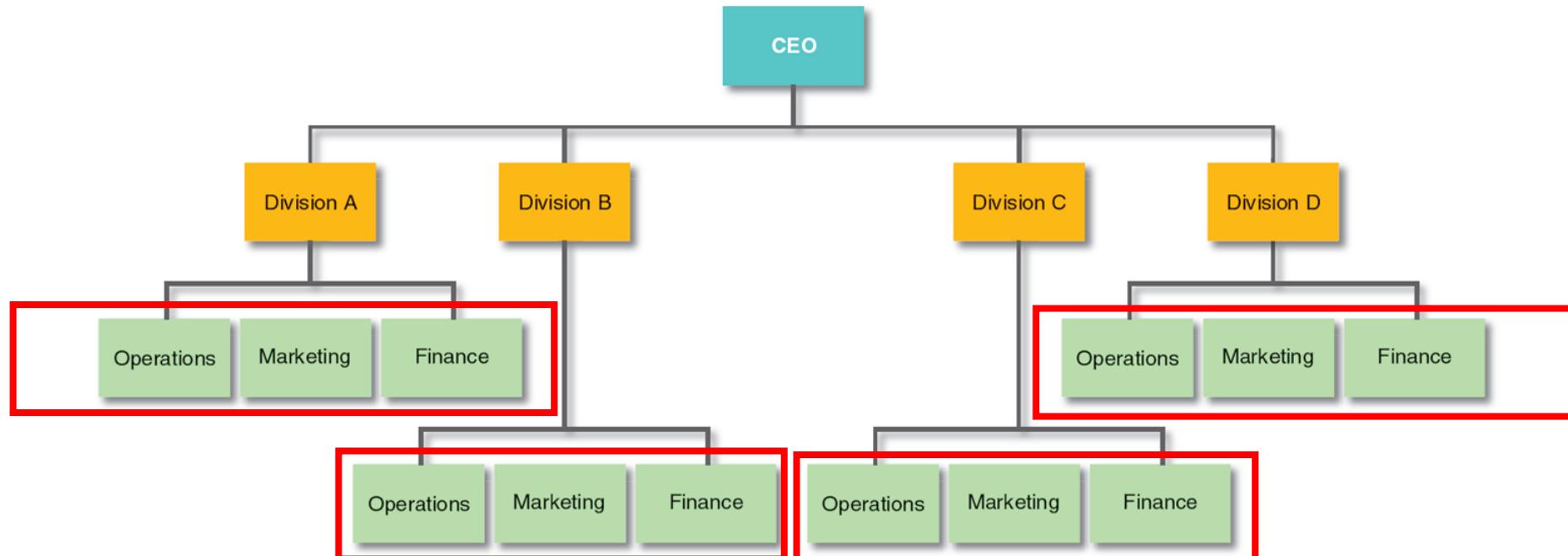
يوجد تكرار في الوظائف لكل قسم

➤ Replication of Functions For each Division

➤ Similar To functional organization

➤ Project manager authority is Little or none.

- Functional manager manage the Project budget
- Project Coordinator
- Resource Availability Little or none



Matrix مصفوفى

➤ Team members report to two bosses. فيها الموظف له رئيسان بالعمل

1- **Strong Matrix** : Power with project manager صلاحيات اعلى لمدير المشروع

2- **Balanced Matrix** : Power is **shared** between project manager and functional manager.

صلاحيات متساوية بين مدير المشروع و المدير الوظيفي

3- **Weak matrix** : Power with the functional manager and the project manager will work as coordinator or expediter. صلاحيات اعلى للمدير الوظيفي

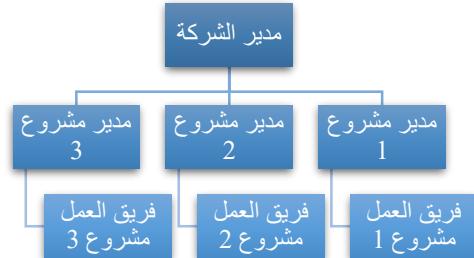
- **Expediter** : Cannot take decision. Staff assistant and Communication coordinator.

- **Coordinator** : Similar to Project Expeditor except has some power to take decision.

