



QuickStudy PMBOK® GUIDE

Quick Reference

PMBOK® is a trademark of Project Management Institute, Inc.



The PMBOK® Guide identifies principles and performance domains for project professionals and others engaged with projects.



7th Edition

WHAT'S NEW?

- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—7th Edition, published by the Project Management Institute (PMI) in 2021, includes *The Standard for Project Management*.
- First principles-based standard for project management.
- Moves away from the more prescriptive process-based approach of past standards.
- Focus is no longer on deliverables and outputs.
- Projects drive outcomes that deliver value to the performing organization as well as other stakeholders.
- This edition includes both principles to guide behavior as well as project performance domains to demonstrate the behavior and create value.

PMI CODE OF ETHICS & PROFESSIONAL CONDUCT

- Defines expectations for individuals in the global project management community.
- Includes both aspirational ideas as well as mandatory behaviors.
 1. **Responsibility** is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.
 2. **Respect** is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources. An environment of respect engenders trust, confidence, and performance excellence by fostering cooperation—an environment where diverse perspectives and views are encouraged and valued.
 3. **Fairness** is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favoritism.
 4. **Honesty** is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

KEY TERMS

- **Creating value:** organizations exist to create value for stakeholders.
 - Organizational strategy drives creation of value through a system of portfolio, programs, projects, and/or operations.
 - Value is the ultimate measure of project success.
- **Customer:** requester and/or funder of the project.
- **End user:** user of the product, service, or result of the project.
- **PMI:** global nonprofit professional organization that offers certifications, educational programs, networking opportunities, and other resources for project managers.
- Provides a set of industry-standard guidelines and best practices for project management, including the *PMBOK® Guide*—7th Edition.
- **Project:** temporary endeavor undertaken to create a unique product, service, or result.
- **Project environment:** where the project exists.

Internal Environment	External Environment
Asset: process, data, and knowledge	Marketplace conditions
Employee capability	Regulatory environment
Organizational culture, structure, and governance	Social and cultural influences and issues
Resource availability	—

- **Project management:** application of knowledge, skills, tools, and techniques to project activities to meet requirements.
- **Project manager:** person assigned by performing organization to lead project team responsible for achieving project objectives.

PROJECT MANAGEMENT PRINCIPLES

Stewardship

- Be a diligent, respectful, and caring steward.
- Responsibly manage project resources, including financial, human, and physical assets, to ensure project:
 - Goals and objectives are met within budget and schedule constraints.
 - Risks are effectively identified and managed.
- Make ethical and sustainable decisions.
- Effectively communicate with and engage stakeholders throughout project's life cycle.

Team

- Create a collaborative project team environment.
- Include the individuals responsible to complete the work of the project.
- Involve people with diverse backgrounds and skill sets who collaborate to meet project objectives.
- Use agreements to define guidelines to enable members to work together successfully.

Stakeholders

- Effectively engage with **stakeholders** (individuals or groups that have an interest or concern in the project and its outcome). Can include customers, end users, management, project team, sponsors, and any other individuals or organizations affected by the project or able to influence its outcome.
- Stakeholders can affect the project both positively and negatively.
- Engaging stakeholders supports value delivery.

Value

- Focus on value, the ultimate measure of project success.
- May be something different for each stakeholder.
 - For the performing organization, value may be financial gain.
 - For others, it may be social good or benefit to customer.
- A business case should include the business drivers, allowing the team to find opportunities to increase potential project value.

Systems Thinking

- Recognize, evaluate, and respond to system interactions.
- Holistic approach that looks at how items in a system:
 - Work together.
 - Work over time.
 - Interact with other systems.
- The project team and their ways of working are part of the project system.

Leadership

- Demonstrate leadership behaviors, which include the ability to influence others and thus influence project results.
- Multiple project stakeholders, including the project manager and individual team members, should demonstrate leadership behaviors throughout the project.
- Leadership, along with personal character, can lead to project success and a positive work environment.

Tailoring

- Tailor on the basis of context.
- Every project is unique.
- Tailor project elements to provide just enough structure to deliver value.
- Examples of areas to tailor include:
 - Artifacts.
 - Development approach.
 - Governance.
 - Methods.
 - Processes.
- Team members should participate in tailoring decisions so they feel ownership of project results.
- Reducing waste in processes, resources, and artifacts is critical to tailoring.

Quality

- Build quality into processes and products (deliverables).
- Includes the work to minimize waste.
- Product delivered should:
 - Meet acceptance criteria.
 - Demonstrate fitness for use (meeting or exceeding customer expectations).
- Processes used should ensure product is delivered in the quickest, most cost-effective way possible.

Complexity

- Navigate complexity.
- Complexity on projects has multiple sources, including:
 - **Human behavior:** differences in experience and attitudes.
 - **System behavior:** dynamic interdependencies.
 - Technical innovations.
 - Uncertainty and ambiguity.
- To navigate complexity, the project team must continually evaluate individual project elements and the changing interaction between them.

