

٢٥ يناير ٢٠١٤  
ثورة شعب



بسم الله الرحمن الرحيم

“وقل ربى زدنى علما”

(اللهم صل وسلم وبارك على سيد الخلق سيدنا محمد)

**PMP 5th (Project Management Professional)**

**Presented by**

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# Introduction to PMP® Exam Prep

## Unit 1



# Agenda

**Unit 1: Introduction to PMP® Examination Preparation**

**Unit 2: Project Management Framework and Standard for Project Management**

**Unit 3: Project Integration Management**

**Unit 4: Project Scope Management**

**Unit 5: Project Time Management**

**Unit 6: Project Cost Management**

**Unit 7: Project Quality Management**

**Unit 8: Project Human resources Management**

**Unit 9: Project Communications Management**

**Unit 10 Project Risk Management**

**Unit 11: Project Procurement Management**

**Unit 12: Project Stakeholder Management**

**Unit 12: Professional Responsibility**

# Course Objectives

**After completing this course, you should be able to:**

- Make the most of limited study time for taking the PMP® exam
- Become familiar with the exam format and question types
- Develop a personal study plan
- Identify personal areas of competency weakness
- Reinforce knowledge of the ten Project Management Institute (PMI®) Knowledge Areas, five Project Management Process Groups

**Help you to prepare for the PMP® Certification Exam**

# Project management framework and Standards for Project Management



## Unit 3

- **What is a Project?**

**A** project is a temporary endeavor undertaken to create a unique product, service, **or result**.

- **Temporary**

( definite beginning and definite end)

Most projects are undertaken to create a lasting outcome.

- **Unique**

( different location, different design, different circumstances, different contractors etc.)

- **Progressive Elaboration**

Continuously improving and detailing a plan as more detailed and specific information and more accurate estimates become available.

# What is Project Management?



The application of knowledge, skills, tools and techniques to project activities to meet the project requirements.

# What is a Project Manager?

**Project Manager** - Is the individual assigned by the performing organization as responsible for accomplishing the project objectives

A project manager's responsibility includes:

- **Planning** the project
- **Organizing** the day-to-day activities of a project
- **Leading** the project team
- **Controlling** project progress & performance



## **Project Team Member**

The individuals who report either directly or indirectly to the project manager, and who are responsible for performing project work as a regular part of their assigned duties

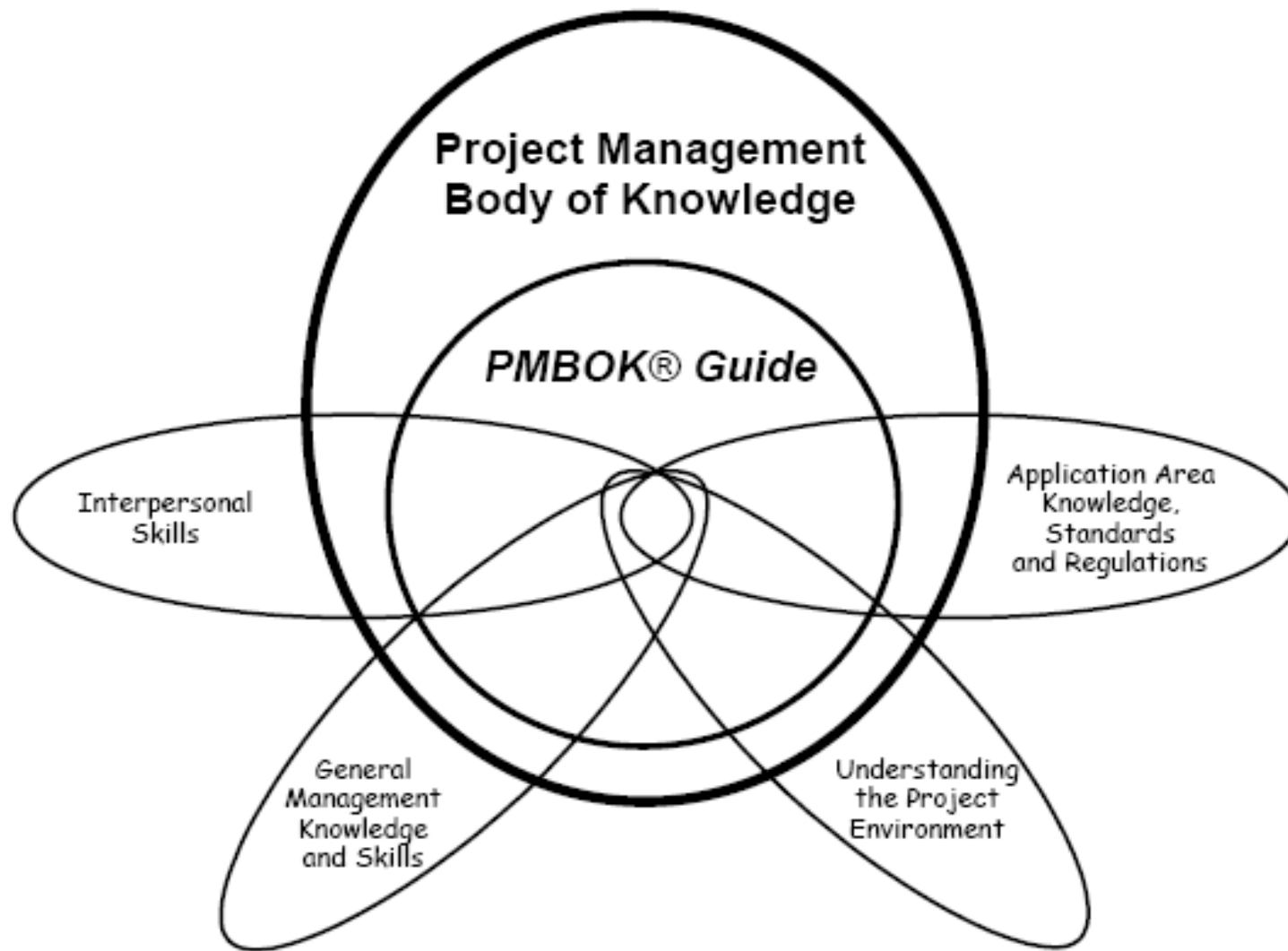
## **Project Team**

All the project team members, including the project management team, the project manager and, for some projects, the project sponsor

## **Project Management Team**

The members of the project team who are directly involved in project management activities; on some smaller projects, the project management team may include virtually all of the project team members

# Areas of Expertise



# **Project Management Knowledge Areas**

- **Project Integration Management**
- **Project Scope Management**
- **Project Time Management**
- **Project Cost Management**
- **Project Quality Management**
- **Project Human Resources Management**
- **Project Communications Management**
- **Project Risk Management**
- **Project Procurement Management**
- **Project Stakeholder Management**

		Process Group			
		Initiating	Planning	Executing	Monitoring & Controlling
Knowledge Area	Integration	Develop Project Charter	Develop Project Management Plan	Direct & Manage Project Execution	Monitor & Control Project Work Perform Integrated Change Control
	Scope		Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope
	Time		Plan Schedule Management Define Activities Sequence Activities Estimate Activity Resource Estimate Activity Duration Develop Schedule		Control Schedule
	Cost		Plan Cost Management Estimate Costs Determine Budget		Control Costs
	Quality		Plan Quality Management	Perform Quality Assurance	Control Quality
	HR		Develop HR Plan	Acquire Project Team Develop Project Team Manage Project Team	
	Comm.		Plan Communication management	Manage Communications	Control Communication
	Risk		Plan Risk Management Identify Risks Perform Qualitative Analysis Perform Quantitative Analysis Plan Risk Responses		Control Risks
	Procurement		Plan Procurements	Conduct Procurements	Control Procurements

# Triple constraints

- **Scope**
- **Time**
- **Cost**
- **Quality**
- **Risk**
- **Resources**
- **Customer satisfaction**



- **Project Management and Operations Management**

- Operations are an organizational function performing the ongoing execution of activities that produce the same product or provide a repetitive service.
- At each point, deliverables and knowledge are transferred between the project and operations for implementation of the delivered work.
- Unlike the ongoing nature of operations, projects are temporary endeavors.
- Operations Management Examples
  - Administrative operations,
  - Manufacturing operations,
  - Accounting operations

- **Projects and strategic planning**

Projects are often utilized as a means of achieving an organization's strategic plan.

