

LCS International, Inc.

PMP Review

Chapter 1

What is a Project?

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These slides are intended to be used only in settings where each viewer has an original copy of the Sybex *PMP Study Guide* book.

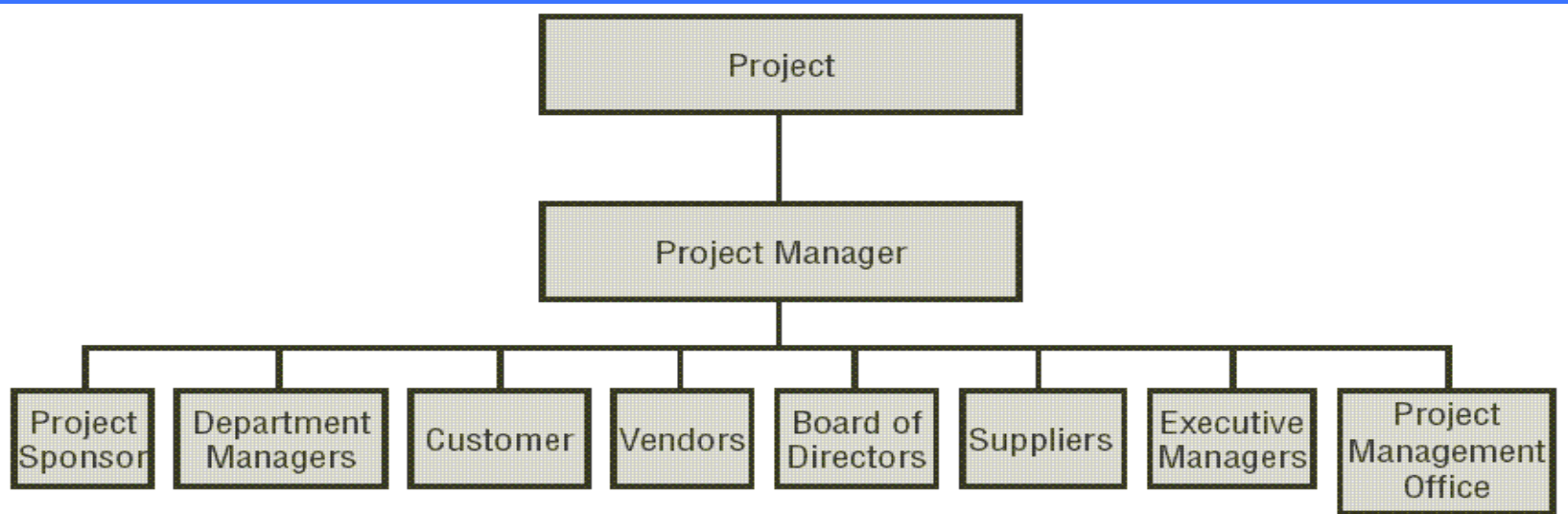
What Is a Project?

- ***Is It a Project?***
- What Is Project Management?
- Defining Skills Every Good Project Manager Needs
- Understanding Organizational Structures
- Understanding Project Life Cycles and Project Management Processes
- The Project Management Knowledge Areas

What Is a Project?

- *Projects versus Operations*
- Stakeholders
- Project Characteristics

Project Stakeholders



- Stakeholders**
- Project Manager
 - Project Sponsor
 - Customer
 - Board of Directors
 - Executive Managers
 - Department Managers
 - Vendors
 - Suppliers
 - Project Management Office

Is It a Project?

- Projects are *unique*.
- Projects are *temporary* in nature and have a definite *beginning* and *ending* date.
- Projects are completed when the project *goals* are achieved.
- A successful project is one that meets or exceeds the *expectations* of stakeholders.

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What Is Project Management?

