Project Management
Sharif MBA – Fall 1385
Session 2 - Dr. Sepehri

PM Overview
PM Associations

PMBOK 2004
Burke Ch. 2, 3
PMI Project Management Institute

http://www.pmi.org

- world’s foremost advocate for the project management profession.
- Over 150,000 members in 150 countries
  Over 75,000 certified in 125 countries
- PMI sets industry standards, conducts research and provides education, certification and professional exchange opportunities to strengthen the profession.
Association for Project Management (APM)

- [www.apm.org.uk](http://www.apm.org.uk) in England
- UK Association with 13500 individual members & 300 corporate members
- APM Body of Knowledge (BOK) with 42 knowledge areas for PM
- Founder of IPMA with 36 national member associations worldwide
- Certification exam, self assessment
International Project Management Association

- IPMA [www.impa.ch](http://www.impa.ch) in Netherlands
- Over 20000 members in Europe, Asia, Africa. 30 national association members
- Project Excellence worldwide Awards
- World Congress, Advance Seminars
- Publications, International Journal
انجمن مدیریت پروژه ایران

اهداف:
1. ارتقاء و بهبود مدیریت پروژه در ایران
2. آموزش و تربیت مدیران پروژه
3. ترویج و توسعه پروژه‌های صنعتی و آموزشی

در انجمن تعدادی از اعضای کنوانسیون خاصی دارند که اجازه دارند از این انجمن استفاده کنند. اعضای انجمن، مدیران و متخصصان پروژه و مدیریت پروژه در سطح جامعه علمی و حرفه‌ای کشور در زمینه هدف و کاربردی انجمن می‌باشند.

آمار باردها:
تعداد باردها: 232
باردها 24 ساعت قبل: 0

مطالعه بخش
بن مدیریت پروژه ایران
سالیانه اعضاء انجمن
دراه انجمن

www.ipma.ir
PM Areas of Expertise Needed by Project Team

- Project Management Body of Knowledge
- PMBOK Guide
- Application Area Knowledge
- General Management
- Understanding Environment
- Interpersonal Skills

PMBOK Guide
Project Management Body of Knowledge (PMBOK 2004)

The *PMBOK® Guide* is approved as an American National Standard (ANS) by the American National Standards Institute (ANSI).

The *PMBOK® Guide* has been developed by a team of professionals, evolved over 25 years, and now translated officially into 14 languages worldwide.

Project Management Professional (PMP®) certification is the preeminent professional credential for individuals associated with project management. Certified Associate (CAPM)
Elements of PMBOK 2000

- Scope
- Time
- Quality
- Cost
- Integration
- HRM
- Communication
- Procurement
- Risk

Figure 1-1. Overview of Project Management Knowledge Areas and Project Management Processes
Project Management Body of Knowledge
Generally recognized as good practice

Project Management team is responsible for determining what is appropriate for any given project. (single project)

Section 1- Project Management Framework
Section 2- Standard for Project Management
Section 3- Project Management Knowledge Areas

2000(39) => 2004(44) : +7, -2, 13 revised Processes
Purpose of PMBOK Guide

Generally accepted knowledge and practices
Basic reference (neither comprehensive nor inclusive) for:

- Senior executives
- Managers of project managers
- Project managers and other team members
- Project customers and other project stakeholders
- Functional managers with employees assigned to project teams
- Educators teaching project management and related subjects
- Consultants/Specialists in project management & related fields
- Trainers developing project management educational programs
- PMI Certification of Project Management Professionals (PMP)
- PMI Accreditation of project management educational programs
- Researchers analyzing project management
Process

Process (Business Process) a chained/related set of activities, which convert inputs to outputs
Providing value to customers and stakeholders
Projects are composed of processes. A process is “a series of actions bringing about a result. Project processes are performed by people and generally fall into one of two major categories:

- **Project management processes** describe, organize, and complete the work of the project.
- **Product-oriented processes** specify and create the project’s product. Product-oriented processes are typically defined by the project life cycle and vary by application area.
Process Groups

Project Management processes can be organized into five groups of one or more processes each:

- **Initiating processes** – authorizing the project or phase.
- **Planning processes** – defining and refining objectives and selecting the best of the alternative courses of action to attain the objectives that the project was undertaken to address.
- **Executing processes** – coordinating people and other resources to carry out the plan.
- **Controlling processes** – ensuring that project objectives are met by monitoring and measuring progress regularly to identify variances from plan so that corrective action can be taken when necessary.
- **Closing processes** – formalizing acceptance of the project or phase and bringing it to an orderly end.
Project Processes