Projects are typically authorized as a result of one or more of the following strategic considerations:

- **Market demand** (e.g., Build more fuel-efficient cars in response to gasoline shortages),
- **Business need** (e.g., A training company authorizing a project to create a new course to increase its revenues),
- **Customer request** (e.g., an electric utility authorizing a project to build a new substation to serve a new industrial park),
- **Technological advance** (e.g., an electronics firm authorizing a new project to develop a faster, cheaper, and smaller laptop after advances in computer memory and electronics technology)
- **Legal requirements** (e.g., a chemical manufacturer authorizes a project to establish guidelines for the handling of a new toxic material).

- **Project management office (PMO)**

A (PMO) is an organizational body or entity assigned various responsibilities related to the management of those projects under its domain.

A primary function of a PMO is to support project managers in a variety of ways which may include

- Managing shared resources across all projects administered by the PMO
- Identifying and developing project management methodology, best practices, and standards;
- Coaching, mentoring, training, and oversight;
- Developing and managing project policies, procedures, templates, and other shared documentation (organizational process assets); and
- Coordinating communication across projects.



- **Program Management**

A program is defined as a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.

- **Portfolio Management**

A portfolio is a collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives.

- **Enterprise Environmental Factors**

Refer to both internal and external environmental factors that surround or influence a project's success.

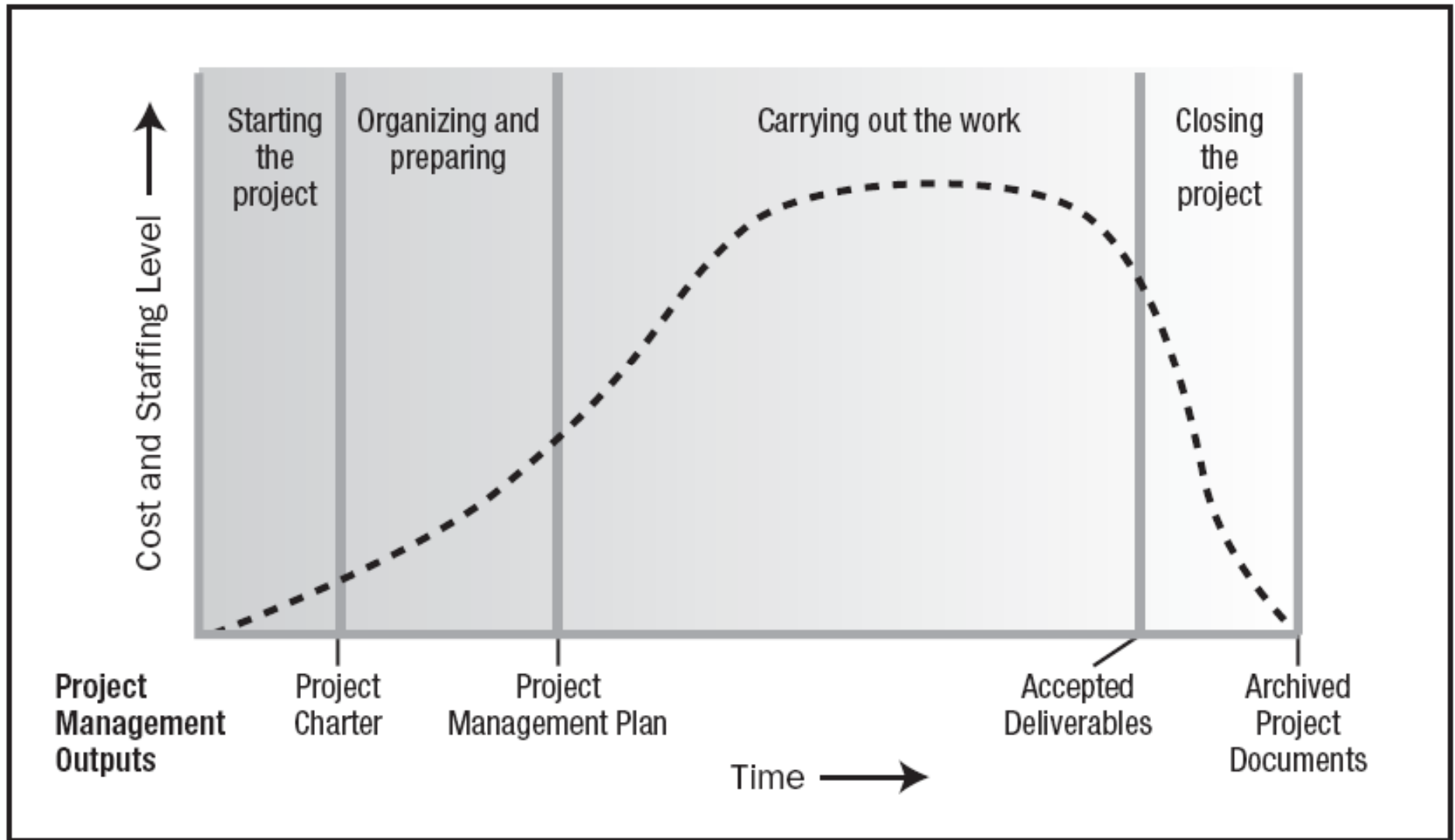
These factors may come from any or all of the enterprises involved in the project.

- Organizational culture, structure, and processes
- Government or industry standards
- Infrastructure (e.g., existing facilities and capital equipment)
- Existing human resources
- Personnel administration (e.g. staffing guidelines, overtime policy)
- Company work authorization systems
- Marketplace conditions
- Stakeholder risk tolerances
- Political climate
- Organization's established communications channels