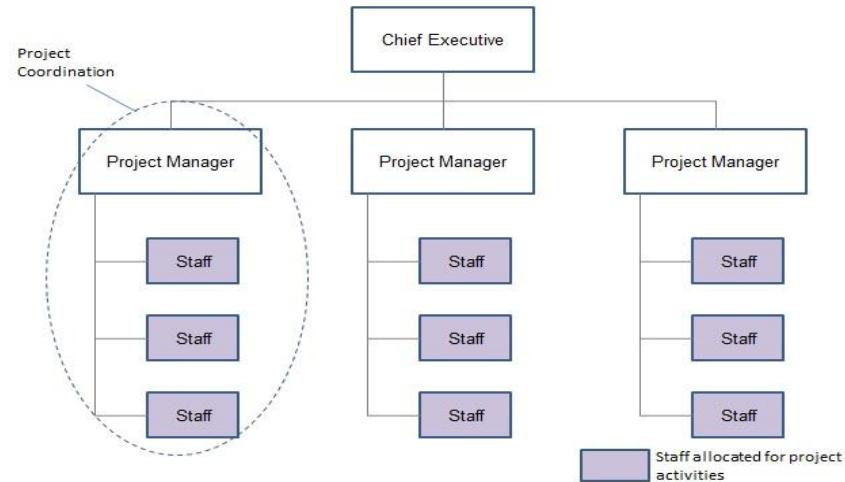
منسق للمشروع مثل ال **expediter** ولكن له صلاحيات لأخذ بعض القرارات.

Project-Oriented Organizational Structure

- The entire company is organized by projects. المنظمة عبارة عن مجموعة من المشاريع
- The project manager has control of projects. مدير المشروع له كامل الصلاحيات
- Personnel are assigned and report to a project manager. ترسل التقارير الى مدير المشروع
- Members complete project work and when its over they don't have HOME. عندما يتم انهاء الاعمال من قبل الفريق يتم تسريح العمال ، يعيّب هذا النوع عدم بناء خبرات



Projectized Organization



Virtual Organization

- Utilizes a Network structure within the organization
- Points of contact represent the different department
- Project manager has low authority over the project team.
- Communication can be a challenge.
- Shares authority over Budget with functional manager.
- Project team member are likely Part Time
- Project manager could be full time or part time



Lecture 01: Project Management Framework

11. Organizational Structure

| Organizational Structure Type | Project Characteristics | | | | | |
|--|---|-----------------------------|---|-----------------------|---------------------------------|---|
| | Work Groups Arranged by: | Project Manager's Authority | Project Manager's Role | Resource Availability | Who Manages the Project Budget? | Project Management Administrative Staff |
| Organic or Simple | Flexible; people working side-by-side | Little or none | Part-time; may or may not be a designated job role like coordinator | Little or none | Owner or operator | Little or none |
| Functional (centralized) | Job being done (e.g., engineering, manufacturing) | Little or none | Part-time; may or may not be a designated job role like coordinator | Little or none | Functional manager | Part-time |
| Multi-divisional (may replicate functions for each division with little centralization) | One of: product; production processes; portfolio; program; geographic region; customer type | Little or none | Part-time; may or may not be a designated job role like coordinator | Little or none | Functional manager | Part-time |
| Matrix – strong | By job function, with project manager as a function | Moderate to high | Full-time designated job role | Moderate to high | Project manager | Full-time |
| Matrix – weak | Job function | Low | Part-time; done as part of another job and not a designated job role like coordinator | Low | Functional manager | Part-time |
| Matrix – balanced | Job function | Low to moderate | Part-time; embedded in the functions as a skill and may not be a designated job role like coordinator | Low to moderate | Mixed | Part-time |
| Project-oriented (composite, hybrid) | Project | High to almost total | Full-time designated job role | High to almost total | Project manager | Full-time |
| Virtual | Network structure with nodes at points of contact with other people | Low to moderate | Full-time or part-time | Low to moderate | Mixed | Could be full-time or part-time |
| Hybrid | Mix of other types | Mixed | Mixed | Mixed | Mixed | Mixed |
| PMO* | Mix of other types | High to almost total | Full-time designated job role | High to almost total | Project manager | Full-time |

Lecture 01: Project Management Framework

11 . Project Management Office

Project Management Offices

- مكتب إدارة المشاريع
- Support project managers
 - Manage shared resources across the PMO
 - Coaching, mentoring, and training
 - Conducting project audits
 - Developing and managing processes and procedures
 - Facilitating communications across projects



Lecture 01: Project Management Framework

11 . Project Management Office

PMO Types: أنواع مكتب المشروعات

Supportive (The degree of control is **Low**)

- ✓ Provide a consultative role to projects by supplying templates, best practices, training, access to information, and lessons learned from other projects.