Risk

- Optimize risk responses.
- A risk is an uncertain event that may affect the project objectives. May be:
 - **Positive:** opportunities.
 - **Negative:** threats.
- Focus not only on **individual risks**, but also on **overall project risk** (effect of uncertainty on project as a whole).
- Stakeholders' different risk appetite and thresholds must be considered.
- Project team should:
 - Increase probability and impact of opportunities.
 - Decrease probability and impact of threats.

Adaptability & Resiliency

- Embrace adaptability and resiliency.
- Projects never proceed exactly on plan.
- Events outside the control of the project manager and organization impact the project.
- Project and project team need to be able to:
 - **Adapt:** respond to changing conditions.
 - **Be resilient:** absorb impacts and recover quickly.

Change

- Enable change to achieve the envisioned future state.
- Change takes individuals and organizations from current state to a desired future state.
- Stakeholders may have different appetites for change.
- Resistance may occur.
- Change initiatives work better when stakeholders are fully engaged and motivated to deliver on the change.

APPENDIX A

APPENDIX A

Q A S For The Pmbok Guide

Dennis P. Slevin



Q A S For The Pmbok Guide:

Occupational Safety and Hygiene II Pedro Arezes, João. S. Baptista, Monica P. Barroso, Paula Carneiro, Patrício Cordeiro, Nelson Costa, Rui B. Melo, Sergio A. Miguel, Gonçalo Perestrelo, 2014-01-27 *Occupational Safety and Hygiene II* contains selected papers from the International Symposium on Occupational Safety and Hygiene SHO2014 Guimar Portugal 13 14 February 2014 which was organized by the Portuguese Society for Occupational Safety and Hygiene SPOSHO The contributions focus on selected topics which include but is not limited to

PMP Project Management Professional All-in-One Exam Guide Joseph Phillips, 2021-09-24 Complete coverage of all objectives in the 2020 release of the PMP exam fully aligned with the PMBOK Guide Sixth Edition This comprehensive resource offers complete coverage of all the material included on the Project Management Professional exam You ll find learning objectives at the beginning of each chapter exam tips practice exam questions and in depth explanations Written by a leading project management consultant and trainer PMP Project Management Professional All in One Exam Guide will help you pass the exam with ease and will also serve as an essential on the job reference Covers all exam topics including People Processes Business Environment Agile Best Practices Knowledge Areas Online content includes Practice exams test yourself by PMP exam domain or take a complete exam Video training from the author Worksheets for Float Earned Value Time Value of Money Printable PMP memory card

Redefining the Basics of Project Management Mounir A. Ajam, 2014-04-01 This book is to introduce the readers to an effective project management methodology a systematic approach for managing projects Through the methodology and book the author is attempting to bridge some of the gaps in the practice of project management that exists today gaps created by numerous factors and challenges facing the dynamic and exciting field of project management The book starts with setting the scenes and addressing the current challenges and opportunities for growing project management as a strategically vital domain for all types of organizations in the public and private sector for projects pursued for profit or not for profit small or large simple or complex This book provides a comprehensive explanations of a project management methodological approach its critical concepts and how to apply this methodology on a diversity of projects The Customizable and Adaptable Methodology for Managing Projects CAM2P CAM2P is the methodological approach developed by the author in 2007 2008 and has been using since that time on internal and clients projects The author will also explain and demonstrate how to integrate effectively highly valuable concepts from the PMBOK Guide the process groups and knowledge areas with a project life span approach such as what CAM2P offers In this book the author provides steps to apply effective project management and offer readers with an outcome based learning environment where one can apply the discussed concepts on their projects for immediate and lasting benefits The author emphasizes that to learn any project management methodology the learners must apply the learned concept on real projects and this book will guide them as they move along the project life span from idea to closure

Mastering Project Management Integration and Scope Dietmar Sokowski, 2015-02-05 Mastering

Project Management Integration and Scope gives managers powerful insights and tools for addressing the most crucial success factor in any project completely and accurately defining project objectives and deliverables and transforming your definitions into effective requirements and an integrated project plan This book is part of a new series of six cutting edge project management guides for both working practitioners and students Like all books in this series it offers deep practical insight into the successful design management and control of complex modern projects Using real case studies and proven applications expert authors show how multiple functions and disciplines can and must be integrated to achieve a successful outcome Individually these books focus on realistic actionable solutions not theory Together they provide comprehensive guidance for working project managers at all levels as well as indispensable knowledge for anyone pursuing PMI PMBOK certification or other accreditation in the field

A Down-To-Earth Guide To SDLC Project Management (2nd Edition) Joshua Boyde, 2014-07-01 This book has been crafted for both the project management novice who is ready to confront their first real project through to the seasoned veteran with several project battle campaigns under their belt This book is based on many years of real world System Development Life Cycle SDLC project management as well as the Project Management Body Of Knowledge PMBOK the blending of the useful elements from other management practices principles and the incorporation of the past experiences the lessons learnt from the various industrial backgrounds of those persons who graciously contributed to this book's creation Described within is the practical application of field tested project management techniques to actual situations and prevailing circumstances where the realities of commercial necessities have to be given serious consideration Additionally this book does cover some topics and ugly truths that are often not acknowledged in academic textbooks on project management Contains over 100 explanatory diagrams real example cases candid comments from project program managers and over 100 cartoons to emphasize the key points