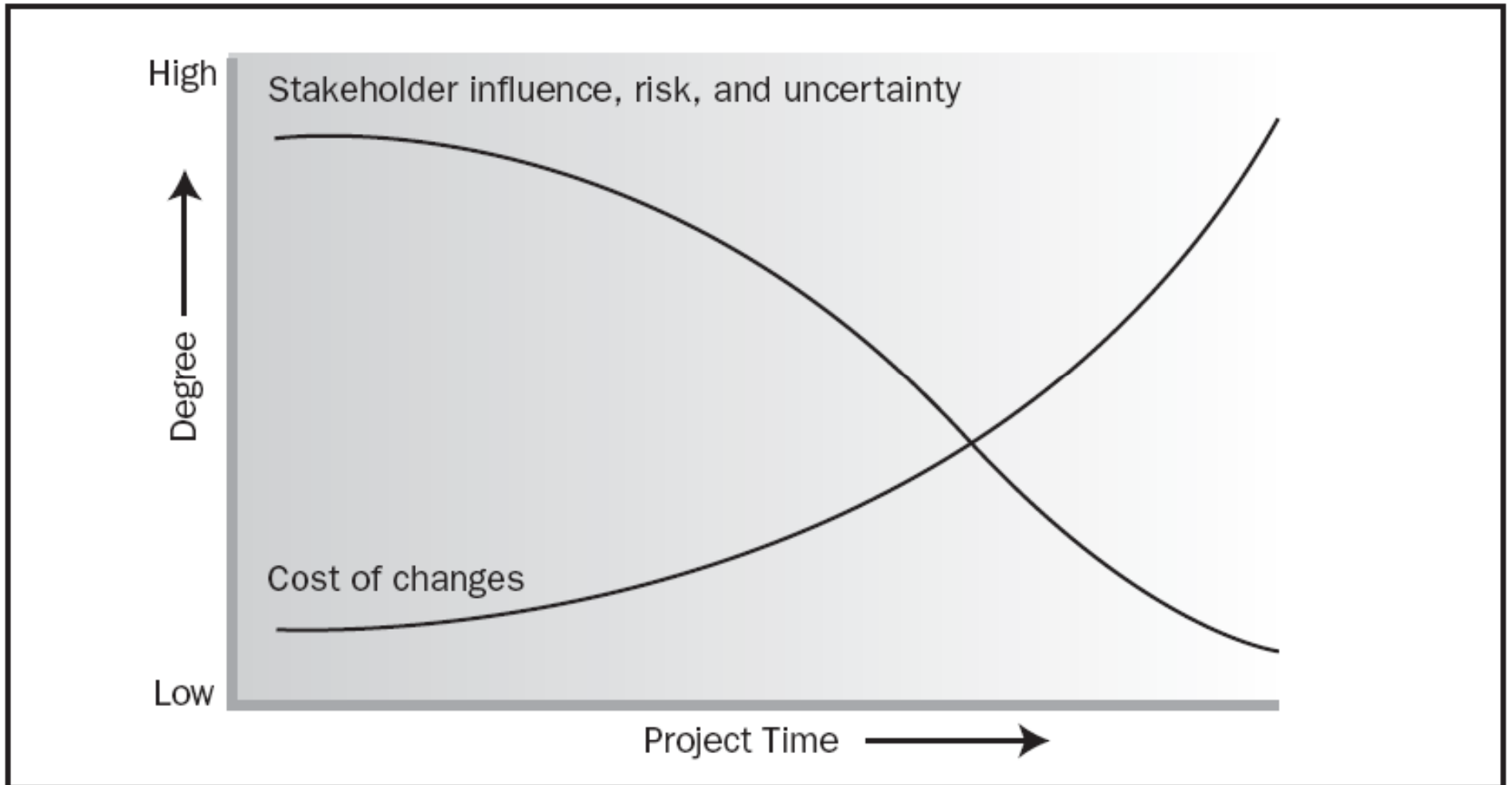
# The Project Life Cycle

A project life cycle is a collection of generally sequential and sometimes overlapping project phases whose name and number are determined by the management and control needs of the organization or organizations involved in the project, the nature of the project itself, and its area of application.

# Project Life Cycle Model

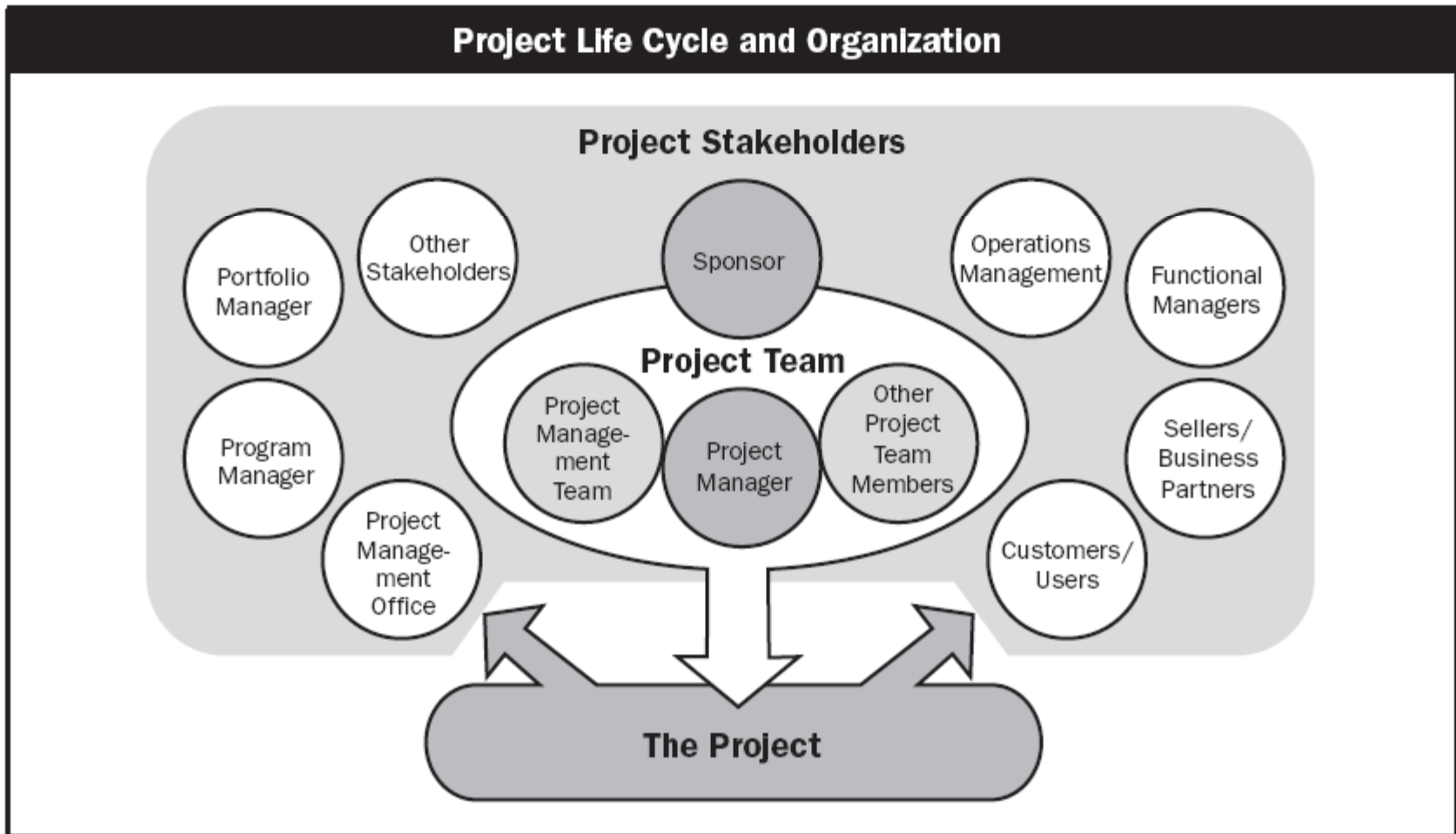


# Characteristics of a Project Life Cycle



# Stakeholders

Stakeholders are persons or organizations (e.g., customers, sponsors, the performing organization, or the public), who are actively involved in the project or whose interests may be positively or negatively affected by the performance or completion of the project.



# Organizational Influences

**Since projects are typically part of an organization that is larger than the project, the project is influenced by a number of aspects of the larger organizational structure:**

## **Organizational process assets**

include any or all process related assets, from any or all of the organizations involved in the project that can be used to influence the project's success

## **Organizational Cultures and Styles**

Most organizations have developed unique and describable cultures that often have a direct influence on the project.

## **Organizational Structure**

The structure of the performing organization often constrains the availability of resources.

# Organizational Influences

## Organizational process assets

Organizational process assets may be grouped into two categories:

### Processes and Procedures

- Organizational standard processes such as standards, policies
- Organization communication requirements
- Financial controls procedures
- Change control procedures,

