

BURETH EDITION Andy Grown, PMP



#### FOUNDATIONAL CONCEPTS

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

Program: a group of related projects and POWERFOLIO operations coordinated PROGRAMA PROJECTS PROGRAMIC PROJECTS PROJECTS PROJECTS

BUTCH TO

Section 1

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

Phases: groups of project activities separated by

guit gates to evaluate phase deliverable

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

Prortfoliot an organishtion's entire investment in projects and programs. COST DIAGRAM LY

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

Process: 1 of 49 aackages of inputs. tools, and outputs used to produce

specific output(s) for the project CSEE DUICEAN ID

Triple Constraint: the concept that scope, time, and cost cannot champe with PROCESS COUTPUTS

TOOLS

out affecting at least one of the others: also known as the "Iron Triangle" CARL DOLLARS NAMED IN

arre imbermolatied; one

SAC GRAPH

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

Systems a set of formal management procedures; rules, processes, people, etc. that support an outcome

Historical Informations information from previous proexts used to evaluate future project decisions

Lessons Learned: documented variances (historical information) used to avoid variances in current and future personal file.

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 Witnessen Street

#### PROJECT ROLES

together in a larger effort than a project.

Project Manager; the person ultimately responsible for the project; authorized to spend budget and assign resources. to realize project posts.

Project Coordinator: a role weaker than a project manager; may assign project resources but not authorized to append functs.

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 munager; may or may not be the customer

Senior Management: a role higher in organization the the project manager; prioritize projects, authorize PM, resolve 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 monogement responsibilities for employees

Project Office: a supporting or controlling department. regarding methodologies, tools, standards, best practices, month describing

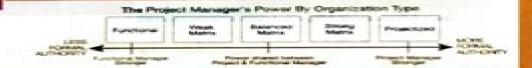
Program Manager: responsible for programs, coordinating several related projects to achieve a common goal

#### ORGANIZATION TYPES & PROJECT MANAGER POWER

Functional: Isan members work for a department; may be loaned to a preject at times, little-or no PM power

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

Matric: Combination with functional managers and project managers; PM has more power in Strong Matrix, equal in Balanced Matrix, and less in West Mutris.



#### PROCESS FRAMEWORK

ms are not project phases. Process groups are not linear; they are iterative. Process names follow verb-noun structure (e.g., Define Scope). 40 PROCESSES

Library Branche and	
KNOWLEDGE AREAS (10)	processors.
Integration Management (INT)	7
Scool Management (SCO)	- 0
Schedule Management (SCH)	46
Cost Management (COS)	-44
Quality Management (QUA)	3
Resource Management (RES)	- 6
Communications Management (COM)	3
Rick Management (RIS)	7
Programment Management (PRO)	3
Stakeholder Management (STA)	4

MANUFACTURE IN	IIM.	PL	BEX.	MAC	CL
157	- 1	1	2	2	1
500		4		- 2	
SCH		5		1	
CO 5		3		1	
QUA		1	1	1	
RES		2	3	- 1	
COM		1	1.	3	
R15		5	1	3	
P80		1	1	1	
STA	1.	1	1	1	

PROCESS GROUPS (5):	I I processes
INITIATING CIND	2
PLANNING (PL)	24
енеситиче Сек)	3.0
MONITORING AND CONTROLLING	Casch 12
CLOSING (CL)	1

#### COMMON INPUTS, TOOLS, AND OUTPUTS

Project Management Plan (PM Plan), Organizational Process Assets (OFRs), Project Documents. INPUTS: Enterprise Environmental Factors (EEFs), Project Charter, Agreements, Work Performance Data

Expert Audyment, Data Analysis, Meetings, Enterpersonal & Team Skills, Data Gathering, Decision Making. TOOLST Project Management Information System(PMIS), Data Representation

OUTPUTS: Updates (PM Plan, Project Documents, and OPAs), Change Requests, Work Performance Information



# **Pmp Exam Quick Reference Guide**

**Stuart Brunt PMP PgMP PMI-RMP** 

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