



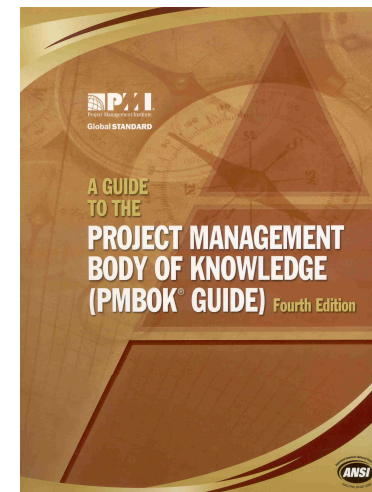
Making Project Management Indispensable for Business Results



PMBOK® for Dummies

Sean Whitaker, PMP

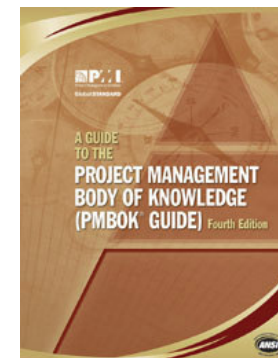
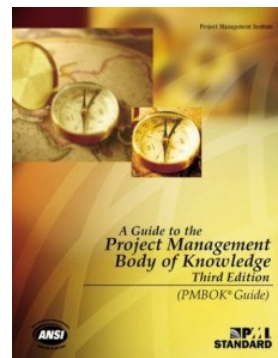
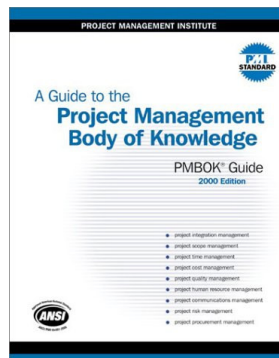
Vice President, PMINZ





A short history of PMBOK

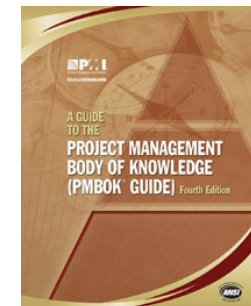
- *A Guide to the Project Management Body of Knowledge (PMBOK Guide)* was first published by the Project Management Institute (PMI) as a white paper in 1987 in an attempt to document and standardize generally accepted project management information and practices. The first edition was published in 1996 followed by the second edition in 2000.
- In 2004 the *PMBOK Guide* - Third Edition was published with major changes from the first edition. The English-language *PMBOK Guide* - Fourth Edition was released on December 31, 2008.
- It is available in a number of languages





What is PMBOK

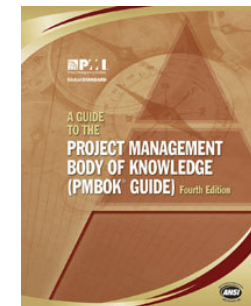
- The PMBOK is a **collection** of processes and knowledge areas, generally accepted as **best practice** within the project management discipline. It describes **established norms**, methods, processes and practices. As with other professions such as law, medicine and accounting, the knowledge contained in this standard **evolved** from the recognized good practices of project management practitioners
- The PMBOK is an **internationally** recognised standard (IEEE Std 1490-2003) that provides the fundamentals of project management that are applicable to a wide range of projects, including construction, software, engineering, automotive, etc.





What is PMBOK

- The PMBOK Guide **identifies** that subset of the project management body of knowledge general recognised as good practice. “Generally recognized” means that **knowledge** and practices described are applicable to most projects most of the time, and there is consensus about their value and usefulness
- PMBOK is a guide, or **framework**, rather than methodology. One can use different methodologies and tools to implement the framework
- PMBOK provides and promotes a common and standardized **vocabulary** within the profession





PMBOK

- **PMBOK is:**

- The sum of professional project management knowledge
- A tool box
- A framework
- Process oriented
- Useful for all industries



- **PMBOK is not:**

- A methodology
- A prescribed way of doing projects





PMBOK contents

- There are 12 chapters in PMBOK
- Chapters 1 and 2 provide foundational definitions and concepts about projects, project management, portfolios, programmes, project life cycle and organization structures for project management
- Chapter 3 outlines the standard for project management
- Chapters 4 -12 outline each of the 9 knowledge areas
- Appendix G outlines required interpersonal skills a project manager should develop
- PMI also publishes a Code of Ethics and Professional Conduct