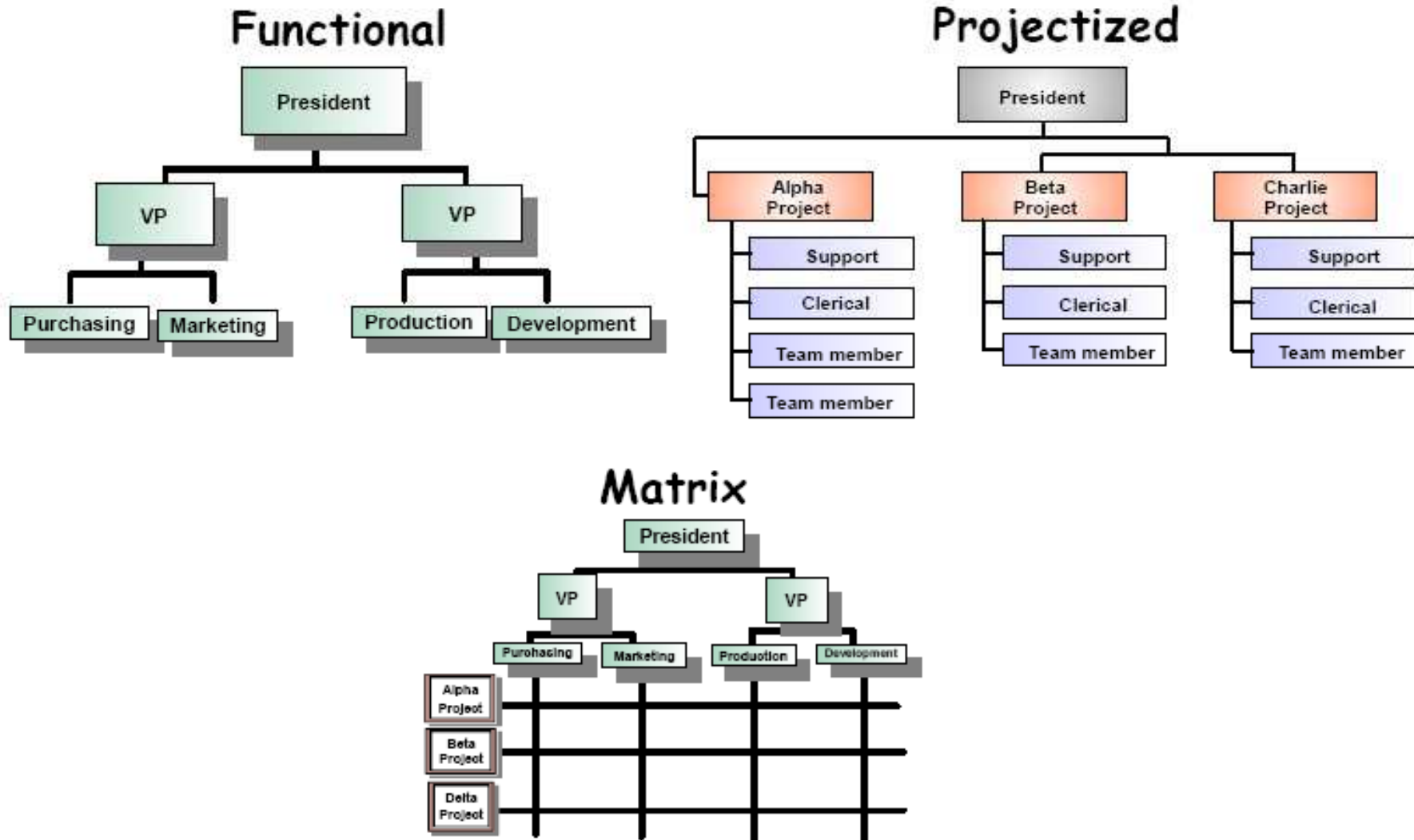
### Corporate Knowledge Base

- Process measurement databases
- Project files
- Historical information
- Lessons learned knowledge bases



# Types of Organizational Structures

The three types of organizational structures are:





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# Organizational Influence on Projects



Organization Structure	Functional		Matrix		Projectized
Project Characteristics		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Who controls the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-Time	Part-Time	Full-Time	Full-Time	Full-Time
Project Management Administrative Staff	Part-Time	Part-Time	Part-Time	Full-Time	Full-Time

# Project Management Process Groups

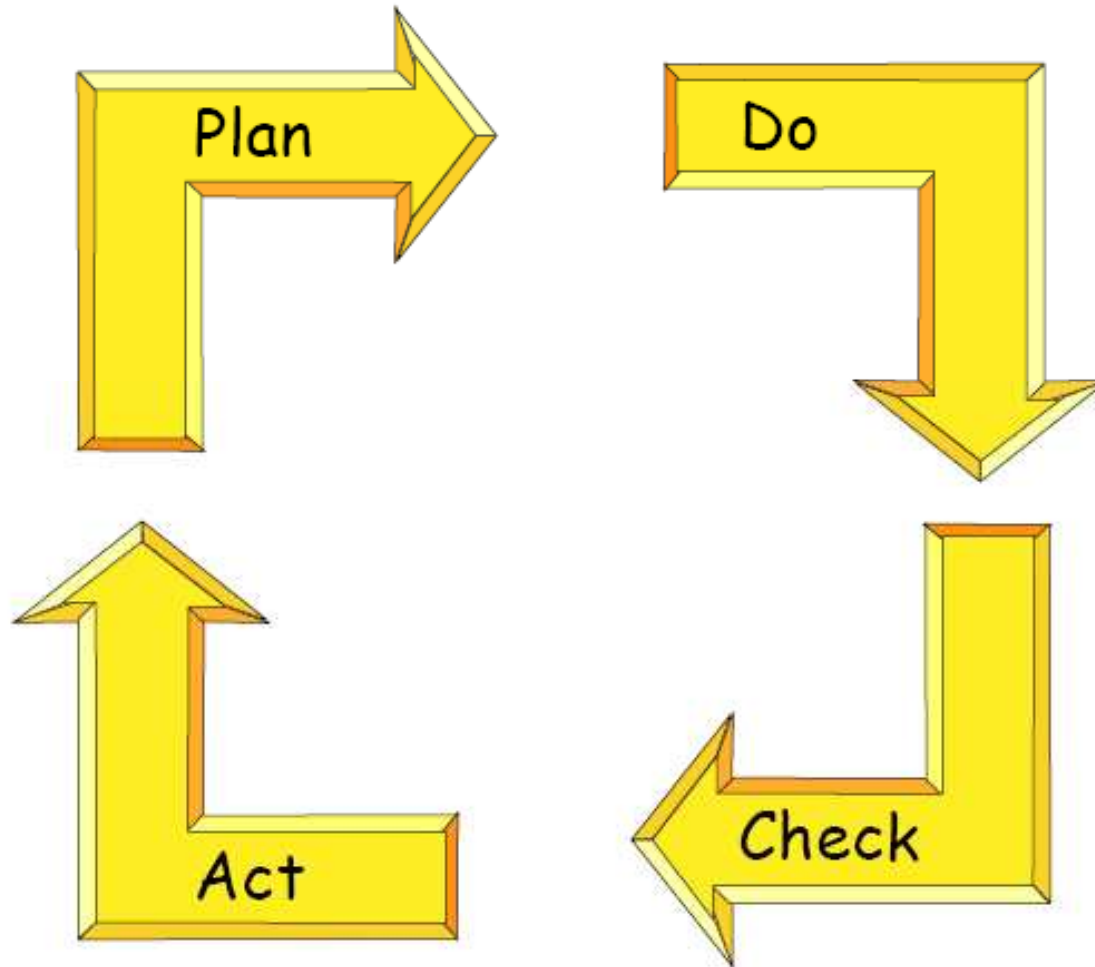
- A project consists of project management processes that are defined by its inputs, tools and techniques, and outputs
- The Project Manager and the project team are responsible for determining what processes from the Process Groups will be employed and the degree of rigor to be applied to the execution of the processes to achieve the objectives of the project
- Project Management processes address the description and organization of the work of the project
- Product-Oriented processes address the specification and creation of the project product
- Project management processes and product-oriented processes overlap one another and interact throughout the project life cycle

# Project Management Process Groups

- **Initiating process group**  
Performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.
- **Planning process group**  
Performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.
- **Executing process group**  
Performed to complete the work defined in the project management plan to satisfy the project specifications.
- **Monitoring and Controlling process group**  
The processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.
- **Closing process group**  
Performed to finalize all activities across all project management process groups to formally complete the project, phase, or contractual obligations.

