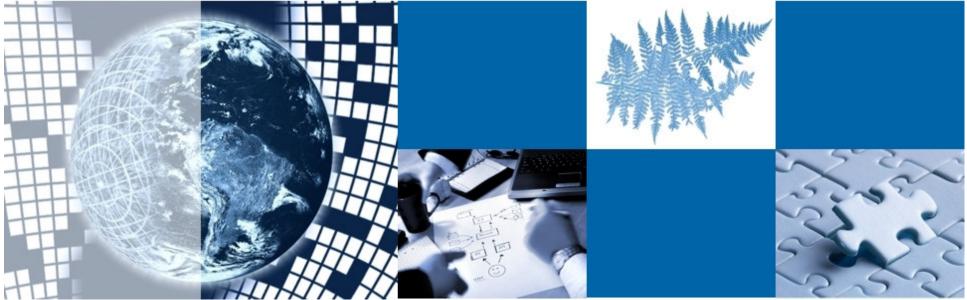
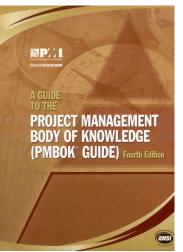


Making Project Management Indispensable for Business Results



# **PMBOK®** for Dummies

Sean Whitaker, PMP Vice President, PMINZ

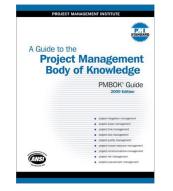


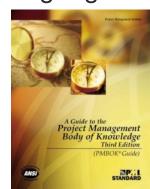


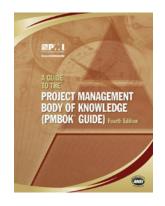


# A short history of PMBOK

- 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





#### and a set

# 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





	Project Management Process Groups						
Knowledge Areas	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

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition. @2008 Project Management Institute, Inc. All Rights Reserved.





#### **Sample PMBOK processes**







#### Management Overview 6.3 Estimate Activity **6.2 Sequence Activities 6.1 Define Activities** Resources .1 Inputs .1 Inputs .1 Inputs .1 Scope baseline .1 Activity list .1 Activity list .2 Activity attributes .2 Enterprise environmental .2 Activity attributes factors .3 Milestone list .3 Resource calendars .3 Organizational process assets .4 Project scope statement .4 Enterprise environmental .5 Organizational process assets factors .2 Tools & Techniques .5 Organizational process assets .1 Decomposition .2 Tools & Techniques .2 Rolling wave planning .1 Precedence diagramming .2 Tools & Techniques .3 Templates method (PDM) .1 Expert judgment .4 Expert judgment .2 Dependency determination .2 Alternatives analysis .3 Published estimating data .3 Applying leads and lags .3 Outputs .4 Schedule network templates .4 Bottom-up estimating .1 Activity list .5 Project management software .2 Activity attributes .3 Outputs .1 Project schedule network .3 Milestone list .3 Outputs diagrams .1 Activity resource requirements .2 Project document updates .2 Resource breakdown structure .3 Project document updates **6.4 Estimate Activity** Durations **6.5 Develop Schedule** .1 Inputs **6.6** Control Schedule .1 Activity list .1 Inputs .2 Activity attributes .1 Activity list .3 Activity resource requirements .1 Inputs .2 Activity attributes .4 Resource calendars .1 Project management plan .3 Project schedule network .5 Project scope statement .2 Project schedule diagrams .6 Enterprise environmental .3 Work performance information .4 Activity resource factors .4 Organizational process assets requirements .7 Organizational process assets .5 Resource calendars .2 Tools & Techniques .2 Tools & Techniques .6 Activity duration estimates .1 Performance reviews .7 Project scope statement .1 Expert judgment .2 Variance analysis .2 Analogous estimating .8 Enterprise environmental .3 Project management software .3 Parametric estimating factors .4 Resource leveling .4 Three-point estimates .9 Organizational process assets .5 What-if scenario analysis .5 Reserve analysis .7 Adjusting leads and lags .2 Tools & Techniques .7 Schedule compression .1 Schedule network analysis .3 Outputs .8 Scheduling tool .2 Critical path method .1 Activity duration estimates .2 Project document updates .3 Critical chain method .3 Outputs .4 Resource leveling .1 Work performance .5 What-if scenario analysis measurements .6 Applying leads and lags .2 Organizational process assets .7 Schedule compression updates .8 Scheduling tool .3 Change requests .4 Project management plan .3 Outputs updates .1 Project schedule .5 Project document updates .2 Schedule baseline .3 Schedule data .4 Project document updates

**Project Time** 

Figure 6-1. Project Time Management Overview

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition. ©2008 Project Management Institute, Inc. All Rights Reserved.







Inputs	Tools & Techniques	Outputs
<ol> <li>Activity list</li> <li>Activity attributes</li> <li>Project schedule network diagrams</li> <li>Activity resource requirements</li> <li>Resource calendars</li> <li>Activity duration estimates</li> <li>Project scope statement</li> <li>Enterprise environmental factors</li> <li>Organizational process assets</li> </ol>	<ul> <li>.1 Schedule network analysis</li> <li>.2 Critical path method</li> <li>.3 Critical chain method</li> <li>.4 Resource leveling</li> <li>.5 What-if scenario analysis</li> <li>.6 Applying leads and lags</li> <li>.7 Schedule compression</li> <li>.8 Scheduling tool</li> </ul>	.1 Project schedule .2 Schedule baseline .3 Schedule data .4 Project document updates

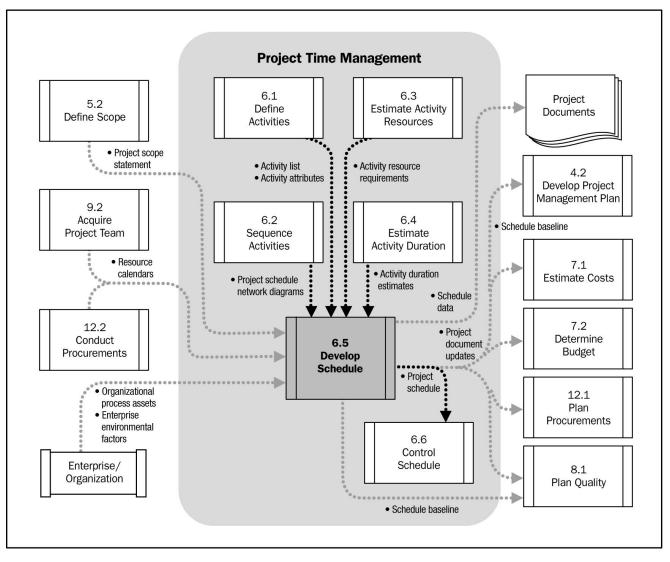
Figure 6-12. Develop Schedule: Inputs, Tools & Techniques, and Outputs

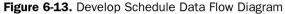
A Guide to the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide) – Fourth Edition. ©2008 Project Management Institute, Inc. All Rights Reserved.











A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition. ©2008 Project Management Institute, Inc. All Rights Reserved.



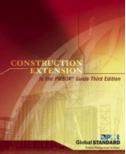




#### **PMBOK extensions**

- 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<sup>®</sup>)
- 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	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 <u>www.pmi.org</u>
- 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