- Programs
 - Groups of *related* projects that benefit from being managed in a *coordinated* way.
- Portfolios
 - Collections of programs and projects that meet a specific business goal or objective.
- Project Management Offices
 - Also called Project Offices or Program Offices

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Defining Skills Every Good Project Manager Needs

- *Communication*
- Organization and Planning
- Budgeting
- Conflict Management
- *Negotiation and Influencing*
- Leadership
- Team Building and Motivating

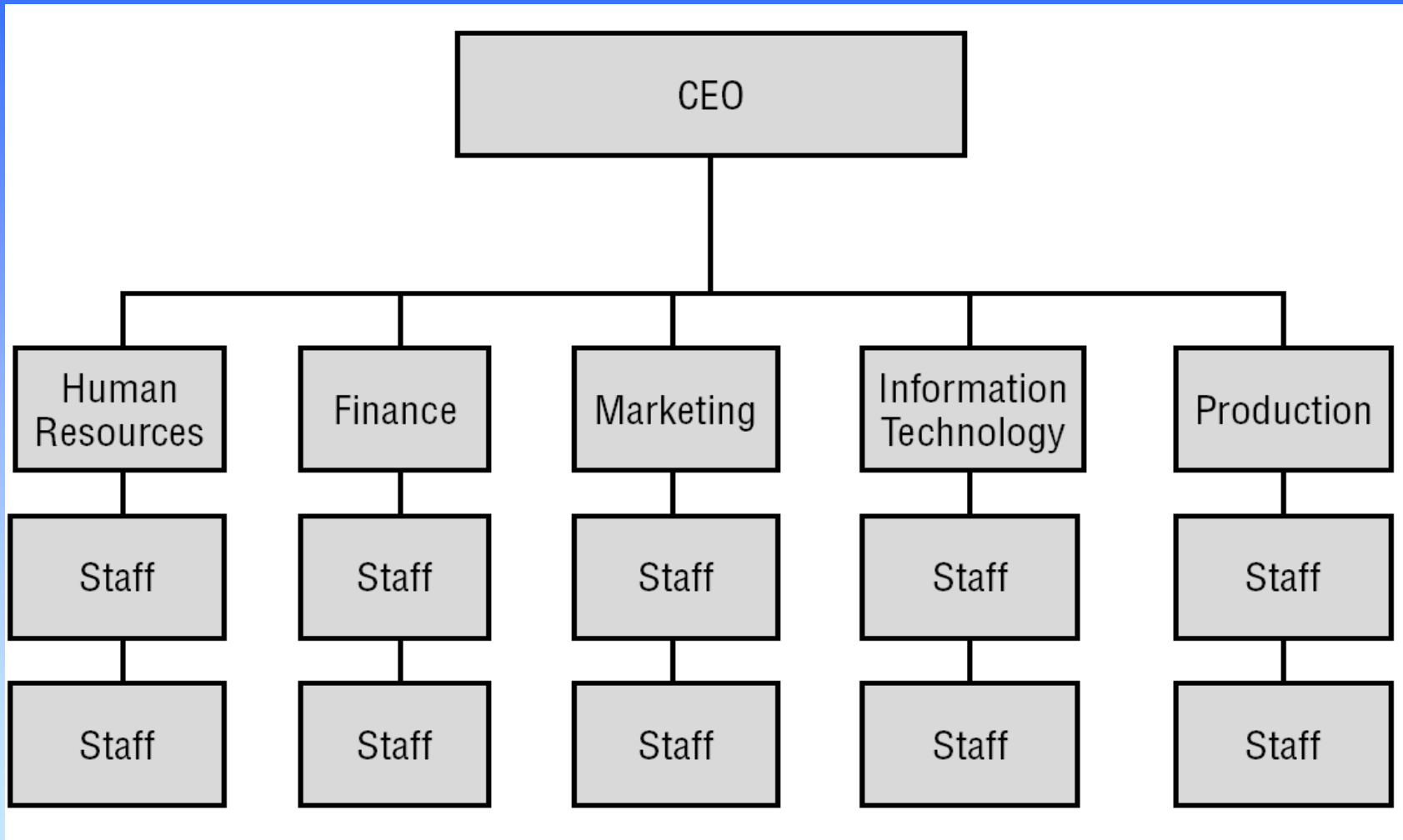
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Understanding Organizational Structures

- Functional Organizations
- Projectized Organizations
- *Matrix* Organizations

Functional Org Chart



Functional Organizations

Advantages

Enduring organizational structure.

Clear career path with separation of functions allowing specialty skills to flourish.