# Project Management Process Groups

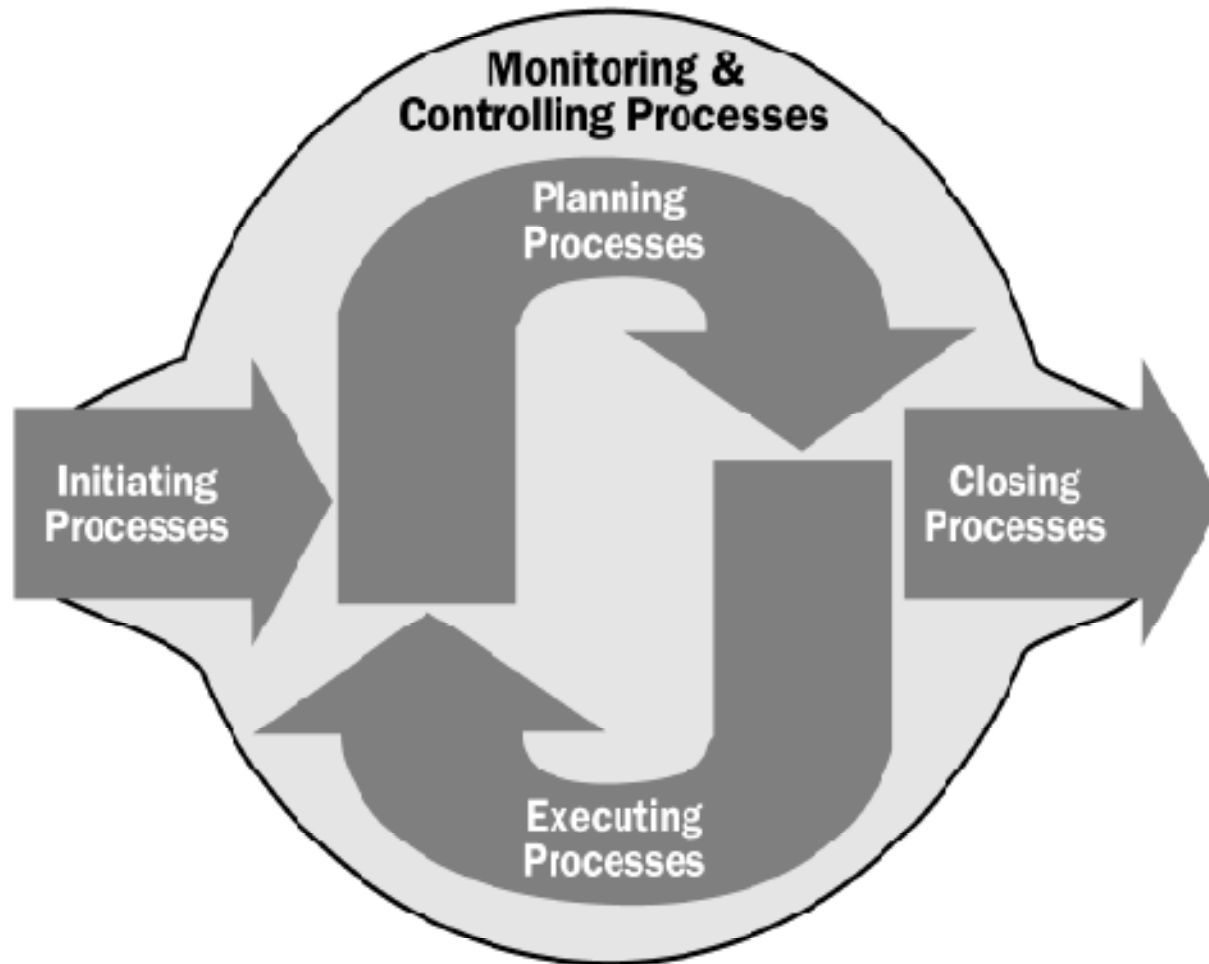
## Mapped to the **Plan-Do-Check-Act** Cycle



**Plan what you DO and Do what you Planed**

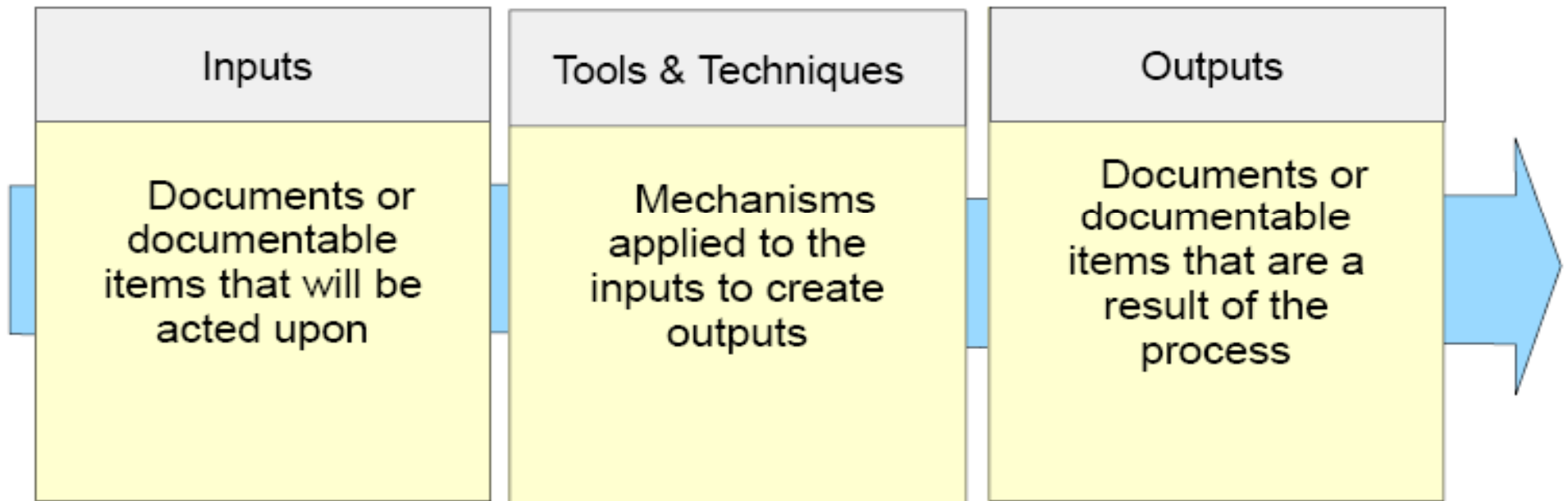
# Project Management Process Groups

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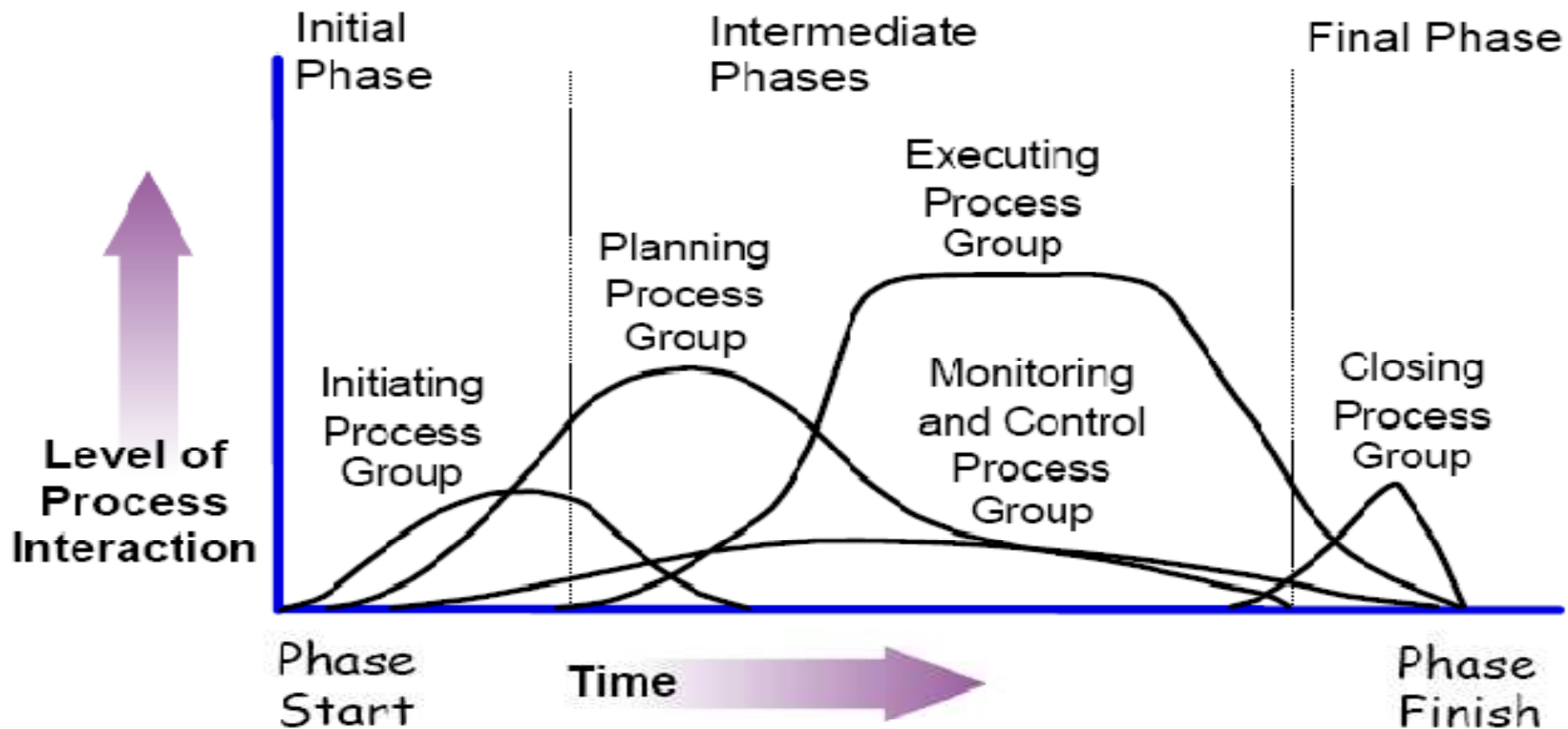
# Process Interactions

