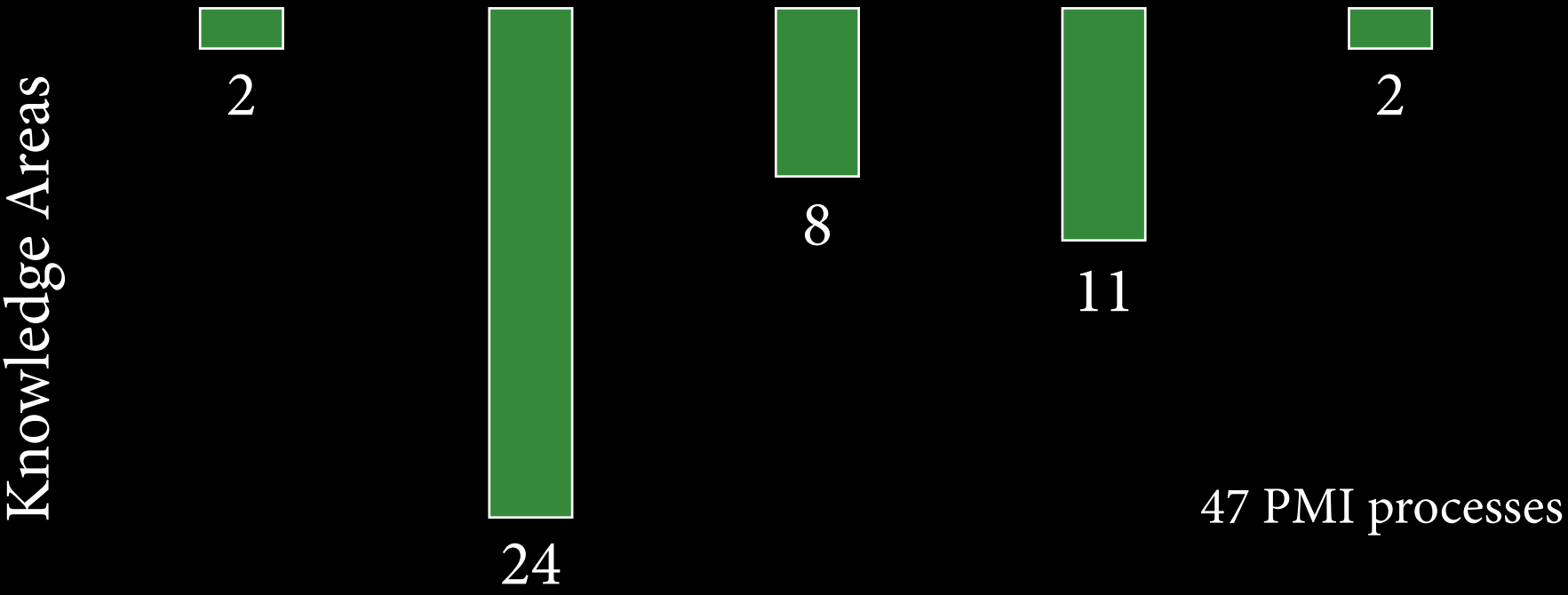


HOLA

Process Groups & Knowledge Areas

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 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 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 Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 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 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control 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 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Project Management Process Groups				
Initiating	Planning	Executing	Monitoring & Controlling	Closing



Process Group	13%	24%	30%	25%	8%	% of questions
	26	48	60	50	16	# of questions
	3	2	4	5	1	level of difficulty

(Rita©2013, p, 9)

Project Management Process Groups				
Initiating	Planning	Executing	Monitoring & Controlling	Closing

Rita:

Start	Plan	Do	Check & Act	End
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Project Integration Management

Knowledge Areas	Project Management Process Groups				
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Project Management Process Groups

Initiating

Planning

Executing

Monitoring &
Controlling

Closing

Project
Integration
Management

4.1

Scope

Time

Cost

Quality

Human Resources

Communications

Risk

Procurement

Stakeholders

Knowledge Areas

Project Integration Management & Develop Project Charter

Project Integration Management

(PMBOK Chapter 4)