Figure 3–1. Links among Process Groups in a Phase
Project Processes

Figure 3–2. Overlap of Process Groups in a Phase
Project Processes

Figure 3-3. Interaction between Phases
Figure 3–5. Relationships among the Planning Processes
Figure 3-6. Relationships among the Executing Processes
<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Initiating</th>
<th>Planning</th>
<th>Executing</th>
<th>Controlling</th>
<th>Closing</th>
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<tbody>
<tr>
<td>4. <strong>Project Integration Management</strong></td>
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<td>4.2</td>
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<td>Project Plan Development</td>
<td>Project Plan Execution</td>
<td>Integrated Change Control</td>
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<td>5. <strong>Project Scope Management</strong></td>
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<td>Initiation</td>
<td>Scope Planning</td>
<td>Scope Verification</td>
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<td>Scope Definition</td>
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<td>6. <strong>Project Time Management</strong></td>
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<td>Activity Definition</td>
<td>Activity Sequencing</td>
<td>Schedule Control</td>
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<td>Schedule Development</td>
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<td>7. <strong>Project Cost Management</strong></td>
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<td>Resource Planning</td>
<td>Cost Estimating</td>
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<td>8. <strong>Project Quality Management</strong></td>
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<td>Staff Acquisition</td>
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<td>10. <strong>Project Communications Management</strong></td>
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<td>Communications Planning</td>
<td>Information Distribution</td>
<td>Performance Reporting</td>
<td>Administrative $ Closure</td>
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<td>11. <strong>Risk Project Management</strong></td>
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<td>Risk Management Planning</td>
<td>Risk Identification</td>
<td>Risk Monitoring and Control</td>
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<td>Risk Response Planning</td>
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<td>12. <strong>Project Procurement Management</strong></td>
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<td>Procurement Planning</td>
<td>Solicitation</td>
<td>Contract Closeout</td>
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<td>Solicitation Planning</td>
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</table>

**Figure 3-9.** Mapping of Project Management Processes to the Process Groups and Knowledge Areas
Benefits Of Project Mgt.

Past View

- Project management will require more people and add to the overhead costs.
- Profitability may decrease.

Present View

- Project management allows us to accomplish more work in less time and with less people.
- Profitability will increase.
**Benefits Of Project Mgt.**

**Past View**
- Project management will increase the amount of scope changes.
- Project management creates organizational instability and increases conflicts.

**Present View**
- Project management will provide better control of scope changes.
- Project management makes the organization more efficient and effective.
Benefits Of Project Mgt.

Past View

- Project management is really “eye wash” for the customer’s benefit.
- Project management will create problems.

Present View

- Project management will allow us to work closer with our customers.
- Project management provides a means for problem solving.
**Benefits Of Project Mgt.**

<table>
<thead>
<tr>
<th>Past View</th>
<th>Present View</th>
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<tbody>
<tr>
<td>- Only large projects need project management.</td>
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<tr>
<td>- Project management will increase quality problems.</td>
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<tr>
<td>- All projects will benefit from project management.</td>
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<td>- Project management increases quality.</td>
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</tbody>
</table>
Benefits Of Project Mgt.

Past View

- Project management will create power and authority problems.
- Project management focuses on suboptimization by looking at only the project.

Present View

- Project management will reduce the majority of the power struggles.
- Project management allows people to make good company decisions.
Benefits Of Project Mgt.

<table>
<thead>
<tr>
<th>Past View</th>
<th>Present View</th>
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</thead>
<tbody>
<tr>
<td>The cost of project management may make us noncompetitive.</td>
<td>Project management will increase our business and our competitiveness.</td>
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<tr>
<td>Project management delivers products to a customer.</td>
<td>Project management delivers solutions to a customer.</td>
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</tbody>
</table>

Project Management
Costs Versus Benefits

Cost of Project Management

Additional Profits from Better Project Management

Pegged

$
Projects to Products to new Projects

- Initial
  - Charter
  - Scope

- Intermediate Phase
  - Plan
  - Baseline

- Final
  - Acceptance
  - Handover

- Approvals

- Resources

- Ideas

- Upgrades

- Operations
Project Management Office (PMO)

Organizational Unit to Centralize and Coordinate the management of projects under its domain:

- Shared and coordinate resources across all projects
- Project management methodology and best practices
- Policies, procedures, templates, shared documentation
- Tools: Enterprise-wide project management software
- Coordination of overall int./external quality standards
- Central coordination of communication management
- Mentoring platform for project managers
- . . . .
Project Stakeholders

- Project Manager
- Customer/user
- Sponsor
- Influencers
- PMO
- Performing organization
- Project team members
- Project management team
Involving stakeholders in the project phases generally improves the probability of satisfying customer requirements and realizes the buy-in or shared ownership of the project by the stakeholders, which is often critical to project success.