Project Management Process Groups are linked by the objectives they produce, with the results or outcomes of one generally becoming an input to another or is a deliverable of the project



**Note:** Many of the Inputs, Tools & Techniques, and Outputs for the 42 Project Management processes appear in more than one of the Project Management Process Groups; many of these will be addressed only once in the following Units unless additional information specific to a Process Group needs to be addressed

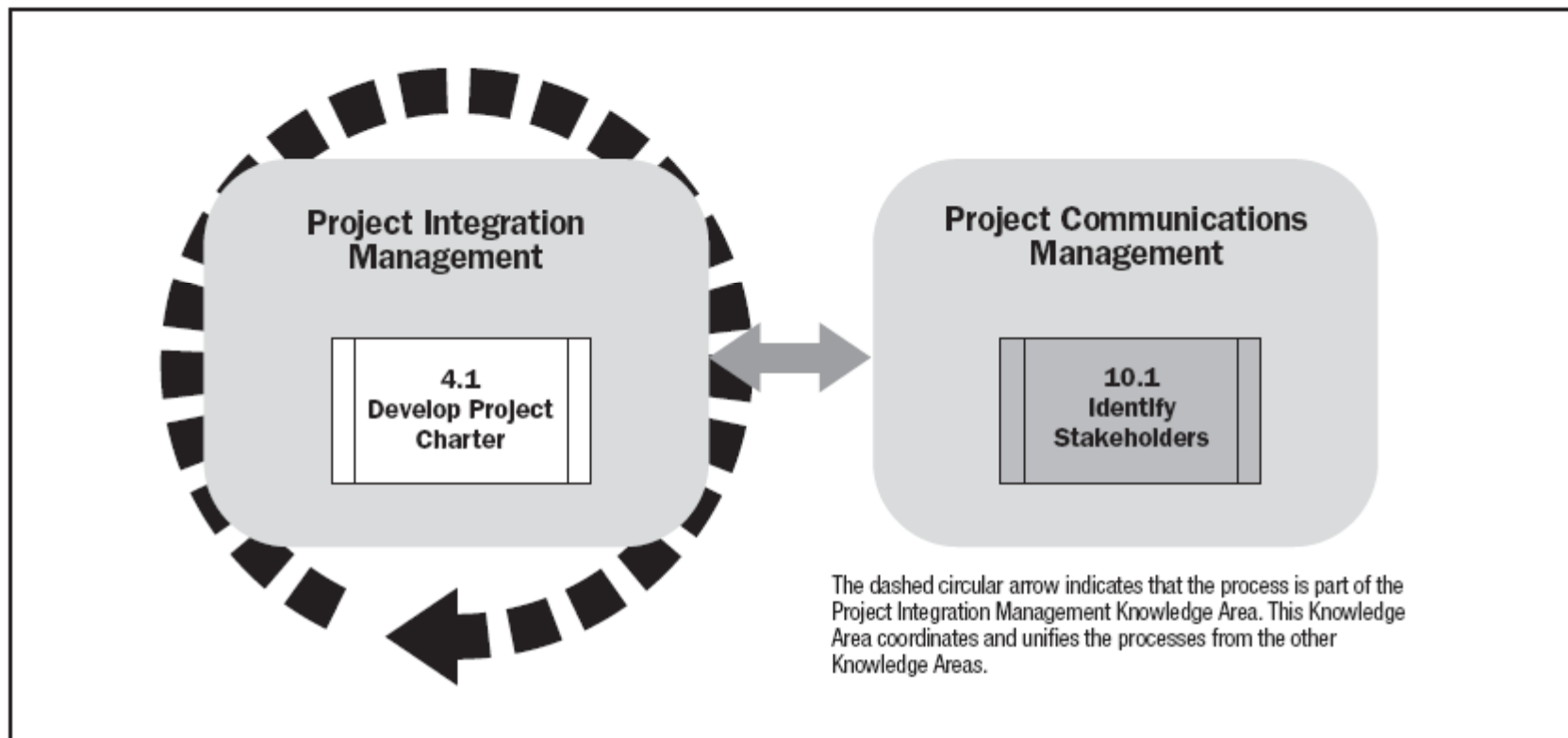