Initiating
Process Group

4.1 Develop Project Charter: authorizes project existence

Planning
Process Group

4.2 Develop Project Management Plan: integrating plans

Executing
Process Group

4.3 Direct and Manage Project Work: leading, performing, implementing

**Monitoring &
Controlling**
Process Group

4.4 Monitor and Control Project Work: tracking, reviewing, reporting

4.5 Perform Integrated Change Control: reviewing, approving, managing

Closing
Process Group

4.6 Close Project or Phase: finalizing activities

Project Integration Management

(PMBOK Chapter 4)

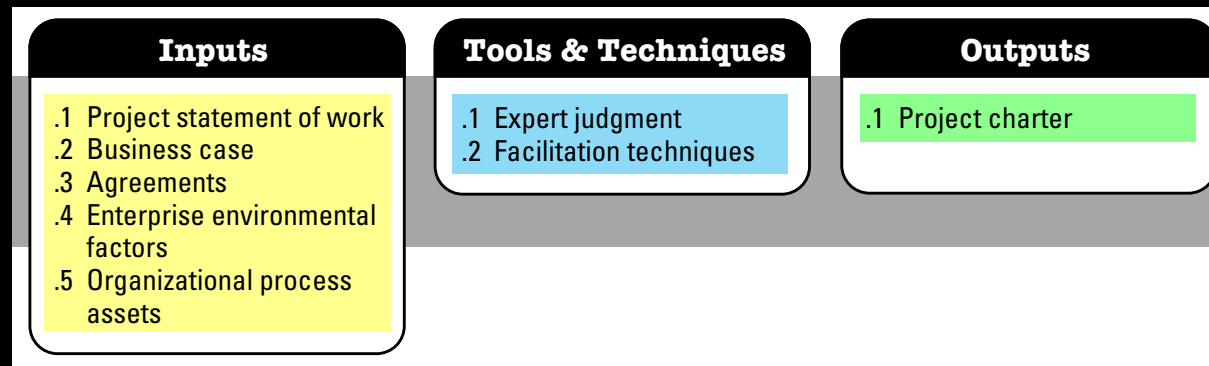
Are the processes and activities required to **identify, define, combine, unify and coordinate** the various other processes and project management activities

Making choices about resource allocation

Making trade-offs among competing objectives and alternatives

Managing interdependencies among the Knowledge Areas

4.1 Develop Project Charter



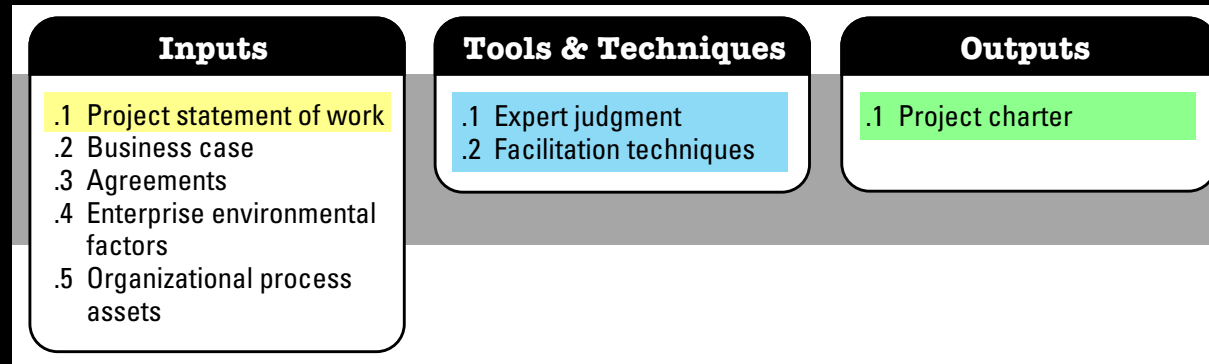
A Project Charter is:

- a document that **formally authorizes** the existence of a project
- provides the project manager with the **authority** to start working

A Project Charter provides:

- a well-defined project **start** and **project boundaries**
- a way for senior management to formally **accept & commit** to the project

4.1 Develop Project Charter



The **Project Statement of Work (SOW)** is: A narrative description of products, services, or results of the project

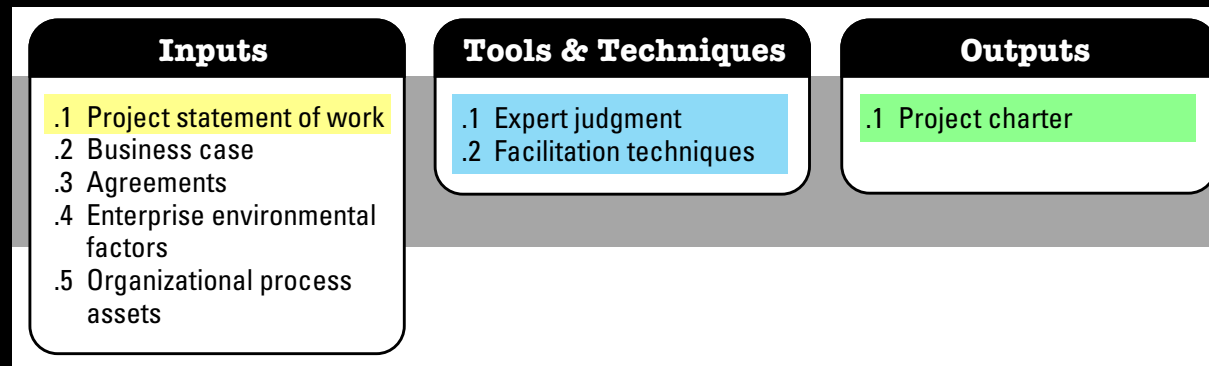
For **internal** projects:

the project initiator or sponsor provides the statement of work based on business needs, product or service requirements

For **external** projects:

received from the customer as part of a bid document

4.1 Develop Project Charter



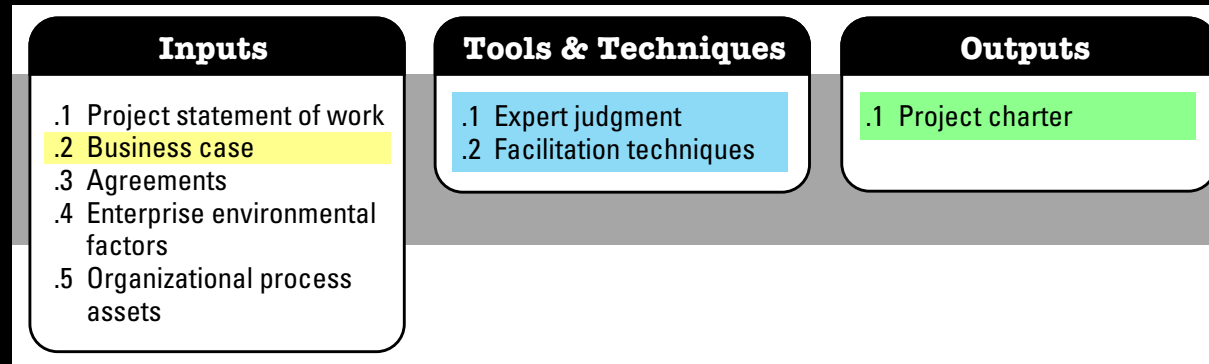
The **Project Statement of Work (SOW)** references:

Business need - is the project based on a market demand, technological advance, legal requirement, government regulation or environmental considerations

Product scope description - what are the characteristics of the project and what is its relationship to the business need

Strategic plan - what is the organization's strategic vision, goals, and objectives (may be a high-level mission statement)