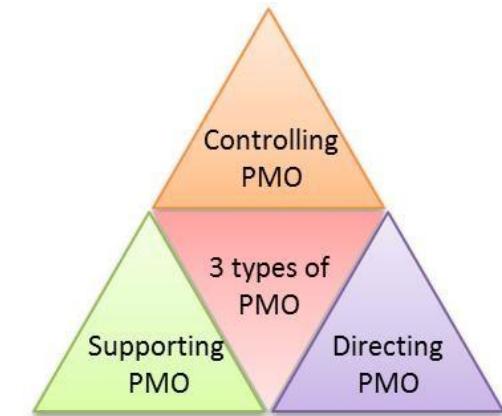
تقديم مكاتب إدارة المشاريع الداعمة دوراً استشارياً للمشاريع من خلال توفير القوالب، وأفضل الممارسات، والتدريب، وإمكانية الوصول إلى المعلومات والدروس المستفادة

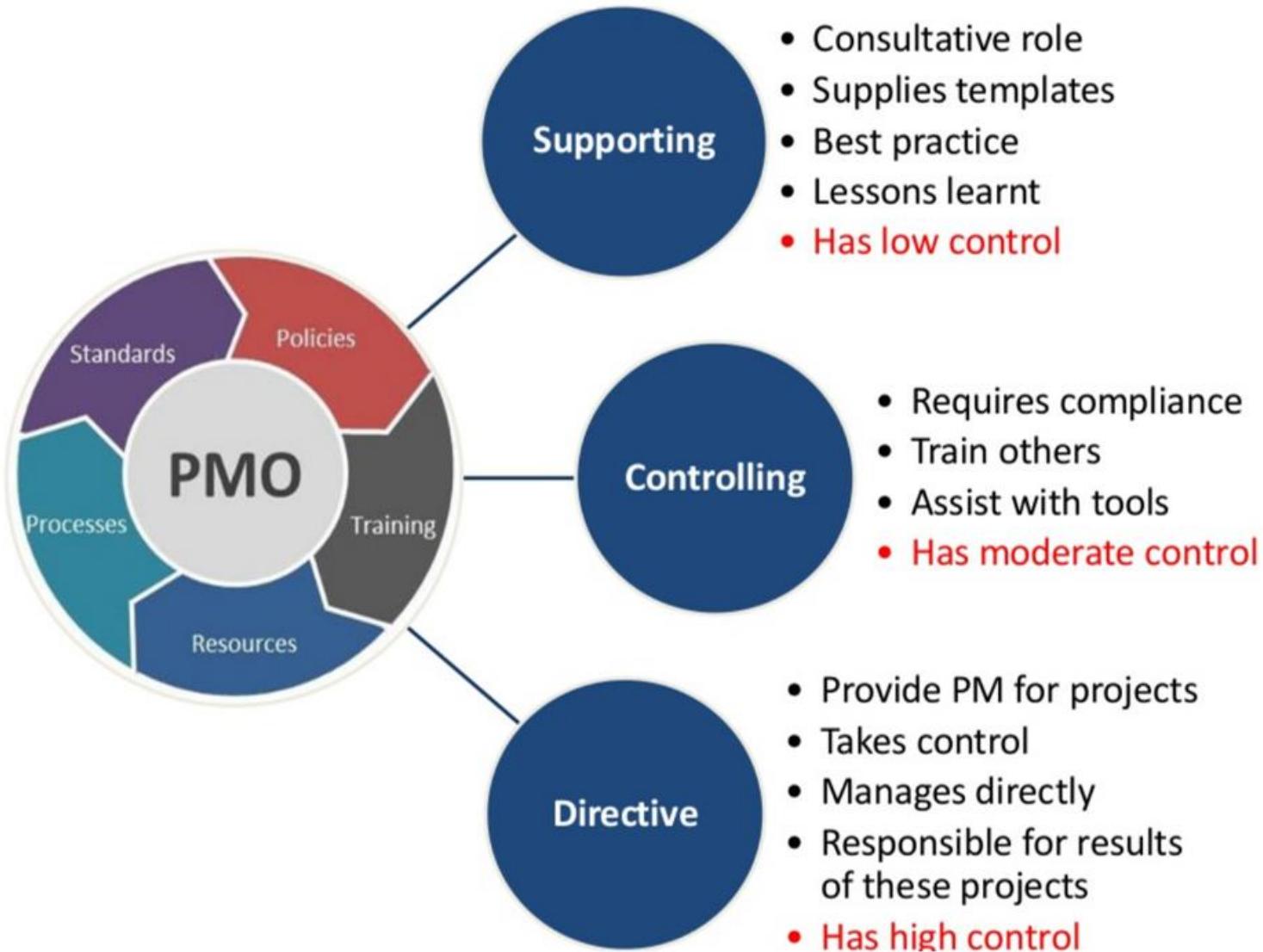
Controlling (The degree of control is **moderate**)

- ✓ provide support and require compliance (Use of specific templates, forms, and tools)

Directive (The degree of control is **High**)

- ✓ Take control of the projects by **directly managing the projects**. Project managers are assigned by and report to the PMO.