# Process Groups Interact in a Project



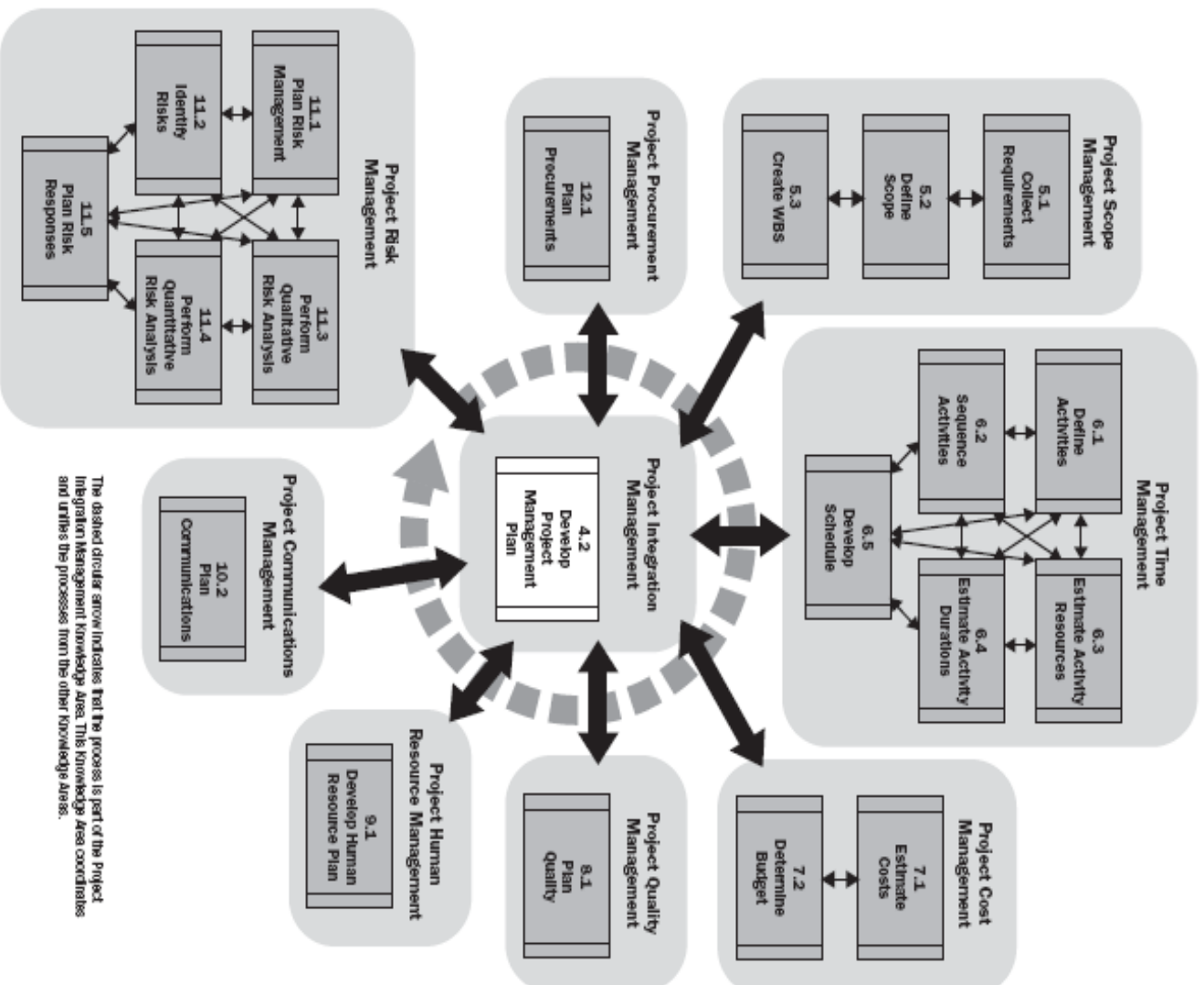


# Project Management Process Groups

## Initiating Process Group



# Project Management Process Groups

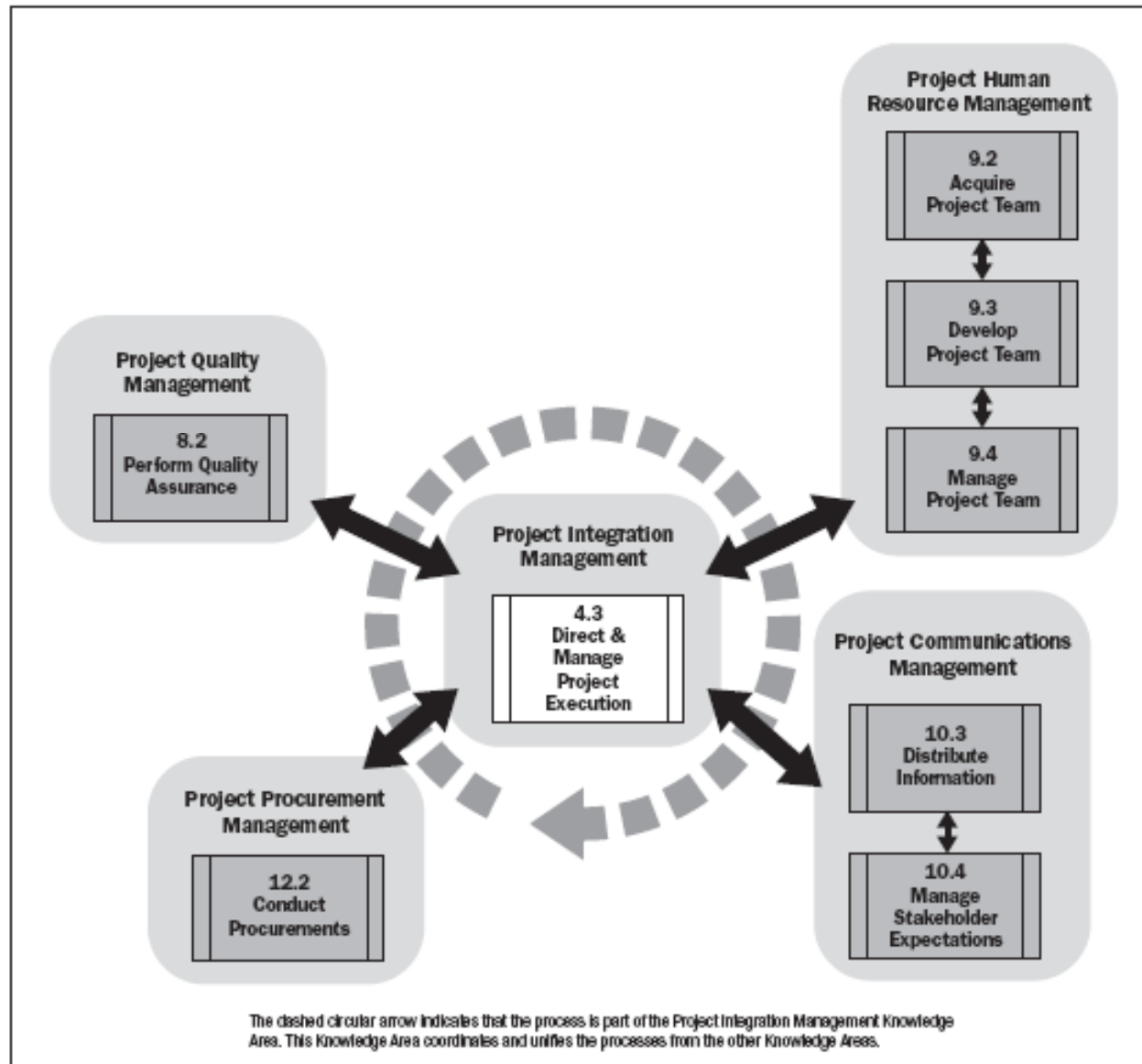


The dashed circular arrow indicates that the process is part of the Project Integration Management knowledge Area. This knowledge Area concentrates and unifies the processes from the other Knowledge Areas.