Employees have one supervisor with a clear chain of command.

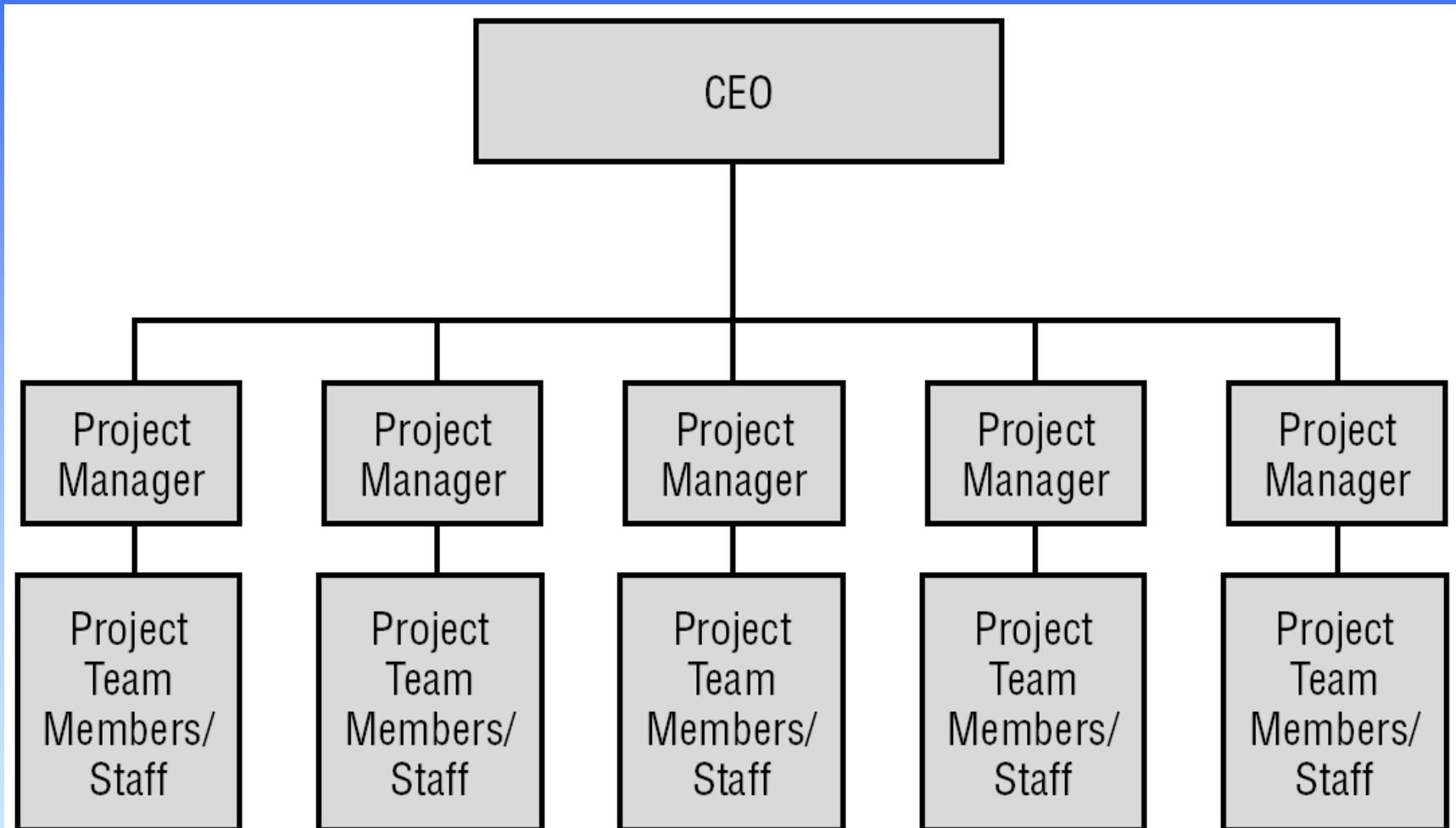
Disadvantages

Project manager has little to no formal authority.

Multiple projects compete for limited resources and priority.

Project team members are loyal to the functional manager.