4.1 Develop Project Charter

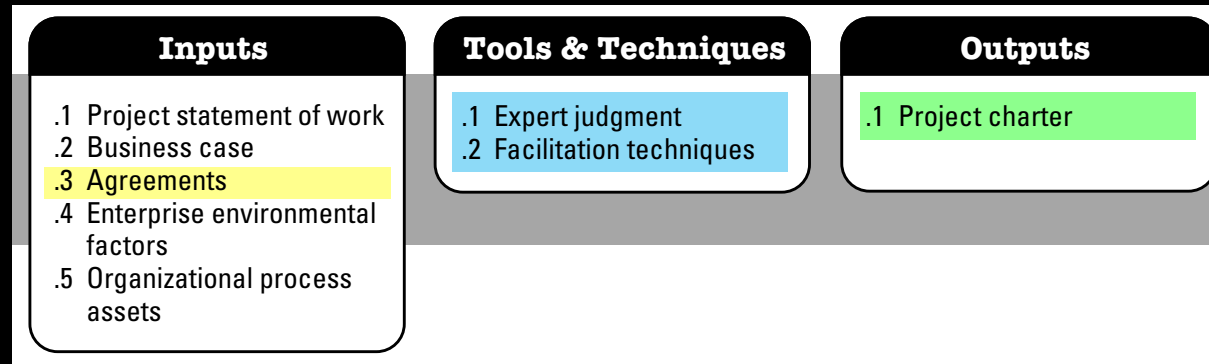


The Business Case:

- describes the necessary information from a business standpoint about how the project is worth the required investment
- shows a cost-benefit analysis to justifying the project

In the early stages of the project life cycle reviewing the business case helps to confirm if the project is still aligned with it

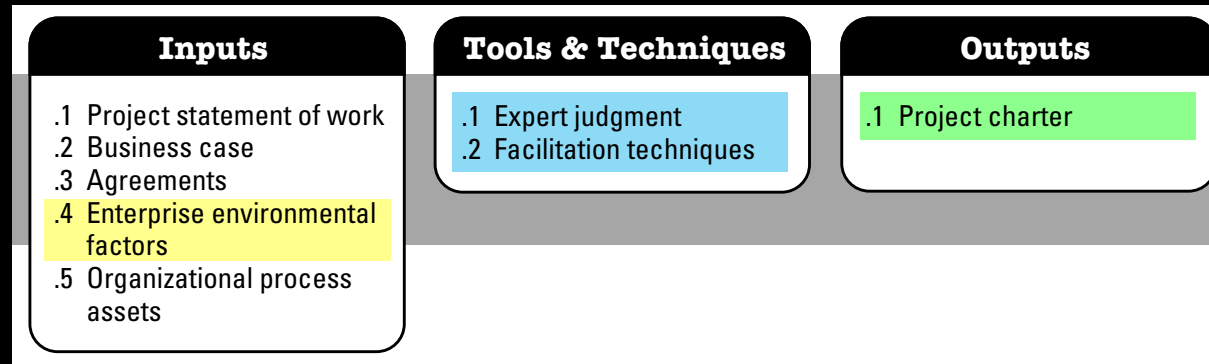
4.1 Develop Project Charter



Agreements:

- **contracts**, memorandums of understanding, service level agreements, letter of agreements, letters of intent, verbal agreements, email or other written agreements

4.1 Develop Project Charter



Enterprise Environmental Factors:

