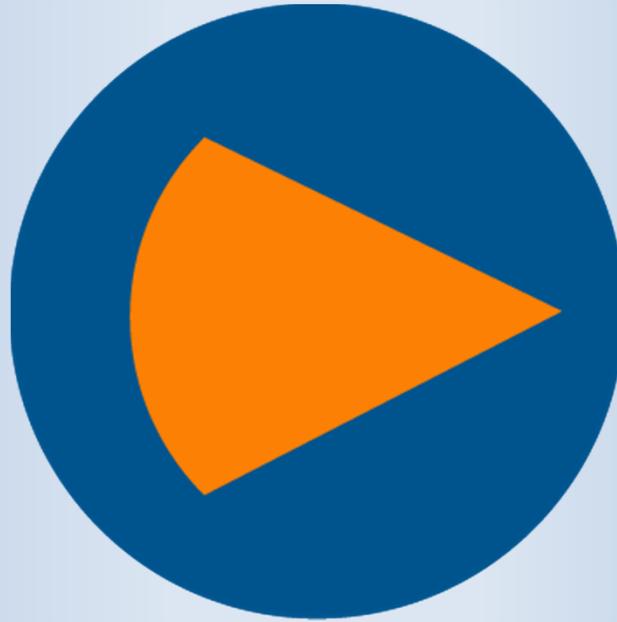# Project Management Fundamentals

Get to Know the *PMBOK® Guide 5th Edition*

PROJECTinsight®

Project & Portfolio Management Software

Initiate Project Intelligence®

Moderator

Janelle Abaoag

Project Insight

Marketing, Public Relations

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Things to Know…

▶ All participants will be on mute

▶ Questions are welcome

- Please use the questions box to ask questions

- The moderator will select questions

- All questions will be answered today or by email at info@projectinsight.net

▶ Webinar recording available in the PI Community

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Presenter

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Training

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Poll: Who Is on the Call?

▶ Are you:

- A Project Manager without your PMP certification?

- A PMP in the role of a Project Manager?

- A program manager?

- Just looking for ways to use Project Insight more effectively?

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Goals of the Fundamentals Series

- Deepen your understanding of fundamental project management concepts

- Identify tools and techniques that can be implemented to manage projects more effectively

- Discover practical applications for your existing projects

- Use project management software more effectively

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POLL: Why?

- Why are you interested in learning about *the PMBOK® Guide* changes? (Select all that apply.)

  - I want to keep my project management knowledge current

  - I am planning to take the PMP exam after July 31, 2013

  - I teach others project management related skills

  - I may volunteer to participate the next time it is updated

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POLL: I have...

- What is your experience with the *PMBOK® Guide* changes?
  (Select all that apply.)

  - I know PMI published an updated *PMBOK® Guide* in January 2013

  - I downloaded or purchased a copy of the updated *PMBOK® Guide*

  - I briefly glanced at or skimmed the updated *PMBOK® Guide*

  - I have studied the updated *PMBOK® Guide* in detail

  - I compared/contrasted the update *PMBOK® Guide* to the new Program and Portfolio standards

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Objectives of This Webinar

▶ Describe the differences in the *PMBOK® Guide*

4th edition and 5th edition

▶ Highlight the components of the new knowledge area,

Project Stakeholder Management

▶ Define best practices to implement within Project Insight

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Why Make Changes to the *PMBOK® Guide*?

- ▶ Reflect the current consensus regarding project management knowledge and practices

- ▶ Include comments and feedback deferred from 4th Edition update as appropriate

- ▶ Edit for greater consistency and clarity

- ▶ Harmonize with other PMI standards

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Why Make Changes to the *PMBOK® Guide*?

- Reposition *The Standard for Project Management* as a stand-alone, ANSI-approved standard
- ANSI standard – requires periodic review
- Ensure alignment with ISO 21500 [12]

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What's the BIG Change?

- New knowledge area:

  Project Stakeholder Management

- Much of the content was previously included in *Project Communications Management*

- Goal is to effectively engage stakeholders in project decisions and execution

- Appears to focus on stakeholders outside the project team

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Why the Split?