The Knowledge Areas

- There are 9 knowledge areas:
 1. Project Integration Management
 2. Project Scope Management
 3. Project Time Management
 4. Project Cost Management
 5. Project Quality Management
 6. Project Human Resources Management
 7. Project Communications Management
 8. Project Risk Management
 9. Project Procurement Management





Process Groups

- There are 5 process groups:
 1. Initiating
 2. Planning
 3. Executing
 4. Monitoring and Controlling
 5. Closing



Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & 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 Execution	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Collect Requirements 5.2 Define Scope 5.3 Create WBS		5.4 Verify Scope 5.5 Control Scope	
6. Project Time Management		6.1 Define Activities 6.2 Sequence Activities 6.3 Estimate Activity Resources 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Estimate Costs 7.2 Determine Budget		7.3 Control Costs	
8. Project Quality Management		8.1 Plan Quality	8.2 Perform Quality Assurance	8.3 Perform Quality Control	
9. Project Human Resource Management		9.1 Develop Human Resource Plan	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management	10.1 Identify Stakeholders	10.2 Plan Communications	10.3 Distribute Information 10.4 Manage Stakeholder Expectations	10.5 Report Performance	
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 Monitor and Control Risks	
12. Project Procurement Management		12.1 Plan Procurements	12.2 Conduct Procurements	12.3 Administer Procurements	12.4 Close Procurements

