

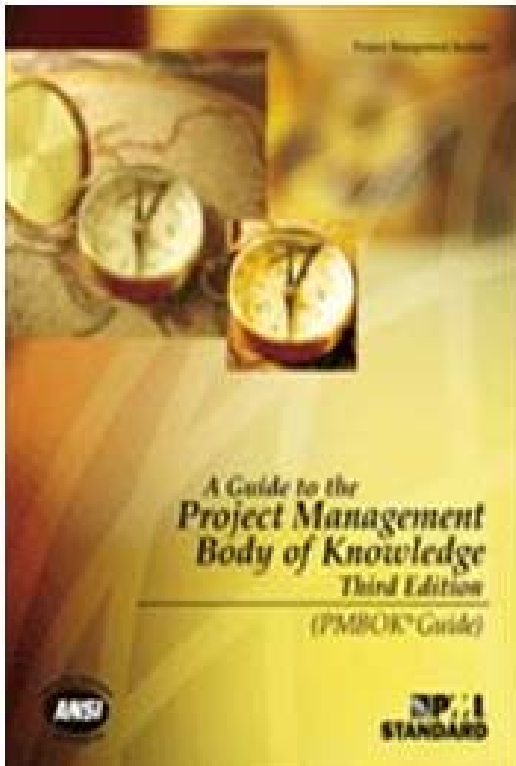


# **Introduction to Project Management**

# **The Project Management Body of Knowledge (PMBOK) 2004**

# ***The Project Management Body of Knowledge***    <http://www.PMI.org>

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**Title:**    **A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition, Paperback**

**Author:** Project Management Institute

**Pages:** 388

**Format:** Paperback

**Subject:** PMBOKBooks

# General Management Skills

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- **Leading**
- **Communicating**
- **Negotiating**
- **Problem solving**
- **Influencing the organization**

# Leading

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- **Establish direction**
- **Align people**
- **Motivate and inspire**

# Communicating

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- **Written and oral, listening and speaking**
- **Internal, external**
- **Formal, informal**
- **Vertical and horizontal**
- **Customer orientation (listening to the customers needs and requirements)**

# Communicating

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- **Choice of media**
- **Writing Style**
- **Presentation techniques**
- **Meeting management**

# Negotiating

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- **Conferencing with others to come to terms or reach an agreement**
- **Assisted negotiation**
  - **Arbitration**
  - **Mediation**
- **Working with the customer to insure needs (project goals) are met**
- **Insuring customer satisfaction**



# Negotiation during project life

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- **Scope, cost, and schedule objectives**
- **Changes to scope, cost, and schedule objectives**
- **Contract terms and conditions**
- **Assignments**
- **Resources**

# Problem Solving

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- **Distinguish between causes and symptoms**
- **Problems can be**
  - **Internal/external**
  - **Technical/managerial**
  - **Interpersonal**

# Decision making

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- **Analysis to generate viable solutions**
- **Can be made or obtained (e.g. from the customer)**
- **Time relevance (too early or too late may not work)**

# Influencing the Organization

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- **Ability to get things done**
- **Understand the formal and informal structures of all the organizations involved**
  - **The performing organization**
  - **The customer**
  - **Contractors**
  - **Etc.**

# Influencing the Organization

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- **Understand the politics.**

**“politics is about getting collective action from a group of people who may have different interests. ....use of conflict and disorder creatively.” Eccles**

# Influencing the Organization

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- **Understand the power. “the potential ability to influence behavior, to change the course of events, to overcome resistance, get people to do things they would not otherwise do.” Pfeffer**

# Introduction to the PMBOK

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- **Purpose of the PMBOK- identify and codify good practices**
- **The team decided what parts of the PMBOK practices to use**

# PMBOK Defined

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- **Identifies good practices for a project and project manager**
- **Even though the PMBOK is ANSI Standard the details of every topic are not elaborated**



# Purpose of the PMBOK

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- Generally recognized practices
- Provides a shared vocabulary and structure for discussion
- The PMBOK is a foundational publication for reference, preparation for certification, standardized training

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**The project management team is responsible for determining what ideas and practices are appropriate for any given project**

# What is a project?

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- Temporary
- Unique
- Progressive elaboration

# Projects versus Operations

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## Projects

- Performed by people
- Constrained by limited resources
- Planned, executed and controlled
- Temporary
- Unique

## Operations

- Performed by people
- Constrained by limited resources
- Planned, executed and controlled
- Ongoing
- Repetitive

