

## FOUNDATIONAL CONCEPTS

**Project:** a temporary group of related tasks undertaken to create a unique product, service, or result

**Program:** a group of related projects and operations coordinated together in a larger effort than a project

**Portfolio:** an organization's entire investment in projects and programs (see diagram 1)

**Project Management:** using skills, knowledge, and resources to satisfy project requirements

**Process:** 1 of 47 packages of inputs, tools, and outputs used to produce specific outputs for the project (see diagram 2)

**Phases:** groups of project activities separated by exit-gates to evaluate phase deliverables

**Project Life Cycle:** a group of project phases specified by an organization's project management methodology

**Methodology:** an organization's specific implementation of project processes, a set of steps to manage a project

**Triple Constraint:** the concept that scope, time, and cost are interrelated; one cannot change without affecting at least one of the others, also known as the "iron triangle" (see diagram 3)

**Baseline (BL):** the original plan plus all approved changes (scope, schedule, cost)

**System:** a set of formal management procedures, rules, processes, people, etc. that support an outcome

**Historical Information:** information from previous projects used to evaluate future project decisions

**Lessons Learned:** documented variances (historical information) used to avoid variances in future projects

**Progressive Elaboration:** an iterative approach where planning occurs in cycles rather than only up front

**PM Skills:** Leading, Communicating, Negotiating, Problem-solving, Influencing, Delegating, and Being Proactive



## PROJECT ROLES

**Project Manager:** the person ultimately responsible for the project; authorized to spend budget and assign resources to realize project goals

**Project Coordinator:** a role weaker than a project manager; may assign project resources but not authorized to spend funds

**Project Expeditor:** a role weaker than a project coordinator; reports on project progress without authority to assign resources or spend funds

**Project Sponsor:** responsible for funding the project; typically a senior manager; may or may not be the customer

**Senior Management:** a role higher in organization than the project manager; prioritizes projects, authorizes PM, resolves organization conflicts and issues

**Stakeholder:** a person or group having an interest, whether positive or negative, in the result of the project

**Functional Manager:** a department manager who "owns" project resources; administers human resource management responsibilities for employees

**Project Office:** a supporting or controlling department regarding methodologies, tools, standards, best practices, and audits

**Program Manager:** responsible for programs; coordinating several related projects to achieve a common goal

## ORGANIZATION TYPES & PROJECT MANAGER POWER

**Functional:** team members work for a department; may be loaned to a project at times; little or no PM power

**Projectized:** PM is manager of projects and resources; has complete authority

**Matrix:** Combination with functional managers and project managers; PM has more power in Strong Matrix, equal in Balanced Matrix, and less in Weak Matrix



## PROCESS FRAMEWORK

Process groups are not project phases. Process groups are not linear; they are iterative. Process names follow verb-noun structure (e.g., Define Scope).

**KNOWLEDGE AREAS (10):** (8 processes)

|                                 |   |
|---------------------------------|---|
| Integration Management (PMI)    | 6 |
| Scope Management (SCO)          | 6 |
| Time Management (TIM)           | 7 |
| Cost Management (COS)           | 4 |
| Quality Management (QMA)        | 3 |
| Human Resource Management (HRM) | 4 |
| Communications Management (COM) | 3 |
| Risk Management (RM)            | 6 |
| Procurement Management (PRM)    | 4 |
| Stakeholder Management (STM)    | 4 |

**47 PROCESSES**

| PROCESS | IN | PL | EX | MC | CL |
|---------|----|----|----|----|----|
| INT     | 1  | 1  | 1  | 2  | 1  |
| SCO     | 1  | 4  | 1  | 2  | 1  |
| TIM     | 1  | 6  | 1  | 1  | 1  |
| COS     | 1  | 2  | 1  | 1  | 1  |
| QMA     | 1  | 1  | 1  | 1  | 1  |
| HRM     | 1  | 1  | 2  | 1  | 1  |
| COM     | 1  | 1  | 1  | 1  | 1  |
| RM      | 1  | 1  | 1  | 1  | 1  |
| PRM     | 1  | 1  | 1  | 1  | 1  |
| STM     | 1  | 1  | 1  | 1  | 1  |

**PROCESS GROUPS (5):**

|                                 |    |
|---------------------------------|----|
| Initiating (IN)                 | 2  |
| Planning (PL)                   | 24 |
| Executing (EX)                  | 8  |
| Monitoring and Controlling (MC) | 11 |
| Closing (CL)                    | 2  |

(8 processes)

|                                 |    |
|---------------------------------|----|
| Initiating (IN)                 | 2  |
| Planning (PL)                   | 24 |
| Executing (EX)                  | 8  |
| Monitoring and Controlling (MC) | 11 |
| Closing (CL)                    | 2  |

## COMMON INPUTS, TOOLS, AND OUTPUTS

**Inputs:** Organizational Process Assets (OPAs), Enterprise Environmental Factors (EEFs), Project Management Plan (PM Plan), Risk Register, Work Performance, Work Performance Reports

**Tools:** Expert Judgment, Meetings, Analytical Techniques, Facilitation Techniques, Project Management Information System (PMIS)

**Outputs:** Change Requests, Updates (PM Plan, Project Docs, and OPAs), Work Performance Information

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