The role of PM Vs. PMO



Project Manager:

Focuses on project objectives.

Controls assigned project resources.

Manages constraints of individual projects.

Project Management Office

Manages major program scope changes to better achieve business objectives.

Optimizes use of shared resources across projects.

Manages methodologies, standards, risks/opportunities, metrics, & interdependencies.



Chapter 3

The Role of The Project Manager

Project Manager



The Person assigned by Performing Organization to lead team that is responsible for achieving project Objective.



Management Skills:

Planning

Meeting Management

Time Management

Organizing

Controlling

Interpersonal Skills

Leadership

Communication

Influence

Motivation

Negotiation

Team/Trust building

Project Manager



The Person assigned by Performing Organization to lead team that is responsible for achieving project Objective.

Reports to

Functional manager

Program manager

Portfolio Manager

Works with

Business, System analyst,

Quality assurance manager

SME, Vendor, Project Staff, PMO

PM often has lot of responsibility and lacks real authority. He often negotiate with management/ functional manager for resources.

Project Manager

The person responsible for accomplishing the project objectives.

مسئول عن تحقيق اهداف المشروع



Characteristics:

- **Knowledge:** Project Management Knowledge (Not Technical Knowledge).
- **Performance:** What PM is able to do or accomplish while applying his project management knowledge
- **Personal:** Decision Maker, Integrity and Honesty, leadership, Negotiation, communication.

Interpersonal skills



Project Manager Competences

The PMI Talent Triangle

مثلث مواهب معهد إدارة المشاريع

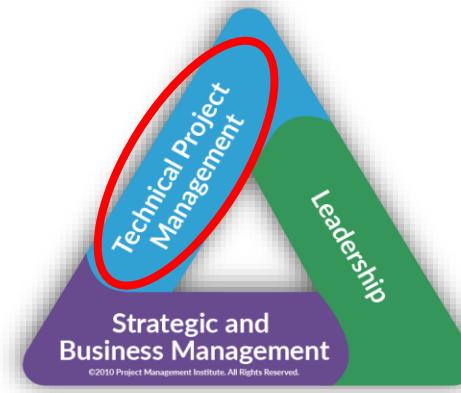


الادارة الاستراتيجية وادارة الاعمال

1- Technical Project Management Skills

مهارات الإدارة الفنية للمشاريع

The **skills** to effectively apply project management knowledge to **deliver** the desired **outcomes** for programs or projects.



1- Focus on the **critical technical project management elements** for each project they manage.

التركيز على العناصر الحيوية للإدارة الفنية للمشاريع لكل مشروع قاموا بإدارته

- Critical success factors for the project,
- Schedule,
- Selected financial reports, and
- Issue log.

2- Make time to plan thoroughly and prioritize diligently.

تخصيص الوقت للتخطيط الشامل وتحديد الأولويات بدقة.

3- Manage project elements, including, but not limited to, **schedule, cost, resources, and risks**.

إدارة عناصر المشروع ، بما في ذلك، على سبيل المثال لا الحصر، الجدول الزمني، والتكلفة، والموارد، والمخاطر

2- Strategic and Business Management Skills

مهارات الإدارة الاستراتيجية وادارة الأعمال

- تشمل مهارات الإدارة الاستراتيجية وادارة الأعمال القدرة على رؤية النظرة العامة للمؤسسة والتفاوض والتنفيذ الفعال للقرارات والإجراءات التي تدعم التوافق والابتكار الاستراتيجي. ويمكن أن تشمل هذه القدرة معرفة عملية بالوظائف الأخرى مثل **التمويل، والتسويق، والعمليات**.
- ويجب على مدير المشاريع أن يكونوا على دراية كافية بالأعمال لكي يكونوا قادرين على:



| | |
|----------|--|
| Strategy | Explain essential business aspects of a project يشرح للآخرين جوانب الأعمال الأساسية للمشروع |
| Team | Work with the project sponsor, team, and SMEs العمل مع الجهة الراعية للمشروع، وفريق المشروع، والخبراء في المجال لوضع استراتيجية مناسبة لتسليم المشروع |
| Value | Implement strategy to maximize business value تنفيذ هذه الاستراتيجية بطريقة تحقق أقصى قدر من القيمة التجارية للمشروع. |

3- Leadership Skills

مهارات القيادة

Leadership skills involve the ability to guide, motivate, and direct a team.