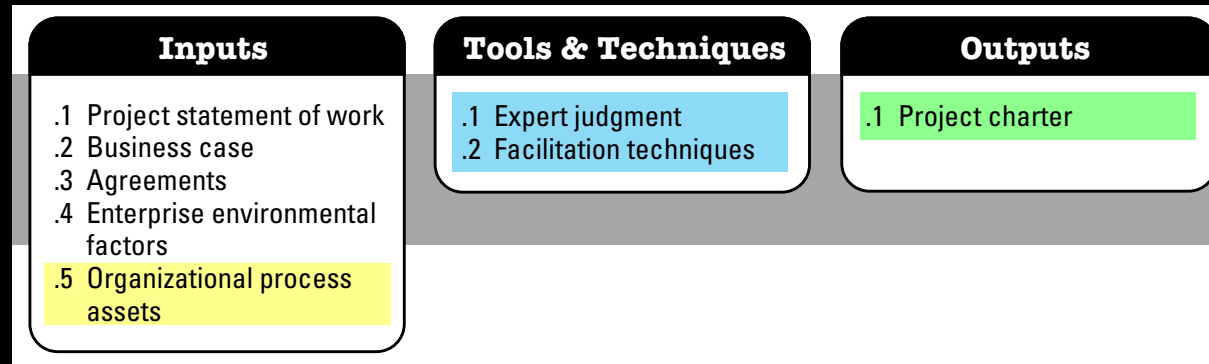
Governmental standards

Industry standards or regulations

Organizational culture and structure

Marketplace conditions

4.1 Develop Project Charter



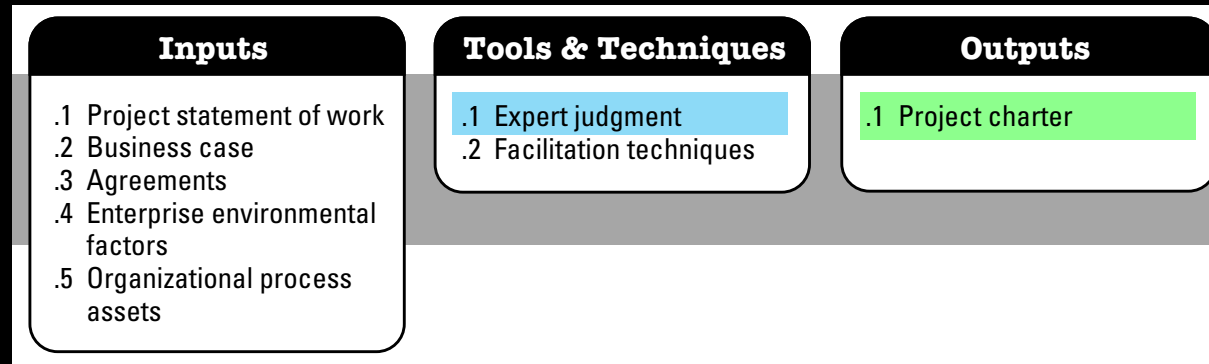
Organizational Process Assets:

Standard processes, policies and definitions

Templates (e.g., project charter template)

Historical information & lessons learned knowledge base

4.1 Develop Project Charter



Expert Judgment: is applied to all technical and management details & provided by:

Other units within the organization

Consultants

Stakeholders (including customers or sponsors)

Professional and technical associations

Industry groups

Subject matter experts (SME's)

Project management office

4.1 Develop Project Charter



Facilitation Techniques: Building consensus and overcoming obstacles:

Brainstorming, Conflict resolution & Problem solving

Characteristics of a Facilitator:

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- asking rather than telling
- willing to spend time in building relationships rather than being only task-oriented
- initiating conversation rather than waiting for someone else to
- asking for other's opinions rather than always having to offer their own
- negotiating rather than dictating decision-making
- listening without interrupting
- basing decisions upon intuitions rather than having to have facts
- has the self-confidence to look someone in the eye when talking to them
- more enthusiastic than systematic
- more outgoing than serious
- more like a coach than a scientist
- more like a counselor than a sergeant
- naturally curious about people, things and life in general
- can keep the big picture in mind while working on the nitty-gritty

4.1 Develop Project Charter



Project Charter:

documents the business needs, assumptions, constraints and the understanding of the customer's needs and high-level requirements

4.1 Develop Project Charter

A Project Charter should **clearly state** the:

Project purpose or justification

Summary milestone schedule

Measurable project objectives & related success criteria

Summary budget

Stakeholder list

High-level requirements

Project approval requirements

Assumptions & constraints

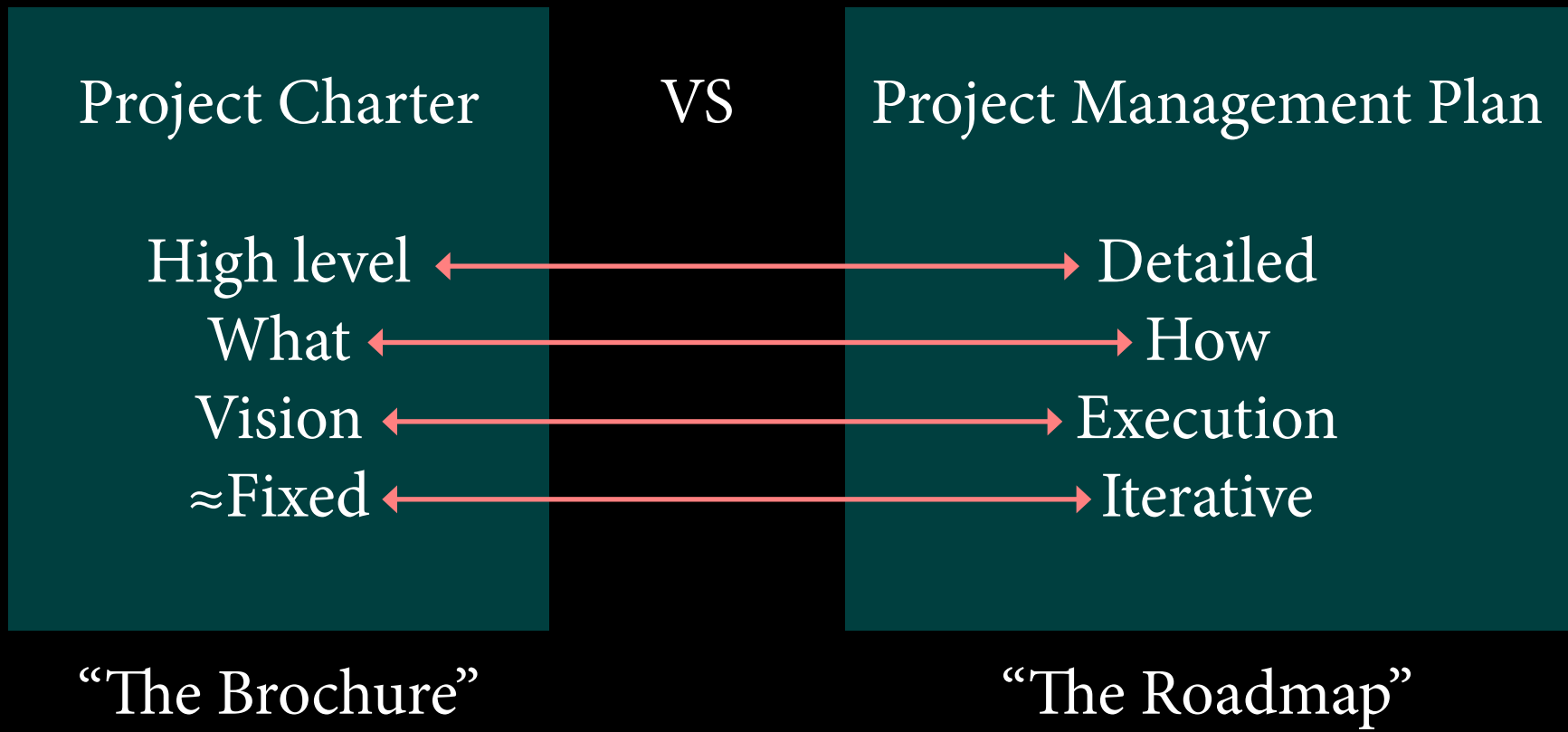
Assigned project manager; responsibility and authority level

High-level project description & boundaries

Name and authority of the sponsor

High-level risks

4.1 Develop Project Charter



Project Integration Management

(PMBOK Chapter 4)

		Outputs
Initiating Process Group	4.1 Develop Project Charter: authorizes project existence →	.1 Project management plan
Planning Process Group	4.2 Develop Project Management Plan: integrating plans	
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Monitoring & Controlling Process Group	4.4 Monitor and Control Project Work: tracking, reviewing, reporting	
	4.5 Perform Integrated Change Control: reviewing, approving, managing	
Closing Process Group	4.6 Close Project or Phase: finalizing activities	