The Frontiers of Project Management Research Dennis P. Slevin, 2002 Whatever your project management interests or informational needs The Frontiers of Project Management Research offers you stimulating ideas for tomorrow and innovative approaches from today all at your fingertips

Routledge Handbook of Integrated Project Delivery Derek Walker, Steve Rowlinson, 2019-07-26 The concept of integrated project delivery IPD has evolved as a result of the need for highly expert teams of people to collaborate to deliver extremely complex projects to manage expectations about delivery speed changes in governance standards and to take advantage of and manage expectations raised by rapid advances in technology All this demands effective change management This is the first Handbook to contextualise and thematically explore the concept with an emphasis on rigorous practical and theoretical validation The Handbook is divided into five sections each with a focus on several interconnected themes including An introduction to IPD concepts The foundational elements and characteristics of IPD People culture and collaboration as key ingredients to successful and effective IPD Technology and process aspects of relational contracting forms such as IPD New and relevant perspectives to IPD that have received scant attention to date

Aspects and emerging issues that are rarely consciously considered in traditional project delivery due to the commercial imperative that drives firms and client organisations The Handbook offers both discussions of these key themes and also in depth research into construction and other industry project procurement and delivery that spans decades In addition the Handbook presents best and better practice but also includes insights into cutting edge experimental developments in technology and practices where proof of concept is currently being developed into emerging practice Contributing authors in this Handbook collaborate with the co editors to draw together an integrated set of chapters that align to deliver a coherent narrative of the IPD concept It is an invaluable reference for practitioners and academics alike and useful as core course content for numerous degree programs of study and professional development courses **A User's Manual to the PMBOK**

Guide Cynthia Snyder Stackpole, 2010-09-28 **Making Sense of Complexity in Projects** Steve Raue, 2024-11-25 This book explores project management PM from a new perspective Project management is facing a paradigmatic stalemate Its major challenge is complexity Its current paradigmatic foundation in first order cybernetics has reached its limits More tools are created and project management is applied to any potential context expecting better results while doing more of the same Beyond conventional project management agile and other project management approaches have emerged as new options to answer the complexity challenge Yet the question remains whether new options and more tools in light of the current shortcomings can create enough momentum for project management as a whole to overcome its paradigmatic stalemate and evolve toward new paradigms based on second order cybernetics This book will embark on a journey to explore current paradigms in project management and argue why an analysis of discourse practices in project management may be critical to generating new paradigmatic perspectives The aim of this book is to provide an alternative perspective on projects as discourses and project management as a means to observe and conduct these discourses Instead of defining what projects and project management are the approach is to look at what people talk about when doing projects and apply project management It will arrive at a picture of how discourses about project management are shaped and institutionalised through the sensemaking of individuals and selected communities in their specific project practice and how these discourses shape project management in turn It is argued that this self reinforcing circle leads to a certain solidification of project management paradigms which prove insufficient in dealing with project complexity However it will also be argued that project practitioners can utilise their self reflection and self description of these discourse conventions to obtain more meaningful project conversations and arrive at a unified and systemically integrated understanding of project management This book will be of particular relevance to those interested in current issues underlying project management More generally it will be a valuable resource for researchers of project management organisational studies and governance **Bringing the PMBOK Guide to Life** Frank P. Saladis, Harold Kerzner, 2009-04-06 Transform the PMBOK Guide from a framework to a sharpened tool in your project manager's toolbox In project management circles it's often joked that there's the right way the

wrong way and the PMBOK way to manage projects In truth it s really about the methodology you choose The PMBOK Guide is a consensus based standard that thousands of project management professionals find immensely valuable in the process of developing an effective methodology But exactly how does a project manager take the information provided in the PMBOK Guide and apply it most effectively and appropriately to an actual project environment This book can be the answer It is basically a guide to the guide a road map to applying the tools of the PMBOK Guide to your organization s or project s unique nature and requirements Bringing the PMBOK Guide to Life A Companion for the Practicing Project Manager builds a bridge between the PMBOK Guide and the common needs of today s practicing project managers It explains and elaborates on specific techniques terms and the application of tools that will enable project managers to effectively adapt the principles and processes described in the PMBOK Guide to the practical world of project management Readers will find suggested approaches for the use of project management tools and techniques along with templates developed directly from information provided in the PMBOK Guide Suggestions and study tips are also included to assist in preparing for the PMP exam and a Project Plan Accelerator PPA can be used with the PMBOK Guide by project managers and project teams to develop plans that are specifically tailored to meet the needs of your team your clients and your sponsoring organization Written by two of the leading experts in the field Bringing the PMBOK to Life will help every project manager translate the PMBOK Guide s tools and techniques into actionable commonsense approaches to managing a project PMI PMBOK PMP and Project Management Professional are registered marks of the Project Management Institute Inc

The Enigmatic Realm of **Q A S For The Pmbok Guide**: Unleashing the Language is Inner Magic

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