1- Dealing with People

التعامل مع الأشخاص

2- Qualities and skills of a Leader

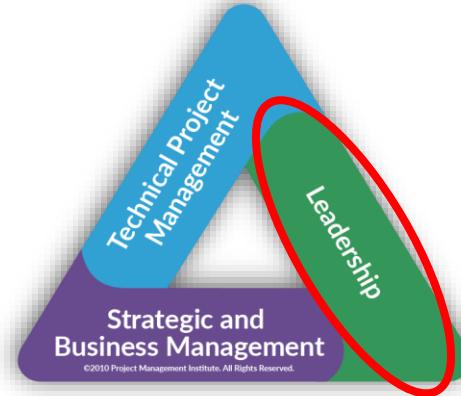
صفات ومهارات القائد

- Being a visionary, Being optimistic and positive, Being collaborative, Managing relationships and conflict, Communicating
صاحب رؤية و يكون متفائل و ايجابي و متعاون واجادة ادارة المنازعات و يجيد ادارة الاتصالات

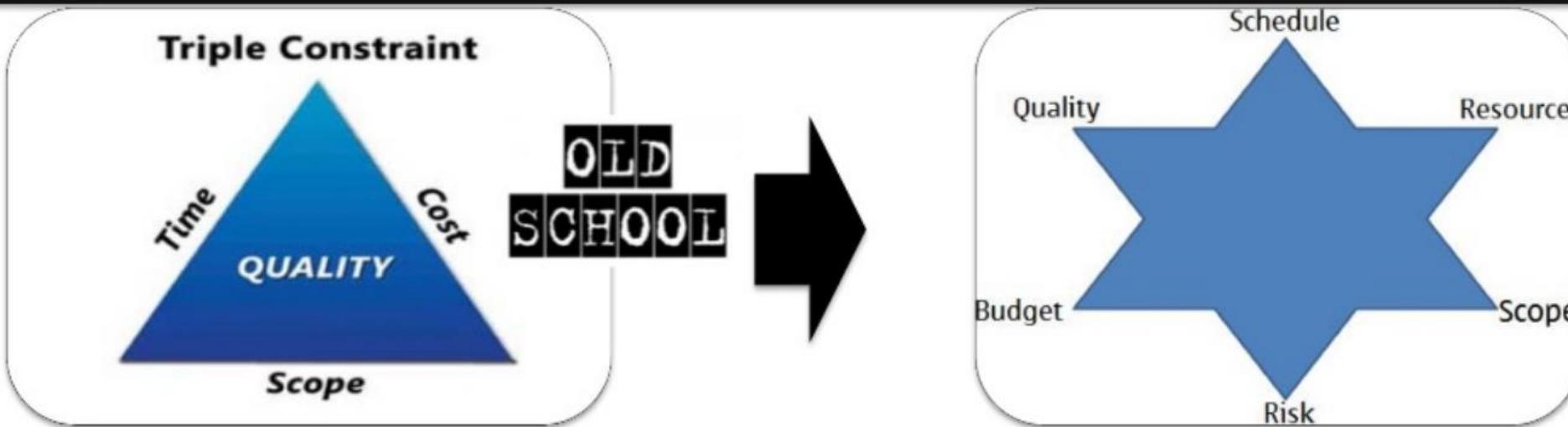
3- Politics, Power, and Getting Things done

السياسة، والسلطة، وإنجاز الأمور

- ❖ Project management is **more than** just working with numbers, templates, charts, graphs, and computing systems
 - ❖ A common denominator in all projects is **people**.
 - ❖ People can be counted, but they are **not numbers**.