- Eliminate confusion
  - Distribute Information vs. Report Performance
- Eliminate overlap
  - Control Scope, Control Schedule & Control Cost
- Focus Project Communications Management on communications needs and activities
- Emphasize stakeholder engagement in project decisions and activities

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Project Stakeholder Management

- ▶ *Identify Stakeholders* – generally the same focusing on using stakeholder analysis to complete a stakeholder register

- ▶ *Plan Stakeholder Management* – focuses on strategies to engage stakeholders and manage their expectations

- ▶ *Manage Stakeholder Engagement* – communicating and working with stakeholders to increase support/minimize resistance

- ▶ *Control Stakeholder Engagement* – monitoring and adjusting stakeholder strategies

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Project Communications Management

- *Plan Communications Management* – generally the same resulting in a communications management plan; previously called Plan Communications

- *Manage Communications* – create and distribute project communications including performance reports; previously called Distribute Information

- *Control Communications* – monitoring communications to ensure stakeholder information needs are met; previously called Report Performance

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Overall Changes

- ITTOs, project documents, project management plan
  - Developed basic rules
    - Description
    - Usage
    - Mapping to other processes
    - Sequencing
- Added 4 planning processes
  - Scope, schedule, cost, stakeholder management
- *Meetings* were added as a tool in many areas

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Overall Changes (cont.)

- Changed titles of many processes, e.g.
  - Plan Quality ➡ Plan Quality Management
- Harmonized with other PMI standards
  - Glossary terms – harmonized with *PMI Lexicon of Project Management Terms*
    - What? You didn't even know about the Lexicon?
  - Introduction – Chapter 1

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Organizational Influences & Project Life Cycle

- Reorganized
- Expanded definitions of:
  - Stakeholders
  - Project team
- Added descriptions of predictive, iterative, incremental, and adaptive (agile) life cycles

Chapter 2

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Question for You

▶ How do you include operational stakeholders in your initiating or planning processes?

Please submit your ideas through the question box

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Project Management Processes

- ▶ *Standard for Project Management of a Project* moved to Annex A1
  - ▪ Allows for evolution of *PMBOK® Guide* separate from Standard
- ▶ Redefined
  - ▪ *Work performance data* – raw observations & measurements
  - ▪ *Work performance information* – data that has been analyzed
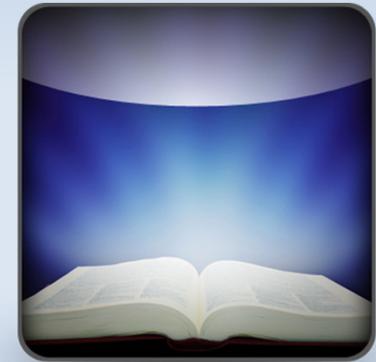 - ▪ *Work performance reports* – physical or electronic compilations of information

Chapter 3

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Project Integration Management

- Refinements to ITTO
- Differentiates between project management plan and project documents

  - *Project management plan* includes all subsidiary plans, e.g. cost management plan

  - *Project documents* are not part of the project management plan, e.g. cost forecast

Chapter 4

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Project Scope Management

- ▸ Added *Plan Scope Management*
- ▸ *Collect Requirements* expanded
  - ▪ Includes all requirements necessary for project success
    - ▸ Product/service deliverables, quality, other
- ▸ *Verify Scope* ➡ *Validate Scope*
  - ▪ More than accepting deliverables; they must add value and fulfill project objectives

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Question for You

Besides the triple constraint, what other criteria might be necessary for your project to be considered a success?

Please submit your ideas through the question box

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Project Time Management

- Added *Plan Schedule Management*
- In *Sequence Activities*, internal dependencies described separately
- Differentiated between:
  - Management reserves – for *unknown unknowns*
  - Contingency reserves – for *known unknowns*
- *Develop Schedule* includes:
  - Sample critical path calculation (the hard way!)
  - Agile concepts
  - Differentiation between resource leveling & resource smoothing

