

Advanced Leadership Course
Monday, AM, Part 1
Project Management as a Body of
Knowledge

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<http://perisic.com/pmg>

Overall Structure

- Monday, AM: Introduction to Project Management as a profession; the PMI; the PMBOK as Body of Knowledge
- Monday, PM: Project Initiation
- Tuesday, AM: Human Resources, Stakeholders.
- Tuesday, PM: Communication and Conflict Management.



You can have it:

- *Good*
- *Fast*
- *Cheap*

Pick Two

Picture from http://www.cvr-it.com/PM_Jokes.htm

What is a Project?

- A project is a **temporary** endeavour **undertaken** to create a **unique** product, service, or results.
 - Temporary (*see next slide*)
 - Unique Product, Service or Result
 - Stakeholders

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Temporary

- A project has a **definitive beginning** and **definitive end**.
- Possible reasons for end:
 - Objectives have been achieved.
 - It becomes clear that objectives will not be achieved, or the need for the project no longer exists.
- *Temporary does not mean short in duration!*

Begin of project

End of project



product or service created by this project

More Project Attributes

- Seen: Temporary, Unique Product, Stakeholders
- Requires resources from various areas
- Has a customer or sponsor and other stakeholders.
- Involves uncertainty (*risk management!*)
- Progressive Evaluation (*see next slide*)



Progressive Elaboration

- Means developing thoroughly in steps and continuing steadily by increments.
- Example:
 - Object Oriented System Design (Use Case, Analysis, Design, Implementation, Testing)
 - Agile Strategies (Customer collaboration, Working software, Responding to change...), see <http://agilemanifesto.org>.
 - Any life-cycle models in Software Engineering

Why are there Projects?

- Projects are typically authorized as a result of one or more of the following strategic considerations:
 - A market demand
 - E.g. software for mobile phones.
 - A customer request
 - E.g. Extension of an existing web service because of increasing demand.
 - A technological advance
 - E.g. Migration from tape backups to CD/DVD/RAIDs.
 - A legal requirement
 - E.g. Accessibility for web sites.

The PMBOK®

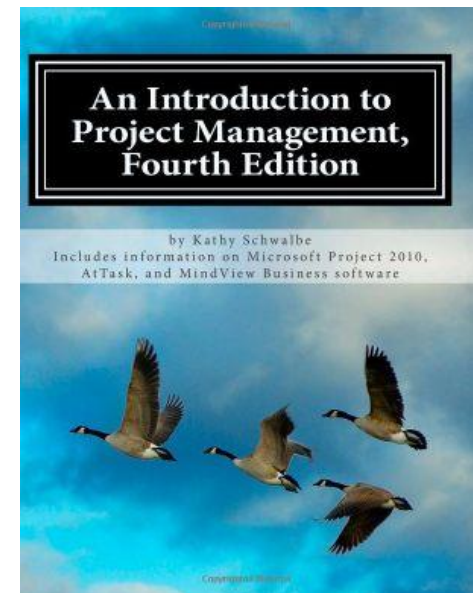
- Main source of this lecture series: PMBOK® Guide:
 - Full name: *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*, by the Project Management Institute (www.pmi.org)
 - *IEEE Std 1490-1998* adopts the PMBOK® Guide as standard for project management.
- Well documented on the Internet:
 - <http://www.google.co.uk/search?q=pmbok>
- Not a methodology but rather a framework or knowledge base for Project Management.
- 2013 Edition: there are 47 processes (see BREO) that, taken together, “define” Project Management
- (2008: 42 processes; 2004: 44 processes)

Further Reading: Kathy Schwalbe



<http://www.augsburg.edu/ppages/~schwalbe/>

- Kathy Schwalbe, *An Introduction to Project Management*
- Based on the PMBOK, but easier to digest.