Project Manager & Project Constraints



Triple Constraints



Competing Project Constraint



- Budget



- Quality



- Schedule



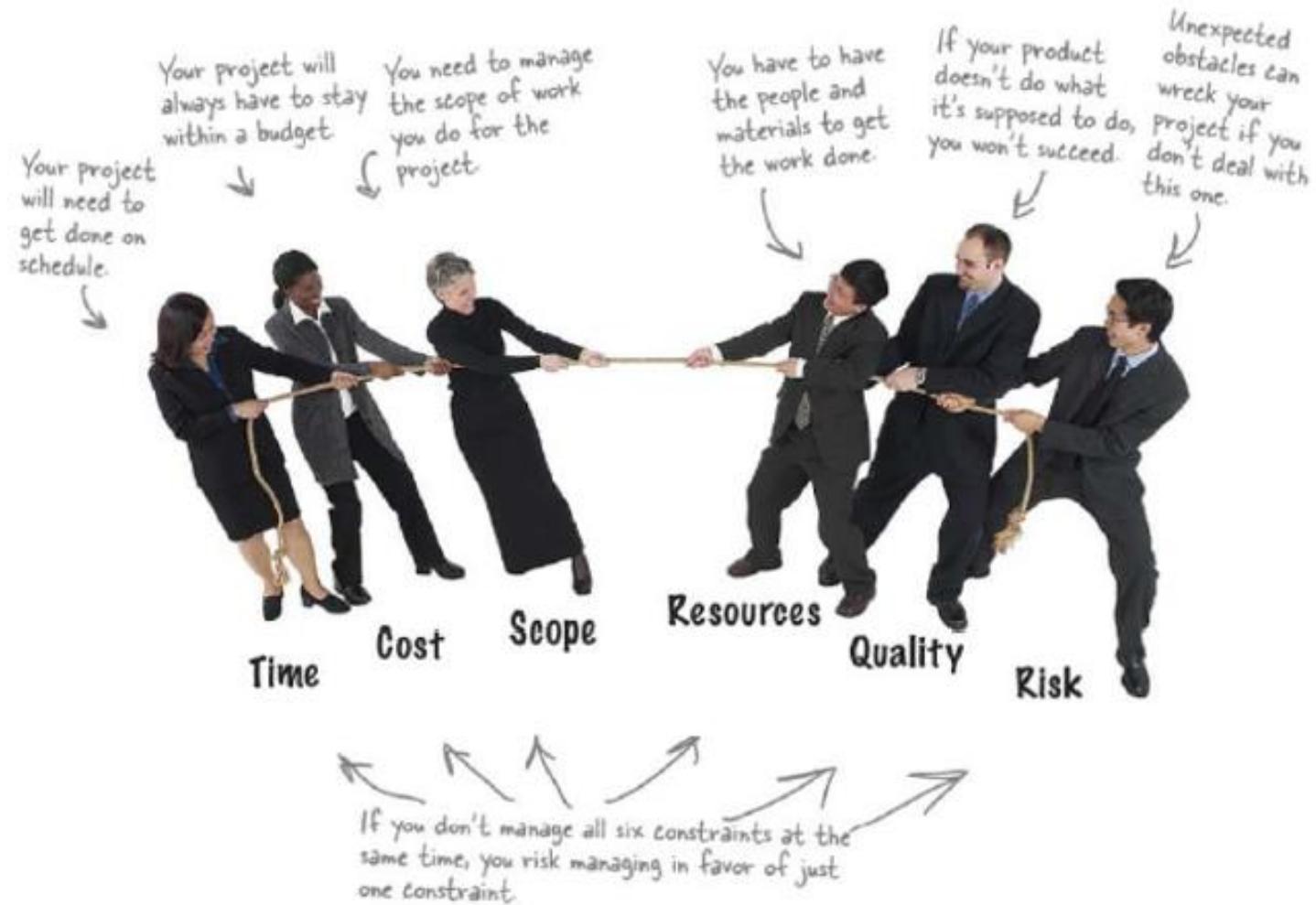
- Resources



- Scope



- Risk



Any time your project changes, you'll need to know how that change affects all of the constraints.

Lecture 01: Project Management Framework

Project Stakeholders

A stakeholder is an individual, group, or organization that may **affect**, **be affected by**, or perceive itself to be affected by a decision, activity, or outcome of a project. Project stakeholders may be internal or external to the project, they may be actively involved, passively involved, or unaware of the project. Project stakeholders may have a positive or negative impact on the project, or be positively or negatively impacted by the project. Examples of stakeholders include but are not limited to:

❖ Internal stakeholders:

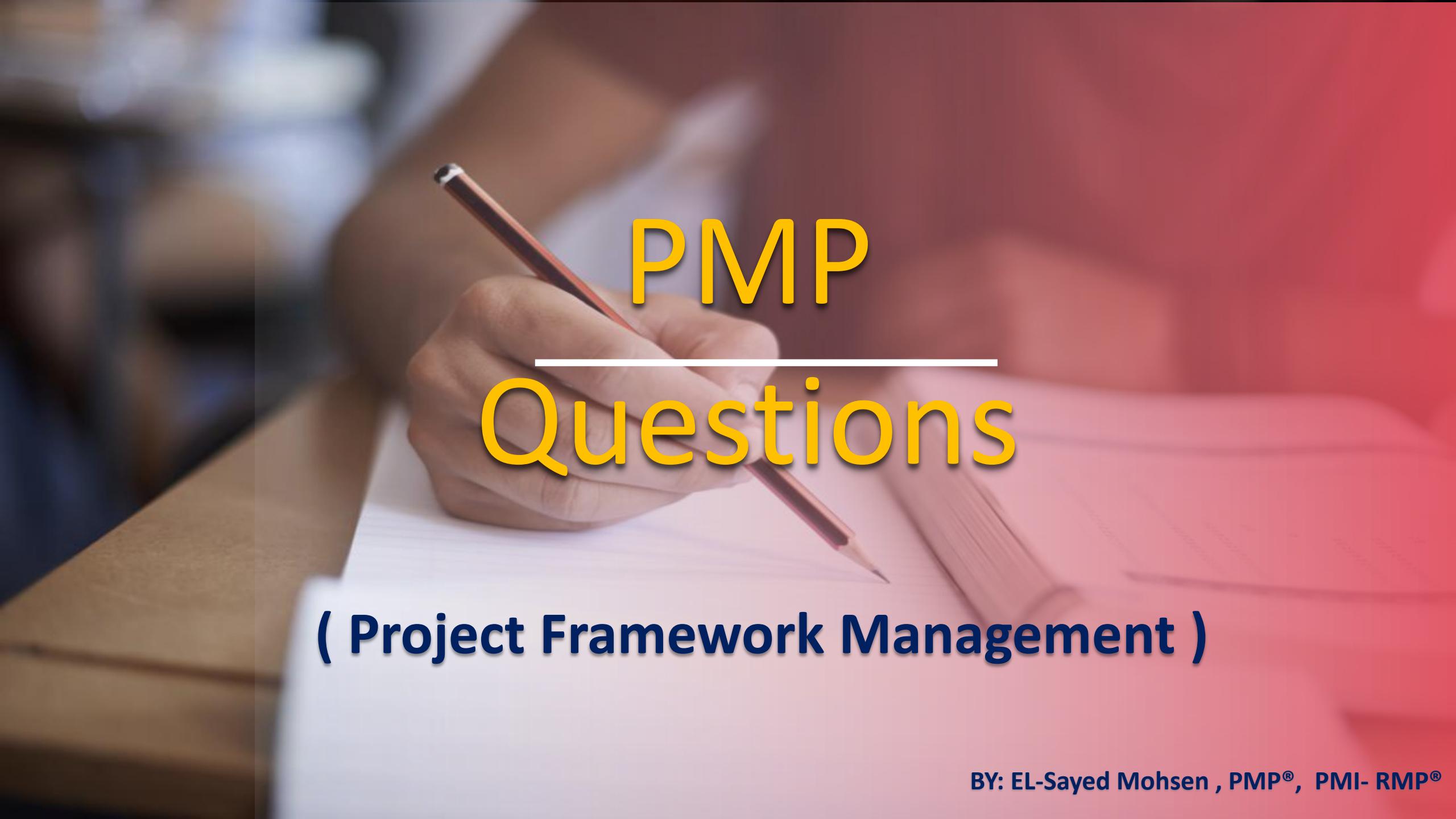
- Sponsor,
- Resource manager,
- Project management office (PMO),
- Portfolio Manager,
- Program manager,
- Project managers of other projects.
- Team members.

❖ External stakeholders:

- Customers,
- End users,
- Suppliers,
- Regulatory bodies.
- Competitors

BY: EL-Sayed Mohsen , PMP®, PMI- RMP®

BY: EL-Sayed Mohsen , PMP®, PMI- RMP®



PMP Questions

(Project Framework Management)



Q1) A _____ is a collection of projects or programs grouped together for strategic business needs.

A- Portfolio

B- Management System

C- Enterprise

D- Array



PMBOK 13

| Portfolios |
|--|
| A portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives. |



Q2) In a typical project, in which stage do stakeholders have maximum influence?

A- Middle stage

B- Influence is similar at all stages

C- Final stage

D- Initial stage

PMBOK 549



- ◆ The ability of stakeholders to influence the final characteristics of the project's product, without significantly impacting cost and schedule, is highest at the start of the project and decreases as the project progresses toward completion. Figure 1-3 illustrates the cost of making changes and correcting errors typically increases substantially as the project approaches completion.



Q3) you are a project manager in the implementation phase, if the project sponsor has told the functional manager that the project will delay by two weeks, and the Functional Manager has told you to document that, which type of organizational structure you are working in?

- A. Functional**
- B. Projectized**
- C. Strong Matrix**
- D. Tight Matrix**





Q4) Your team is not directly reporting to you as a project manager , and one serious problem occurred. who will be responsible to solve it?

A- Sponsor

B- Project Manager

C- HR manager

D- All Stakeholder

A magnifying glass is shown focusing on the word "ANSWERS". The word is written in red capital letters. The magnifying glass has a black handle and a silver frame.