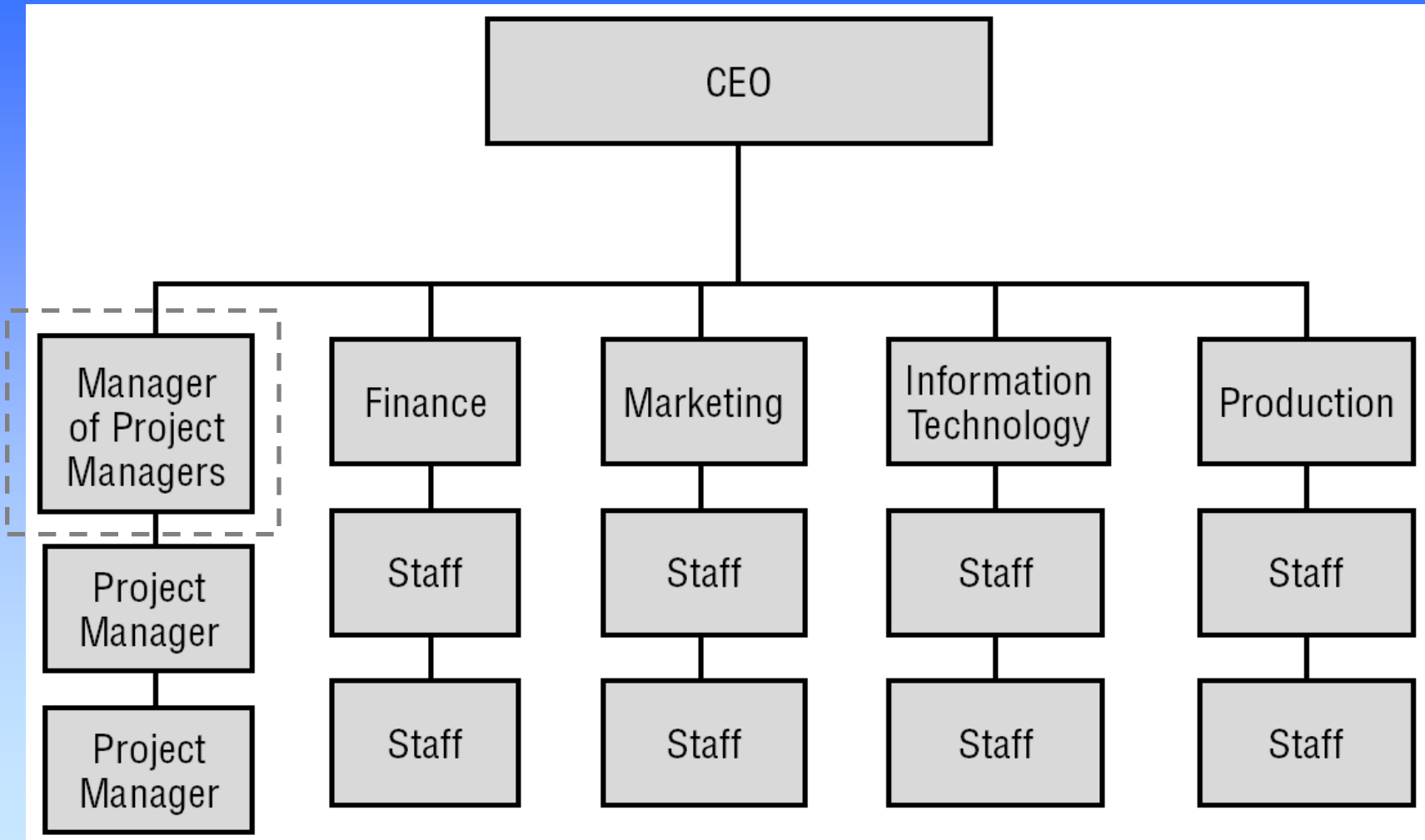
Projectized Org Chart



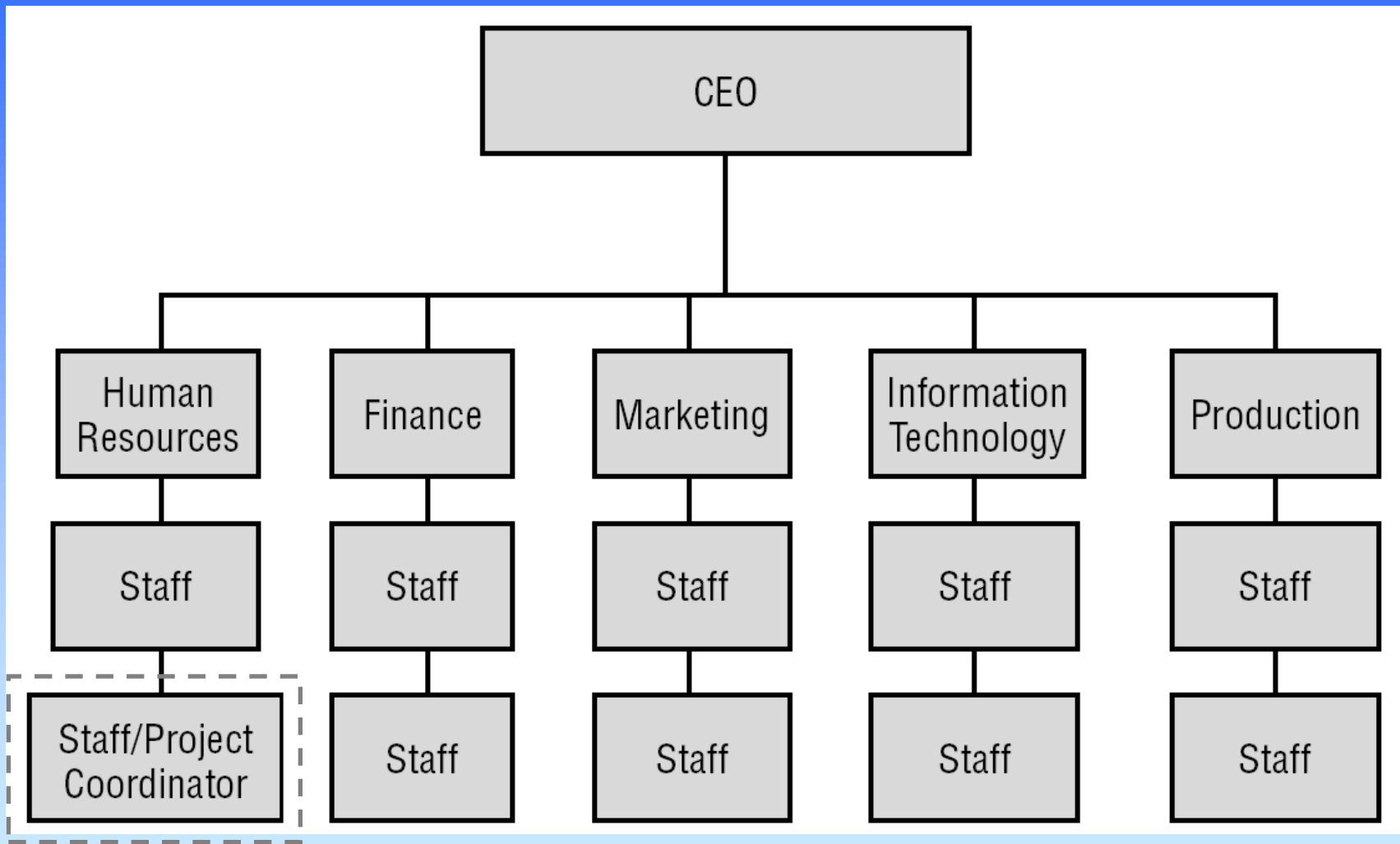
Projectized Organizations

- Project managers have *ultimate authority* over the project.
- The focus of the organization is the project.
- The organization's resources are focused on projects and project work.
- Team members are *collocated*.
- Loyalties are formed to the project, not to a functional manager.
- Project *teams are dissolved at conclusion* of the project.