Table 3-1. Project Management Process Groups and Knowledge Areas Mappings

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Sample PMBOK processes

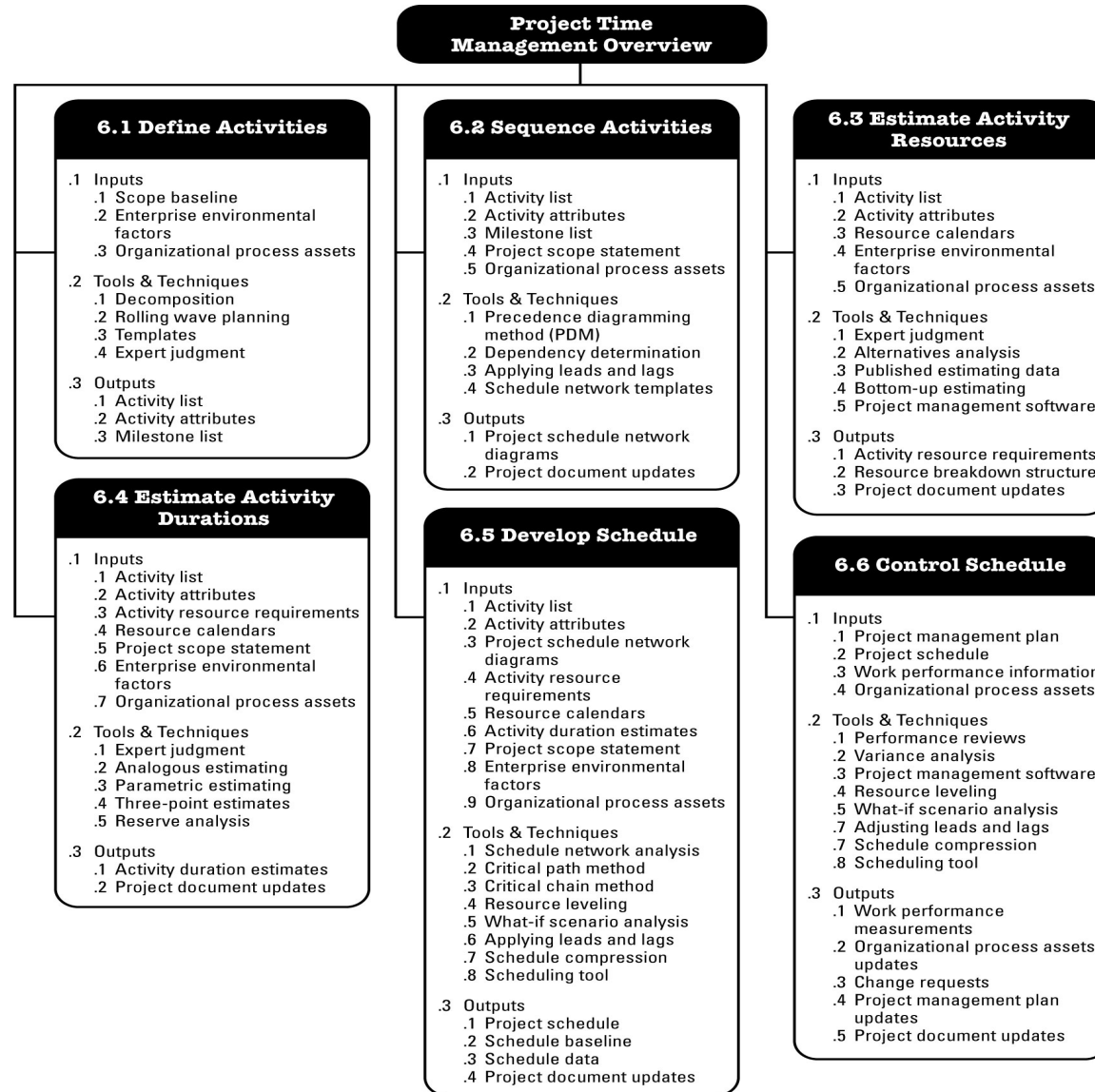


Figure 6-1. Project Time Management Overview

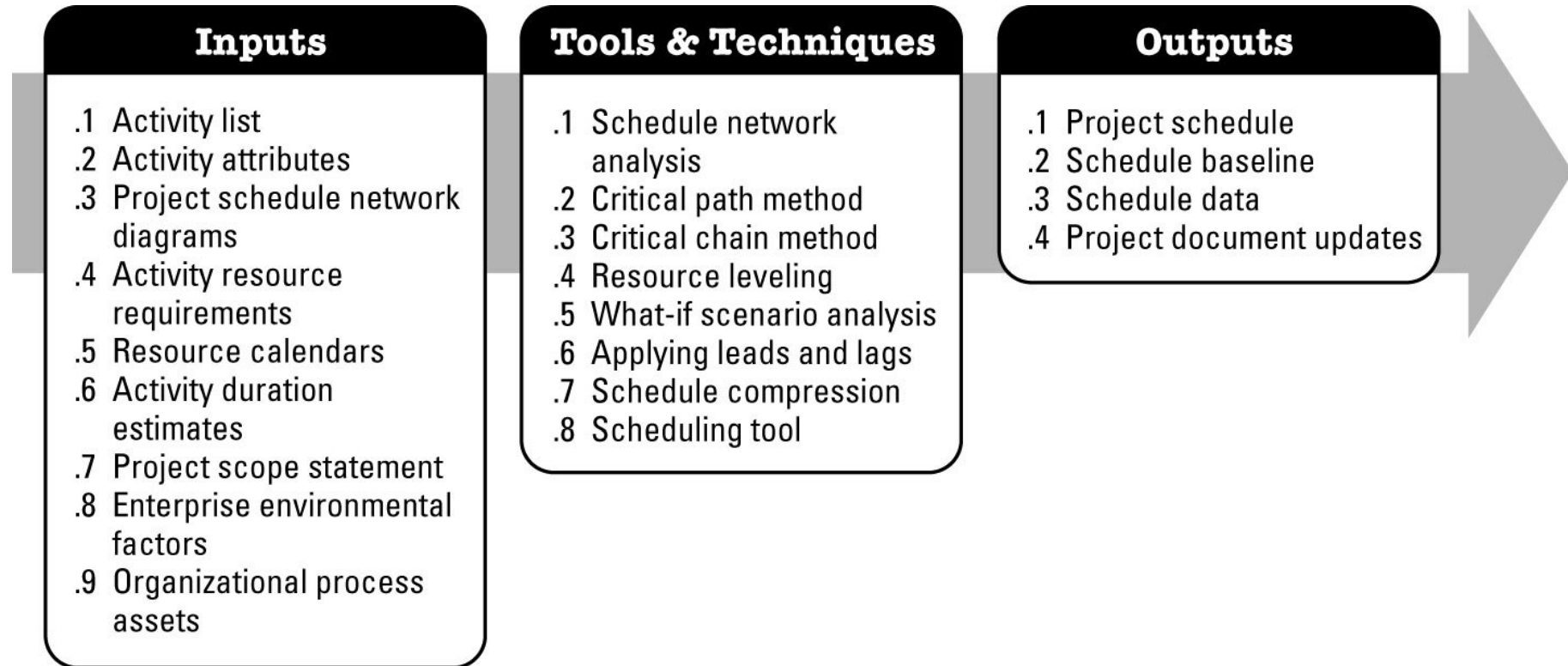