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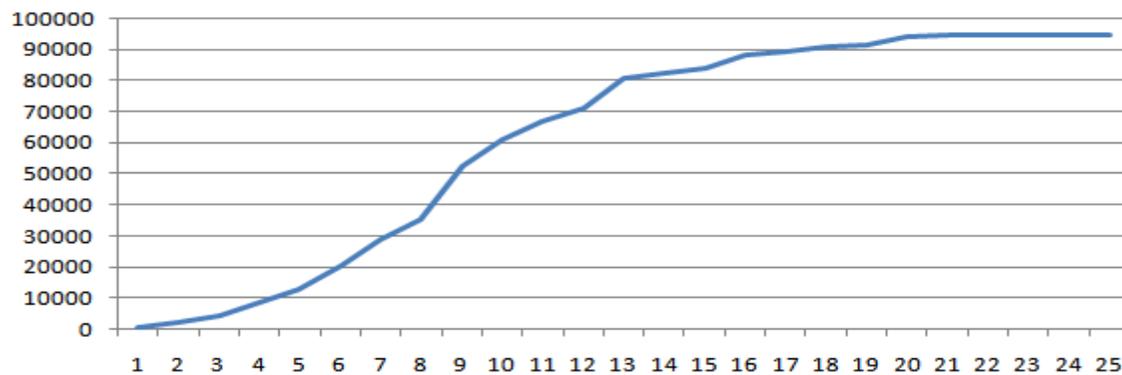
Project Insight Display Options

Project Cost Management

▶ Reflects changes in *Practice Standard for Estimating* and *Practice Standard for Earned Value Management 2nd Ed.*

▶ Added *Plan Cost Management*

▶ Differentiated between:

  ▪ Management reserves – for *unknown unknowns*
  ▪ Contingency reserves – for *known unknowns*

▶ Includes summary table of earned value calculations and descriptions

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Project Insight Time-Phased Budget

Task Report - Total Budget

19 tasks matching query: for project(s): **Restaurant Distribution Improvement Project**; And projects in **Active** state;

Name	Duration	hh:mm	Work H...	Work Total	Percent C...	Start Date ▲	End Date
Project Kick-off	1d		5.00	$250.00	100.00%	Fri 10/1/10 8 AM	Fri 10/1/10 5 PM
Analyze current business process	10d		120.00	$6,400.00	100.00%	Mon 10/4/10 8 AM	Fri 10/15/10 5 PM
Marketing Plan	5d		20.00	$1,400.00	100.00%	Wed 10/6/10 8 AM	Tue 10/12/10 5 PM
Create Marketing Message	8d		30.00	$2,500.00	100.00%	Wed 10/13/10 8 AM	Fri 10/22/10 5 PM
Determine areas for improvement	10d		30.00	$1,000.00	100.00%	Mon 10/18/10 8 AM	Fri 10/29/10 5 PM
Review improvement opportunities with Ma...	2d		10.00	$500.00	100.00%	Mon 11/1/10 8 AM	Tue 11/2/10 5 PM
Approval on Improvements	3d		2.00	$100.00	100.00%	Wed 11/3/10 8 AM	Fri 11/5/10 5 PM
Design training materials	8d		10.00	$500.00	0.00%	Mon 11/8/10 8 AM	Wed 11/17/10 5 PM
Create Order Intake to Shipping Report	10d		30.00	$0.00	0.00%	Mon 11/8/10 8 AM	Fri 11/19/10 5 PM
Deliver marketing message through several ...	10d		100.00	$6,000.00	0.00%	Mon 11/8/10 8 AM	Fri 11/19/10 5 PM
Create Report on Shipments Same Day to To...	10d		30.00	$0.00	0.00%	Mon 11/8/10 8 AM	Fri 11/19/10 5 PM
Implement improvements	25d		250.00	$0.00	0.00%	Mon 11/8/10 8 AM	Fri 12/10/10 5 PM
						/18/10 8 AM	Mon 11/22/10 5 PM
						2/13/10 8 AM	Fri 12/17/10 5 PM
						2/20/10 8 AM	Tue 12/21/10 5 PM
						2/22/10 8 AM	Wed 12/22/10 5 PM
						/23/10 8 AM	Wed 6/8/11 5 PM
						/24/11 8 AM	Mon 1/24/11 5 PM
						3/11 8 AM	Tue 3/8/11 5 PM
						1/10 8 AM	Wed 6/8/11 5 PM

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Project Quality Management

- Added figure showing relationships between 5 process groups and:
  - Quality assurance, quality control, cost of quality
  - Plan-do-check-act (PDCA) model
  - Initiate-plan-execute-control-close (IPECC) model
- New figures describe the 7 quality tools
  - Added SIPOC
- In *Perform Quality Assurance,* added descriptions and figures for other quality tools