A large, stylized letter "C" is positioned to the right of the magnifying glass.



Q5) Which of the following Organizational Structures Type where people working side-by-side and the owner Who manage the project budget?

- A- Organic Organization**
- B- Functional Organization**
- C- Matrix Organization**
- D- Balanced Organization**

PMBOK 47



| Organizational Structure Type | Project Characteristics | | | | | |
|-------------------------------|---------------------------------------|-----------------------------|---|-----------------------|---------------------------------|---|
| | Work Groups Arranged by: | Project Manager's Authority | Project Manager's Role | Resource Availability | Who Manages the Project Budget? | Project Management Administrative Staff |
| Organic or Simple | Flexible; people working side-by-side | Little or none | Part-time; may or may not be a designated job role like coordinator | Little or none | Owner or operator | Little or none |



Q6) Which of the following is Enterprise Environmental Factors ?

- A- Organizational culture, structure**
- B- Lessons Learned**
- C- Stakeholders Templates**
- D- Processes, policies, and procedures**





Q7) A typical title for a Project Manager in a weak matrix structure is:

- A- Project Coordinator**
- B- Project Manager**
- C- Project Leader**
- D- Program Manager**





Q8) The project manager works with the project team and other stakeholders to determine and use the appropriate generally recognized good practices for each project. Determining the appropriate combination of processes, inputs, tools, techniques, outputs and life cycle phases to manage a project is referred to as “_____” the application of the knowledge described in this guide.

A- Good Practices

B- PMBOKGUIDE

C- Tailoring

D- Regulatory requirements

PMBOK 48

The appropriate project management processes, inputs, tools, techniques, outputs, and life cycle phases should be selected to manage a project. This selection activity is known as tailoring project management to the project. The project manager collaborates with the project team, sponsor, organizational management, or some combination thereof, in the tailoring. In some cases, the organization may require specific project management methodologies be used.

ANSWERS



C



Q9) The PMO (Project Management Office) in your organization, directly controls all projects by using PMO staff to manage them. What type of PMO is this?

- A- Controlling**
- B- Supportive**
- C- Commanding**
- D- Directive**



PMBOK 48

◆ **Directive.** Directive PMOs take control of the projects by **directly managing the projects.** Project managers are assigned by and report to the PMO. The degree of control provided by the PMO is high.



Q10) A project manager has been asked by the sponsor to assist in creating a document that will detail project benefits, when they will be delivered and how they will be measured. Which document has been asked for?

A- Scope baseline

B- Project charter

C- Benefits management plan

D- Business case

PMBOK 33

1.2.6.2 PROJECT BENEFITS MANAGEMENT PLAN

The project benefits management plan is the document that describes how and when the benefits of the project will be delivered, and describes the mechanisms that should be in place to measure those benefits. A project benefit is defined as an outcome of actions, behaviors, products, services, or results that provide value to the sponsoring organization as well as to the project's intended beneficiaries. Development of the benefits management plan begins



C



Q11) Your organization's PMO is periodically asking for project artefacts from all projects and checking whether corporate standards of project management are being adhered to or not. They are also supportive in providing templates and guidelines related to project management when asked. Which type of PMO are we referring to here?

- A- Directing PMO**
- B- Controlling PMO**
- C- Supporting PMO**
- D- Governing PMO**





Q12) Divisions within a project where extra control is needed to effectively manage the completion of a major deliverable are commonly known as what?

A- Phases

B- Stage gates

C- Decision trees

D- Sub-projects



A: You may decide to initiate phases in a project due to the size, complexity, or presence of defined major deliverables. Breaking such projects down into phases gives a greater level of control.



Q13) A group of projects that must be managed in a coordinated manner to ensure that common goals and potential resource conflicts are managed effectively is known as what?

A- Program

B- Portfolio

C- PMO

D- Life cycle



Program is correct because a program is a group of projects that are interrelated in some way. A project may be part of a program, but a program will always have projects.



Q14) A multiphase project that has been executed with internal resources has reached a phase gate. The key project stakeholders want to determine if the phase has met its success criteria, and whether or not the project should progress to the next phase. In addition to the project management plan, which documents will be required?

- A- Business documents and project charter**
- B- Agreements including procurement contracts**
- C- Lessons learned register and lessons learned repository**
- D- Risk register and risk report**





Q15) You are the project manager of the HDM Project. Your project must be completed by September 11 and cannot exceed \$10,000. \$10,000 is an example of which one of the following?

- A- Constraint**
- B- Management reserve**
- C- Scheduled completion date**
- D- Assumption**



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