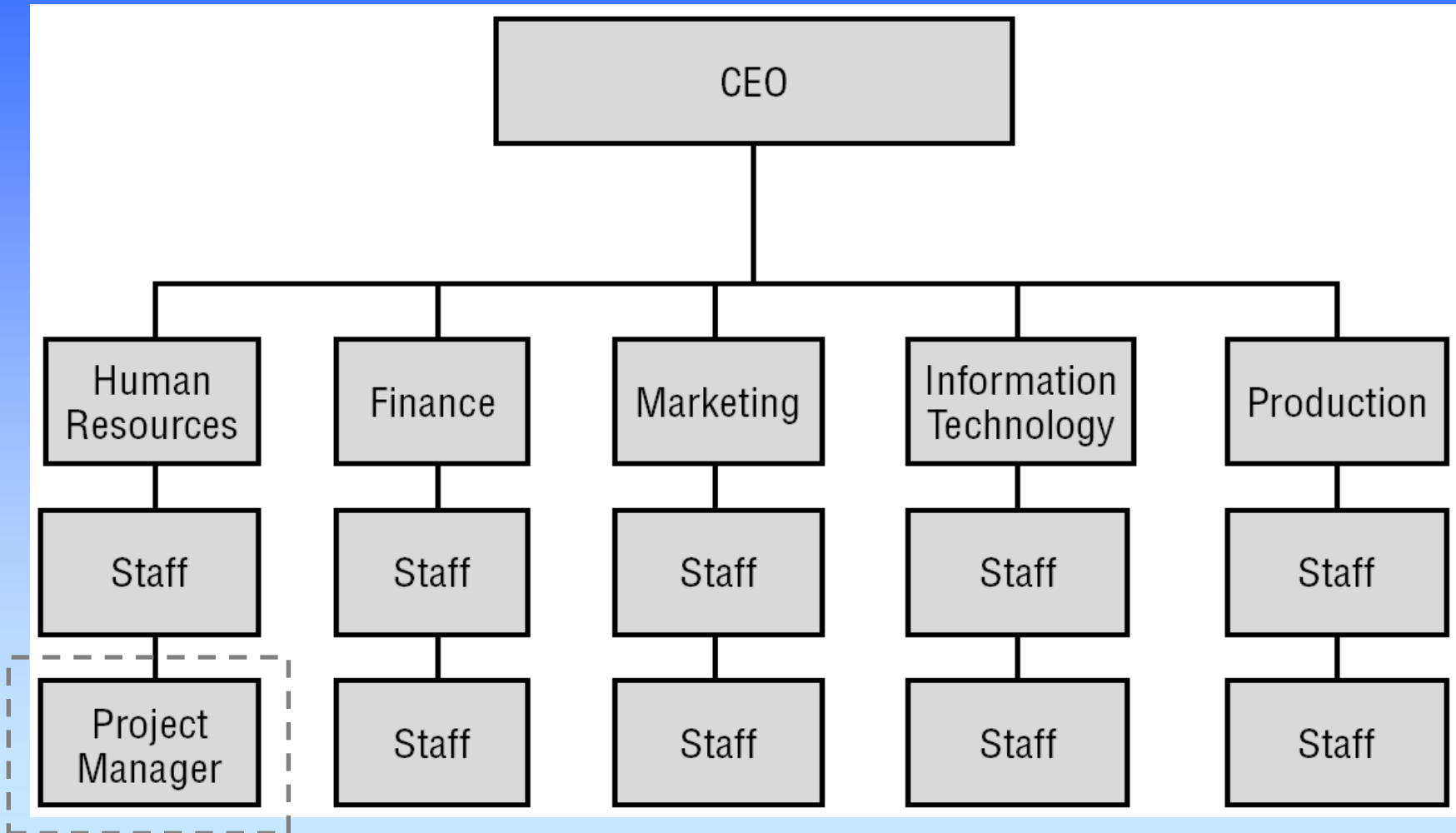
Strong Matrix Org Chart



Weak Matrix Org Chart



Balanced Matrix Org Chart



Comparing Matrix Structures

	Weak Matrix	Balanced Matrix	Strong Matrix
Project Manager's Title:	Project coordinator, project leader, or project expeditor	Project manager	Project manager
Project Manager's Focus:	Split focus between project and functional responsibilities	Projects and project work	Projects and project work
Project Manager's Power:	Minimal authority and power	Balance of authority and power	Full authority and power
Project Manager's Time:	Part-time on projects	Full-time on projects	Full-time on projects
Organization Style:	Most like functional organization	Blend of both weak and strong matrix	Most like a projectized organization
Project Manager Reports to:	Functional manager	A functional manager, but shares authority and power	Manager of project managers