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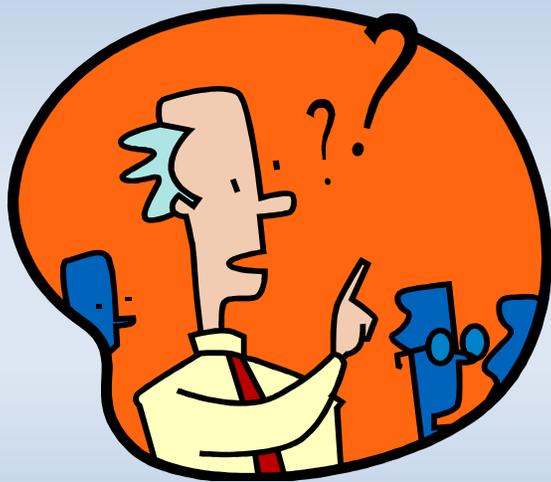
Project HR Management

- Updated definitions of
  - *Plan HR Management*
  - *Acquire Project Team*
  - *Develop Project Team*
- Expanded on benefits and disadvantages of virtual teams

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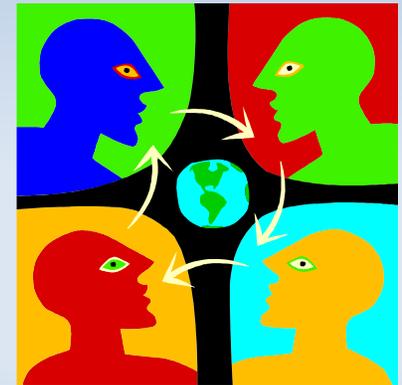
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Question for You

Please submit your ideas through the question box

▶ What are the major advantages or disadvantages of virtual teams in your organization?

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Project Communications Management

- *Identify Stakeholders* and *Manage Stakeholder Expectations* moved out

- *Distribute Information* and *Report Performance* revised to highlight differences and how they interact with *Control Scope, Control Schedule, Control Cost*

- *Distribute Information* ➡ *Manage Communications*

- *Report Performance* ➡ *Control Communications*

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Project Risk Management

- ▶ Shifted terminology from positive risk to opportunity

- ▶ Introduced term *risk profile*

- ▶ Added descriptions of:

  - ▪ *Risk attitude* – willingness to accept risk

  - ▪ *Risk appetite* – degree of uncertainty that is acceptable in return for a reward

  - ▪ *Risk tolerance* – degree of risk that is tolerated

  - ▪ *Risk thresholds* – measures of probability or impact that indicate where an organization will accept a risk or take action

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Project Procurement Management

▶ *Administer Procurements*

➡ *Control Procurements*

▶ No other major changes

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Review

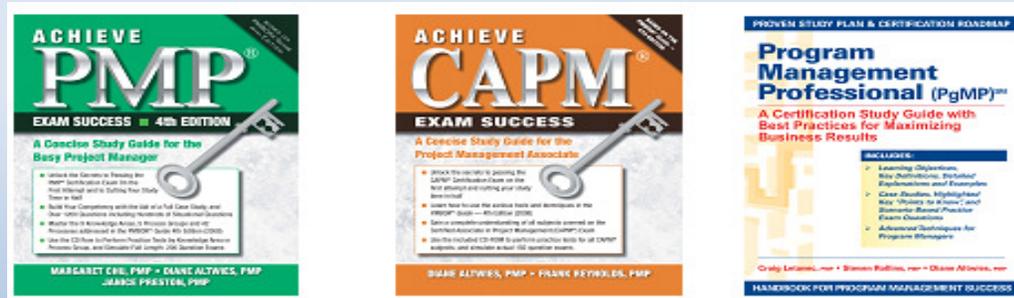- What differences are important to you between the *PMBOK® Guide* 4th edition and 5th edition?

- What are the 4 processes in *Project Stakeholder Management*?