# What is a project?

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- **Temporary with a beginning and end**
- **Creates a unique product, service or result**
- **Progressive elaboration**
- **Done for a purpose**
- **Has interrelated activities**

# Temporary

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- Definite beginning and end
- End is reached when the project objectives have been achieved
- Market window
- Ad hoc team

# Unique

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- Something new
- Size does not matter
  - New airliner
  - Bring a new drug to market

# Unique

- Requires progressive elaboration

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- Progressive

- **Proceeding in steps**

- **Continuing steadily in increments**

- Elaboration

- **Worked out with care and detail**

- **Developed thoroughly**



# Elaboration

Distinguishing characteristics first broadly defined will become more explicit and detailed as the team develops a better understanding

# The Strategic Plan and Projects

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- **Market demand for a new product or service**
- **Organizational effecting a change in structure, staffing, or style of an organization**
- **Legal requirement**

# Some Types of Projects

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- **Developing or acquiring a new or modified information system**
- **Constructing a Building**
- **Running a campaign for political office**
- **Implementing a new business**

# Related Areas

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- **Program:**

- **A group of projects managed to obtain benefits not available from managing them individually**

- **May involve**

- **Ongoing operations**

- **Program managers**

# Project Management

**Application of skills tools and techniques to project activities to meet project requirements**

# PM

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- **Identifying requirements**
- **Establishing clear and achievable objectives**
- **Balancing the competing demands for quality, scope, time and cost**

# What is project management?

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## Application of :

- **Knowledge**
- **Skills**
- **Tools and techniques**
- **To project activities to meet or exceed stakeholders' expectations while using resources efficiently and effectively**

# Managing a project includes:

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- **Identifying the requirements**
- **Establishing clear and achievable objectives**
- **Balancing the competing demands for quality, scope, time, and cost**
- **Adapting specifications, plans, and concerns of the stakeholders**



# What is a stakeholder?

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- **Project manager**
- **Customer**
- **Performing organization**
- **Sponsor**
- **Team**
- **Internal/external**
- **End user**
- **Society, citizens**

# The project management team must:

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- **Identify stakeholders**
- **Determine their needs and expectations**
- **Manage and influence those expectations**

# Meeting Stakeholders' Objectives

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- **Balancing competing demands**
  - **Scope, time, cost, and quality**
  - **Stakeholders with different needs and expectations**
  - **Identified requirements (needs) and unidentified requirements (expectations)**

# Meeting Stakeholders' Objectives

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- **PMI does not approve of gold plating**
- **The Needs of all Stakeholders should be taken into account on all projects**

# Meeting Stakeholders' Objectives

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- **Stakeholder management is a proactive task**
- **The project manager must identify all stakeholders and incorporate their needs into the project**

# The PMBOK Structure

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**Section I. The Project  
Management Framework**

**Section II. The Standard for  
Project Management of a Project**

**Section III The Project  
Management Knowledge areas  
and the 44 PM processes**

# Section 2: Nine Project Management Knowledge Areas

Project Integration Management	Project Scope Management	Project Time Management
Project Cost Management	Project Quality Management	Project Human Resource Management
Project Communications Management	Project Risk Management	Project Procurement Management

# Areas of Expertise

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- **The PMBOK**
- **Application area knowledge (IEEE Standards)**
- **Understanding the project environment**
- **General management knowledge and skills**
- **Interpersonal skills**



# The PMBOK

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- **Project Life Cycle**
- **Five Project Management Process Groups**
- **Nine Knowledge Areas**
- **44 PM Management Processes**

# Other Key Influences

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- **Application area**
- **Project environment**
- **General Management Skills**
- **Interpersonal skills**
  - **Effective communication**
  - **Influencing the organization**
  - **Leadership**
  - **Motivation**
  - **Negotiation and Conflict management**
  - **Problem Solving**



# **Project Management Context**

# Programs and Program Management

- **Groups of projects that can be coordinated together to obtain financial and or other gains.**

# Portfolios and Portfolio Management

**Projects grouped together for strategic management**

# Program Management Office

**Organization under which projects  
can be centralized and  
coordinated**

**Thank you for your attention.**

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**If you have any questions or  
comments please send an e-mail to  
Dr. Dufner at**

**[ddufner@mail.unomaha.edu](mailto:ddufner@mail.unomaha.edu)**

**or [donnadufner@cox.net](mailto:donnadufner@cox.net)**