Figure 6-12. Develop Schedule: Inputs, Tools & Techniques, and Outputs

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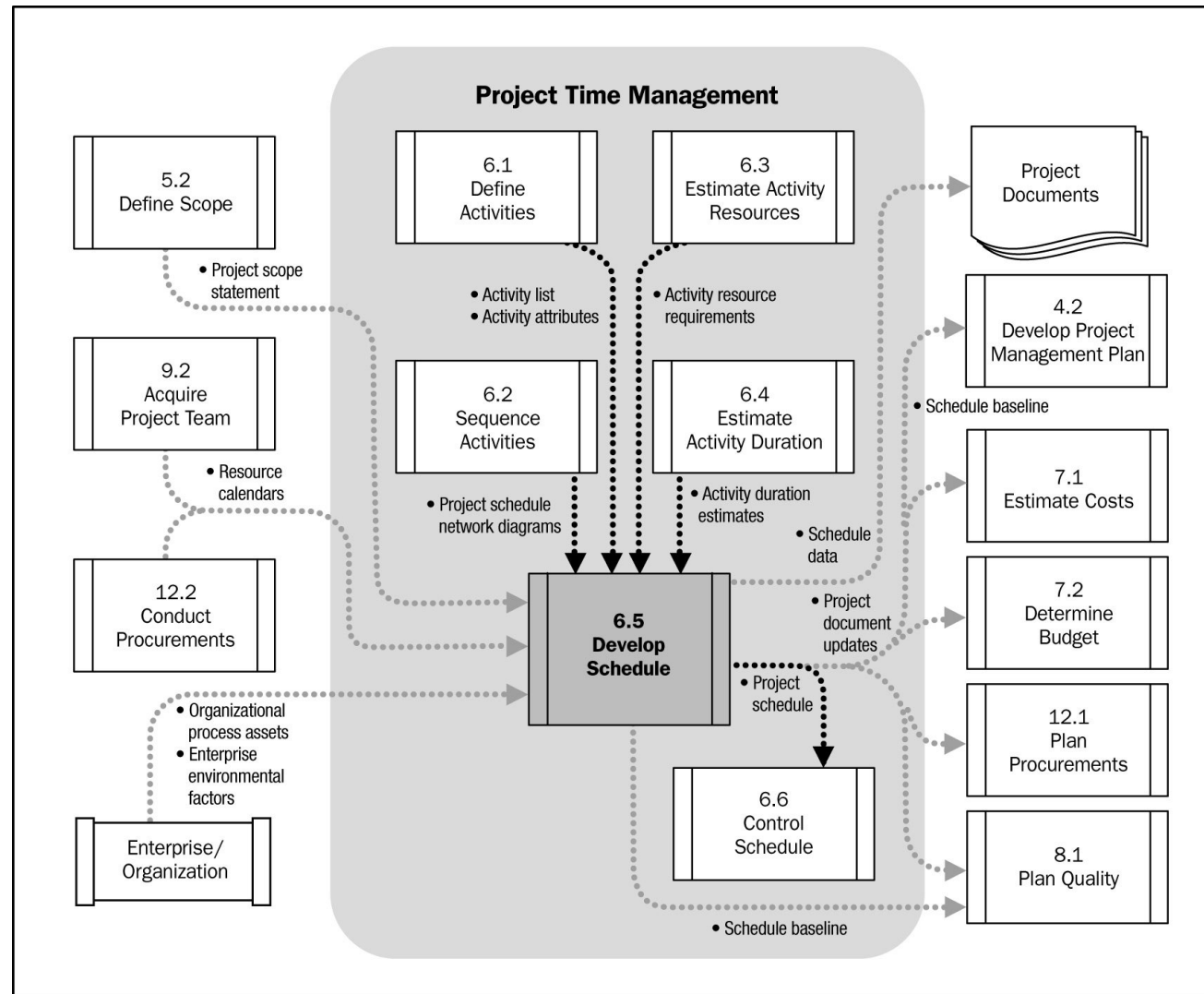
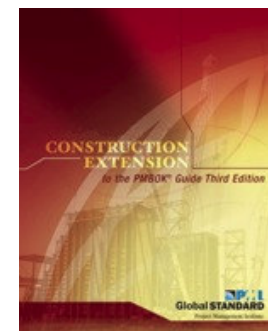
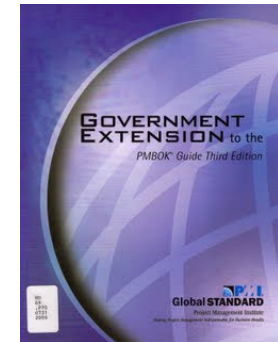