- *Questions & Answers ???*

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- Discover practical applications for your existing projects

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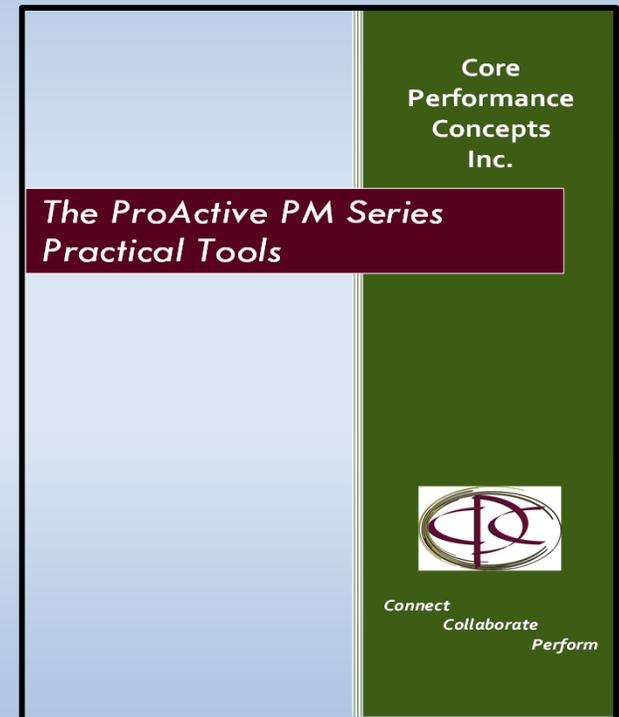
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2013 Fundamentals Webinar Series

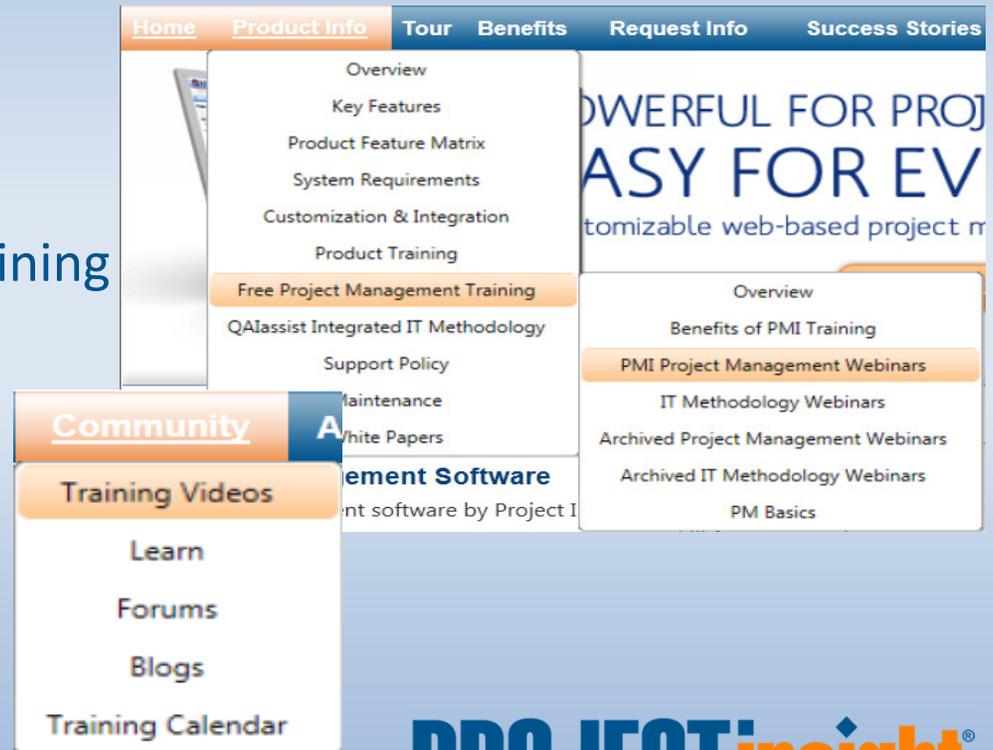- The 2nd Wednesday of Every Month - 8:00am PT

- Topics

  - Jan 9 – Estimating Time
  - Feb 13 – Estimating Cost
  - **Mar 13 – Get to Know the *PMBOK® Guide 5th Edition* (NEW!**)
  - April 10 – Identifying and Managing Risk
  - May 8 – Meeting Effectiveness
  - June 12 – Agile PM: What It Is and What It Isn't
  - July 10 – A New Focus on Stakeholders
  - Aug 14 – Avoiding Communication Pitfalls
  - Sept 11 – Mastering Business Networking
  - Oct 9 – Delivering Quality in Projects
  - Nov 13 – Earned Value Basics
  - Dec 11 – The Global Challenge in Projects

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Register Ahead of Time

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- 2 ways to register:

  - Free Project Management Training

  - Training & Webinar Calendar

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