# Planning Process Group

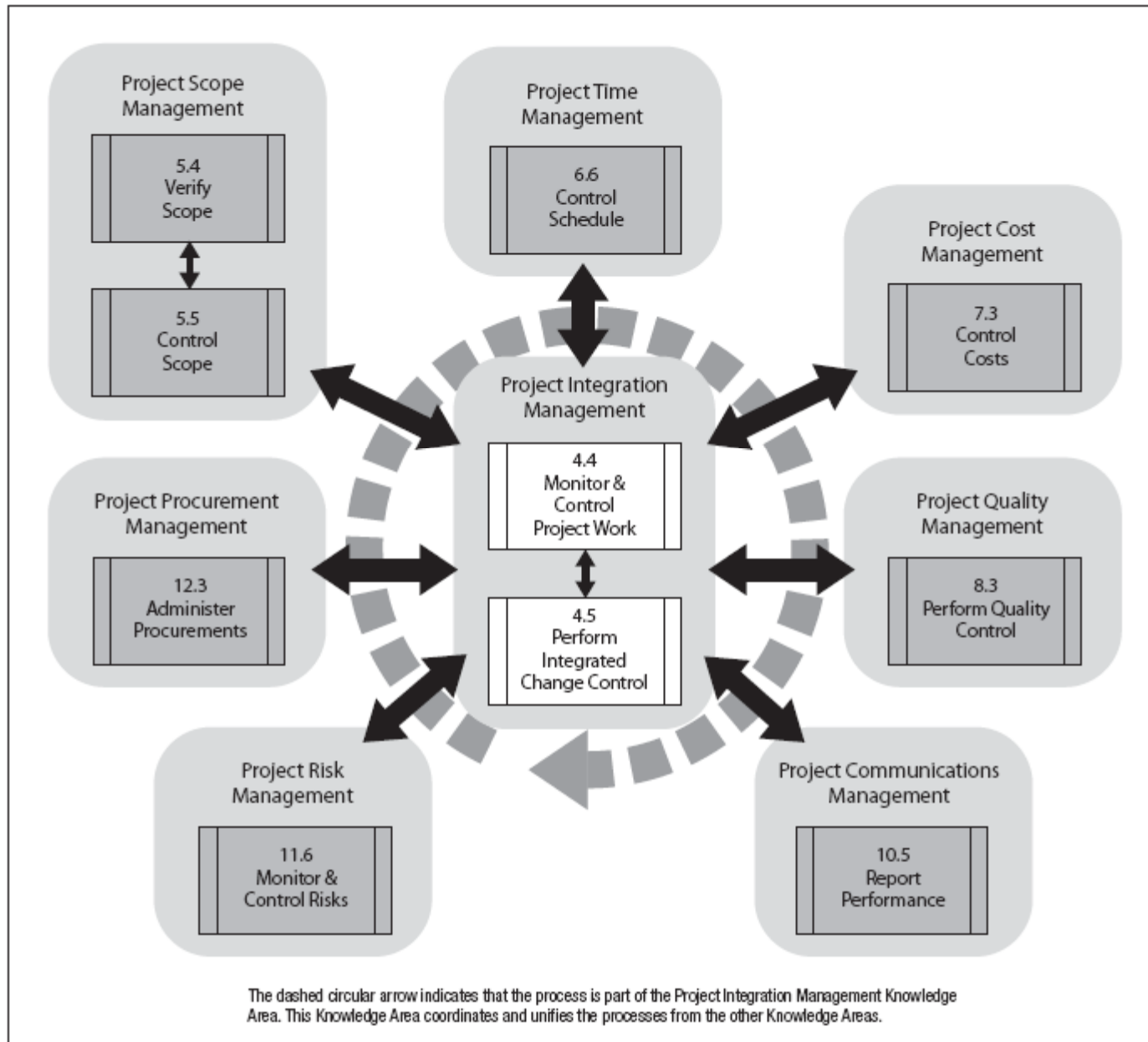
# Project Management Process Groups

## Executing Process Group



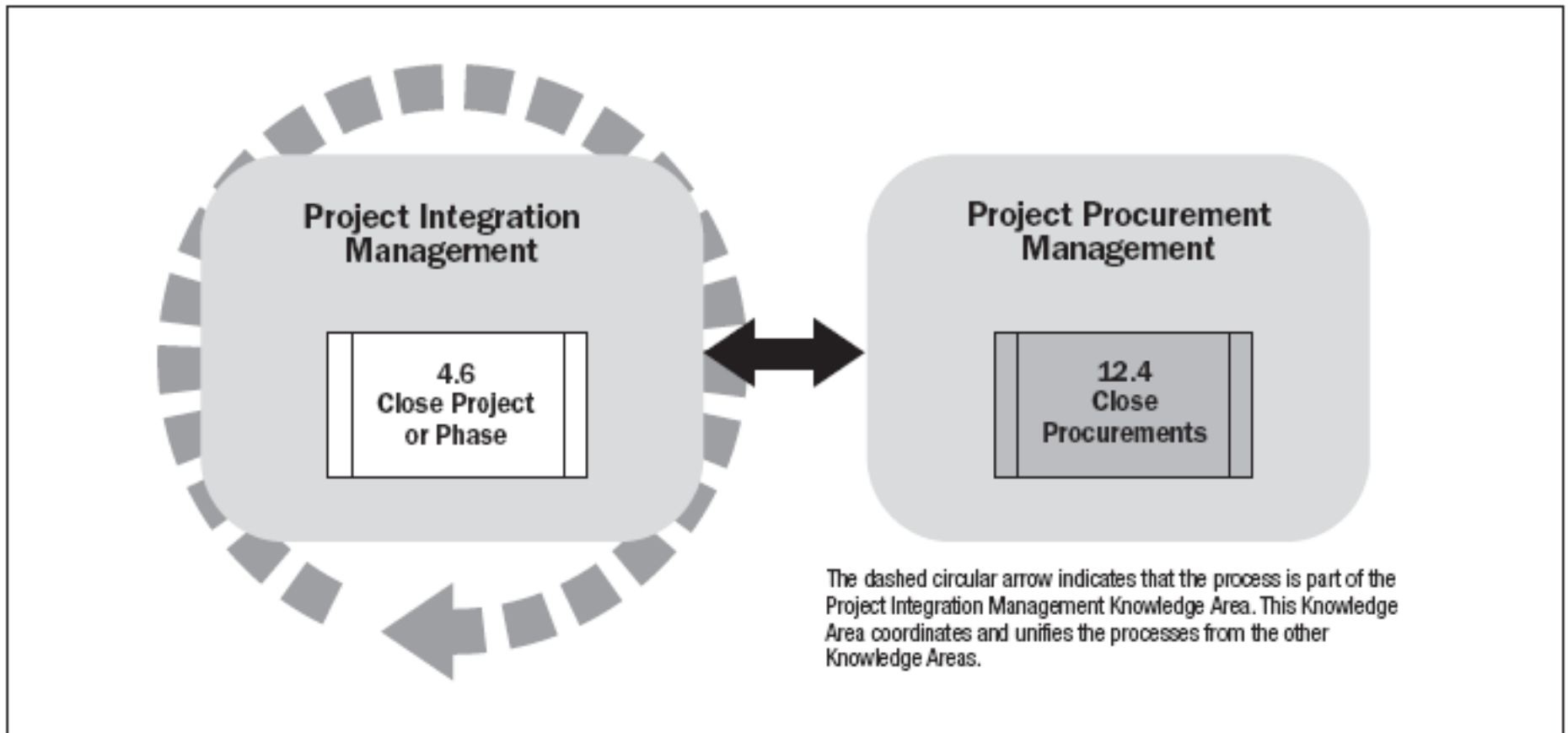
# Project Management Process Groups

## Monitoring & Controlling Process Group



# Project Management Process Groups

## Closing Process Group



# Questions

## 1 ) progressive elaboration means:

- A ) Implementation of the project must progress strictly according to the initial project management plan.
- B ) Project processes are iterated as more detailed as more information is uncovered throughout the project life cycle.
- C ) Project management plans must be elaborate in order to be effective.
- D ) Distinct processes are developed for each project.

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2 ) the project manager's role during the executing process group of the project can BEST be described as a (an) :

A ) Director.

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3 ) Which of the following would be the MOST appropriate thing to do during the planning process group?

A ) work with stakeholders to determine their communication preferences.

B ) Determine the initial project organization.

C ) refine control limits.

D ) complete scope verification.

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4 ) The high-level project schedule constraints have just been determined. What project management process group are you in?

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5 ) The project charter is created in which project management process group?

A ) Executing.

B ) Planning.

C ) Closing.

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6 ) One of your team members informs you that he does not know which of the many projects he is working on is the most important. Who should determine the priorities among projects in a company?

A ) Project manager.

B ) Sponsor.

C ) PMO.

D ) Team.

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7 ) Which of the following BEST describes the major constraints on a project?

A ) Scope, number of resources, and cost.

B ) Scope, cost, and time

C ) Scope, time, cost, quality, risk, and customer satisfaction.

D ) Time, cost, and number of changes.

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8 )A frequent complaint about matrix organizations is that communications are:

A ) Hard to automate.

B ) Closed and inaccurate.

C ) Complex.

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9 ) To obtain support for the project throughout the performing organization. It's BEST if the project manager:

- A ) Ensure there is a communication management plan.
- B ) Correlates the need for the project to the organization's strategic plan.
- C ) Connects the project to the personal objectives of the sponsor.
- D ) Ensures that the management plan includes the management of the team members.

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10 ) Who has the MOST power in a projectized organization?

A ) The project manager

B ) the functional manager

C ) The team

D ) They all share power.

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# Key Messages for Unit 3

- Project Management Framework and Project Integration Management Study Notes from the *PMP® Exam Prep Study Guide*
- The *PMBOK®* Framework (first three chapters): Introduction, The Project Life Cycle and Organization; and The Standard for Project Management of a Project
- The mapping of the nine Knowledge Areas to the five Process Groups It's very important for exam takers to understand this mapping! This is at the heart of the PMI® exam
- Know the linkages between the five Project Management Process Groups
- Know the difference between a project and a program
- Know key definitions (refer to list in study notes or *PMBOK® Guide* Glossary)
- Know the phases of a generic life cycle
- Know what is entailed in each of the phases of a generic life cycle

Thank you