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Understanding Project Life Cycles and Project Management Processes

- Project Life Cycles and Phases
 - A series of handoffs or technical transfers
 - Phases have specific *deliverables*
- Project Management Process Groups
 - Initiating
 - Planning
 - Executing
 - Monitoring & Controlling
 - Closing

Characteristics of the Initiating and Planning Processes

Low Impact or Probability

High Impact or Probability

Costs

Risk occurrences

Staffing levels

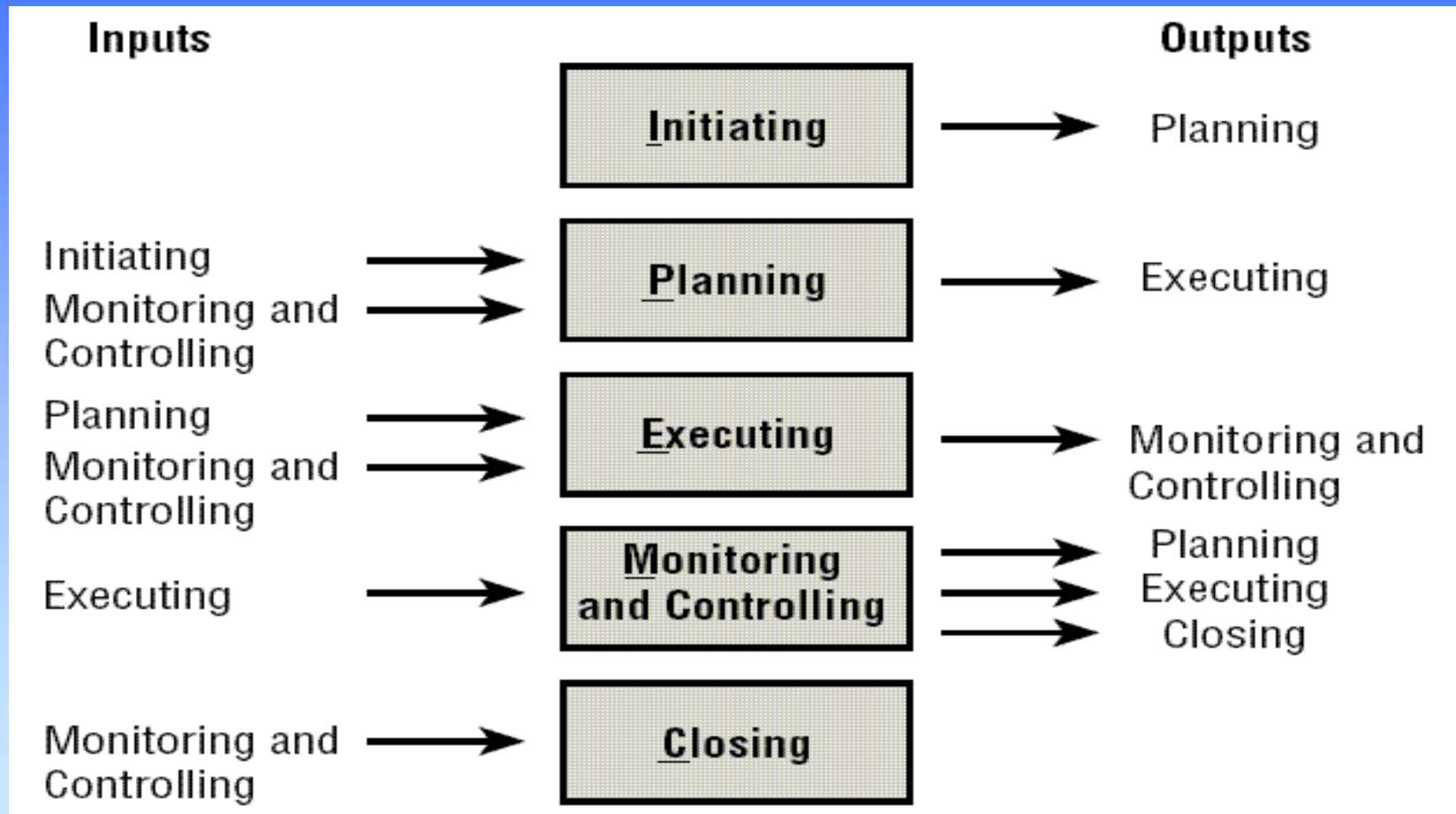
Stakeholder influence

Chance for successful completion

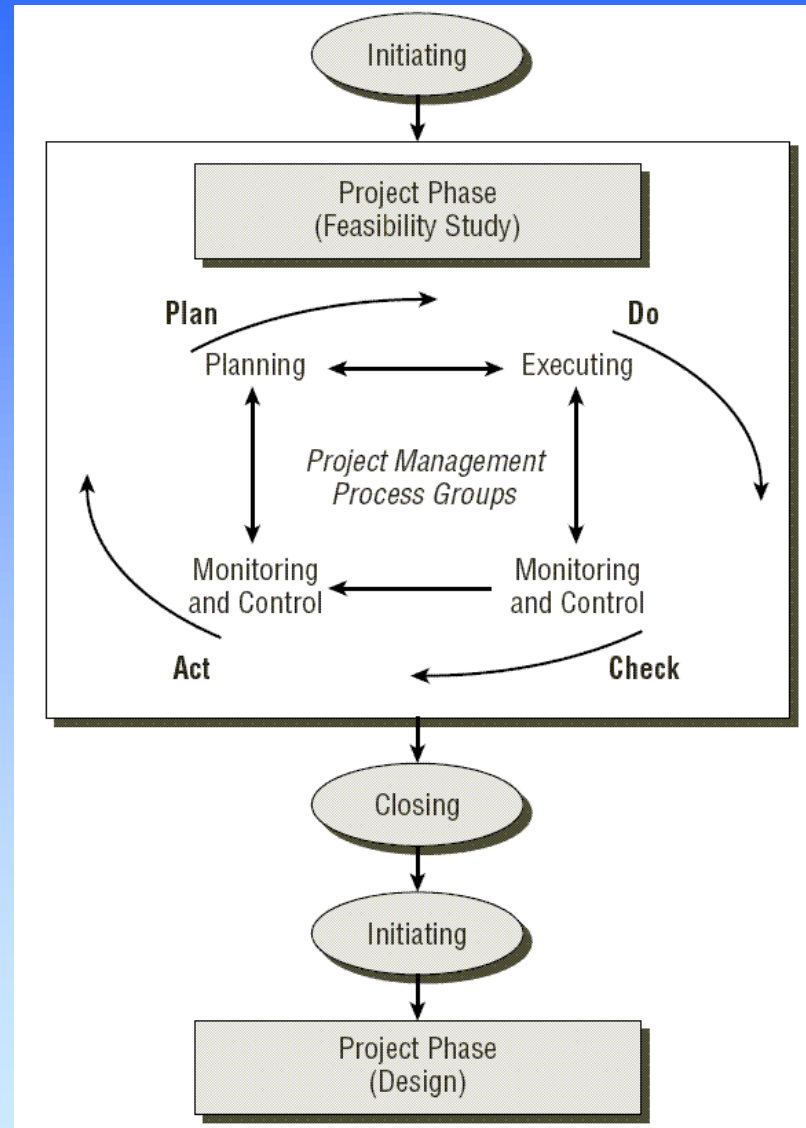
Characteristics of the Monitoring & Controlling and Closing Processes

Low Impact or Probability	High Impact or Probability
Stakeholder influence	Chance for successful completion
Staffing levels	Risk impact
Risk probability	

Project Management Process Groups



Process Interactions



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The Project Management Knowledge Areas

- Integration
- Scope
- Time
- Cost
- Quality
- Human Resources
- Communications
- Risk
- Procurement

Knowledge Area Process Group Map

Knowledge Area	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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