Q&A

Question

21. Company procedures require the creation of a lessons learned document. Which of the following is the BEST use of lessons learned?
- A. Historical records for future projects
 - B. Planning record for the current project
 - C. Informing the team about what the project manager has done
 - D. Informing the team about the project management plan

Answer

21. **Answer** A

Explanation Notice that this question asks about the use of a tool of project management. Many people can learn from a book what a lessons learned document is, but questions like this can more readily be answered if you actually use the tool and know from experience its value. Ask yourself about the other tools of project management. Why are they beneficial? The BEST use of lessons learned is as historical records for future projects. There are other tools that are better for accomplishing the things listed in the other choices.

Question

22. Lessons learned are BEST completed by:

- A. The project manager.
- B. The team.
- C. The sponsor.
- D. The stakeholders.

Answer

22. **Answer D**

Explanation The best answer is stakeholders, as their input is critical for collecting all the lessons learned on each project. The term “stakeholders” includes all the other groups.

Question

23. Consideration of ongoing operations and maintenance is crucially important to products of projects. Ongoing operations and maintenance should:
- A. Be included as activities to be performed during project closure.
 - B. Have a separate phase in the project life cycle, because a large portion of life cycle costs is devoted to maintenance and operations.
 - C. Not be viewed as part of a project.
 - D. Be viewed as a separate project.

Answer

23. **Answer C**

Explanation Remember the definition of a project: temporary and unique. Operations and maintenance are considered ongoing activities, not temporary. Therefore, such work is not considered a project or part of a project.

Question

24. What is a program?

- A. An initiative set up by management
- B. A means to gain benefits and control of related projects
- C. A group of unrelated projects managed in a coordinated way
- D. A government regulation

Answer

24. **Answer B**

Explanation Did you select “a group of unrelated projects managed in a coordinated way”? If so, you missed the word “unrelated.” Programs are groups of related projects.

Question

25. A company is making an effort to improve its project performance and create historical records of past projects. What is the BEST way to accomplish this?
- A. Create project management plans.
 - B. Create lessons learned.
 - C. Create network diagrams.
 - D. Create status reports.

Answer

25. **Answer B**

Explanation Lessons learned help to avoid future pitfalls and use the good ideas of past projects. This leads to improvements in future projects.

Question

1. In which project management process group is the detailed project budget created?
 - A. Initiating
 - B. Before the project management process
 - C. Planning
 - D. Executing

Answer

1. **Answer C**

Explanation Notice the use of the word “detailed.” Such a budget is created during project planning.

Question

2. The project charter is created in which project management process group?

- A. Executing
- B. Planning
- C. Closing
- D. Initiating

Answer

2. **Answer D**

Explanation The project charter is needed before planning and execution of the work can begin. Therefore, it is created and approved in project initiating.

Question

3. The project team has just completed the initial project schedule and budget. The NEXT thing to do is to:
 - A. Identify risks.
 - B. Begin iterations.
 - C. Determine communications requirements.
 - D. Create a bar (Gantt) chart.

Answer

3. Answer C

Explanation Communications requirements and quality standards are needed before risks (especially risks relating to communications and quality) can be determined. Iterations cannot begin until the risks are identified, qualified and quantified, and responses are developed. Through iterations, the WBS and other parts of the project management plan are revised. A bar chart would have been done during the creation of the schedule, so it cannot be the next thing. Of the choices listed, determine communications requirements is the best option.

Question

4. A detailed project schedule can be created only after creating the:
- A. Project budget.
 - B. Work breakdown structure.
 - C. Project management plan.
 - D. Detailed risk assessment.

Answer

4. Answer B

Explanation In the project management process, the project budget, detailed risk assessment, and project management plan come after the schedule is created. The only answer that could be an input is the work breakdown structure.

Question

5. The person who should be in control of the project during project planning is the:

- A. Project manager.
- B. Team member.
- C. Functional manager.
- D. Sponsor.

Answer

5. **Answer A**

Explanation The project manager should be named early in the project, during project initiating if possible. It is then his or her responsibility to control the project throughout its life.

ADIOS