Figure 6-13. Develop Schedule Data Flow Diagram



PMBOK extensions

- PMBOK has specific extensions dealing with specific areas
 - USA government extension
 - USA Department of Defense extension
 - Construction extension





Other PMI standards

1. Organizational Project Management Maturity Model (OPM3®)
2. Practice Standard for Project Risk Management
3. Practice Standard for Earned Value Management
4. Practice Standard for Project Configuration Management
5. Practice Standard for Work Breakdown Structures
6. Practice Standard for Scheduling
7. The Standard for Program Management
8. Project Manager Competency Development Framework
9. The Standard for Portfolio Management





The PMI family of Credentials

	CAPM®	PMI-SP®	PMI-RMP®	PMP®	PgMP®
Full Name	Certified Associate in Project Management	PMI Scheduling Professional	PMI Risk Management Professional	Project Management Professional®	Program Management Professional
Project Role	Contributes to project team	Develops and maintains project schedule	Assesses and identifies risks and mitigates threats and capitalizes opportunities	Leads and directs project teams	Achieves an organizational objective through defining and overseeing projects and resources
Eligibility Requirements	High school diploma/global equivalent AND 1,500 hours experience OR 23 hours pm education	High school diploma/global equivalent 5,000 hours project scheduling experience 40 hours project scheduling education OR Bachelor's degree/global equivalent 3,500 hours project scheduling experience 30 hours project scheduling education	High school diploma/global equivalent 4,500 hours project risk management experience 40 hours project risk management education OR Bachelor's degree/global equivalent 3,000 hours project risk management experience 30 hours project risk management education	High school diploma/global equivalent 5 years project management experience 35 hours project management education OR Bachelor's degree/global equivalent 3 years project management experience 35 hours project management education	High school diploma/global equivalent 4 years project management experience 7 years program management experience OR Bachelor's degree/global equivalent 4 years project management experience 4 years program management experience
Steps to Obtaining Credential	application process + multiple-choice exam	application process + multiple-choice exam	application process + multiple-choice exam	application process + multiple-choice exam	3 evaluations – application panel review + multiple-choice exam + multi-rater assessment
Exam Information	3 hours; 150 questions	3.5 hours; 170 questions	3.5 hours; 170 questions	4 hours; 200 questions	4 hours; 170 questions
Fees	US\$225 PMI member (US\$300 non-member)	US\$520 PMI member (US\$670 non-member)	US\$520 PMI member (US\$670 non-member)	US\$405 PMI member (US\$555 non-member)	US\$1,500 PMI member (US\$1,800 non-member)
Credential Maintenance Cycles and Requirements	5 years; re-exam	3 years; 30 PDUs in project scheduling	3 years; 30 PDUs in risk management	3 years; 60 PDUs	3 years; 60 PDUs



PMBOK

- Take from PMBOK those areas of best practice that are appropriate to your project depending on size, complexity and industry.
- You can purchase a hard copy of PMBOK from www.pmi.org
- If you become a member you get a free soft copy



Any questions?

- If you have any questions about PMBOK or any of the credentials please feel free to contact your local branch of PMINZ

Sean Whitaker
Vice President
VP@pmi.org.nz