Process Groups and Knowledge Areas

- The PMBOK defines Project Management as a series of *processes* that each reside within
 - A Process Group
 - and*
 - A Knowledge Area

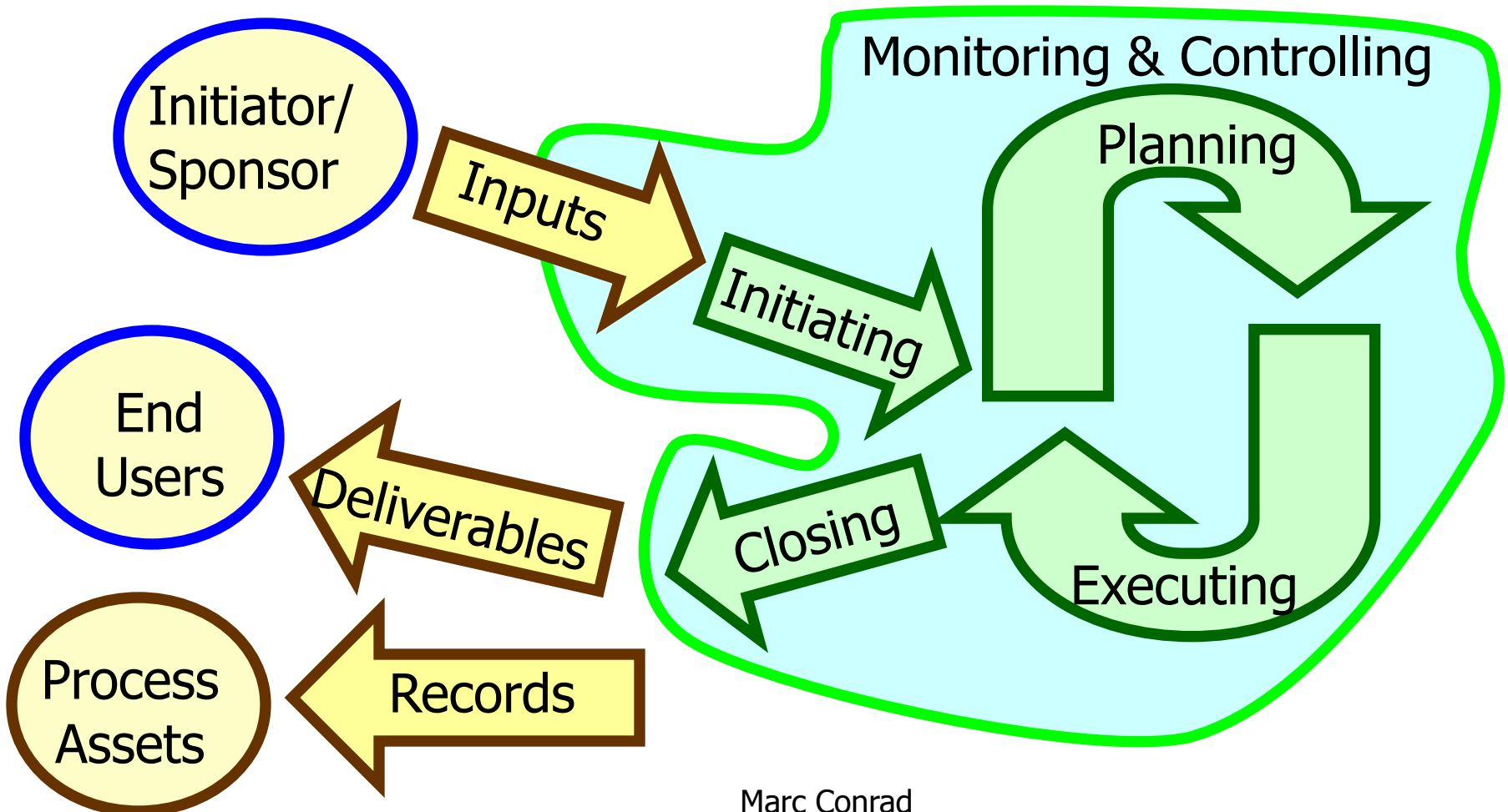
Project Management

- Project Management is accomplished through the use of the processes of
 - Initiating
 - Planning
 - Executing
 - Monitoring & Controlling
 - Closing

Process
Groups



Relationships of Process Groups and Project Boundaries

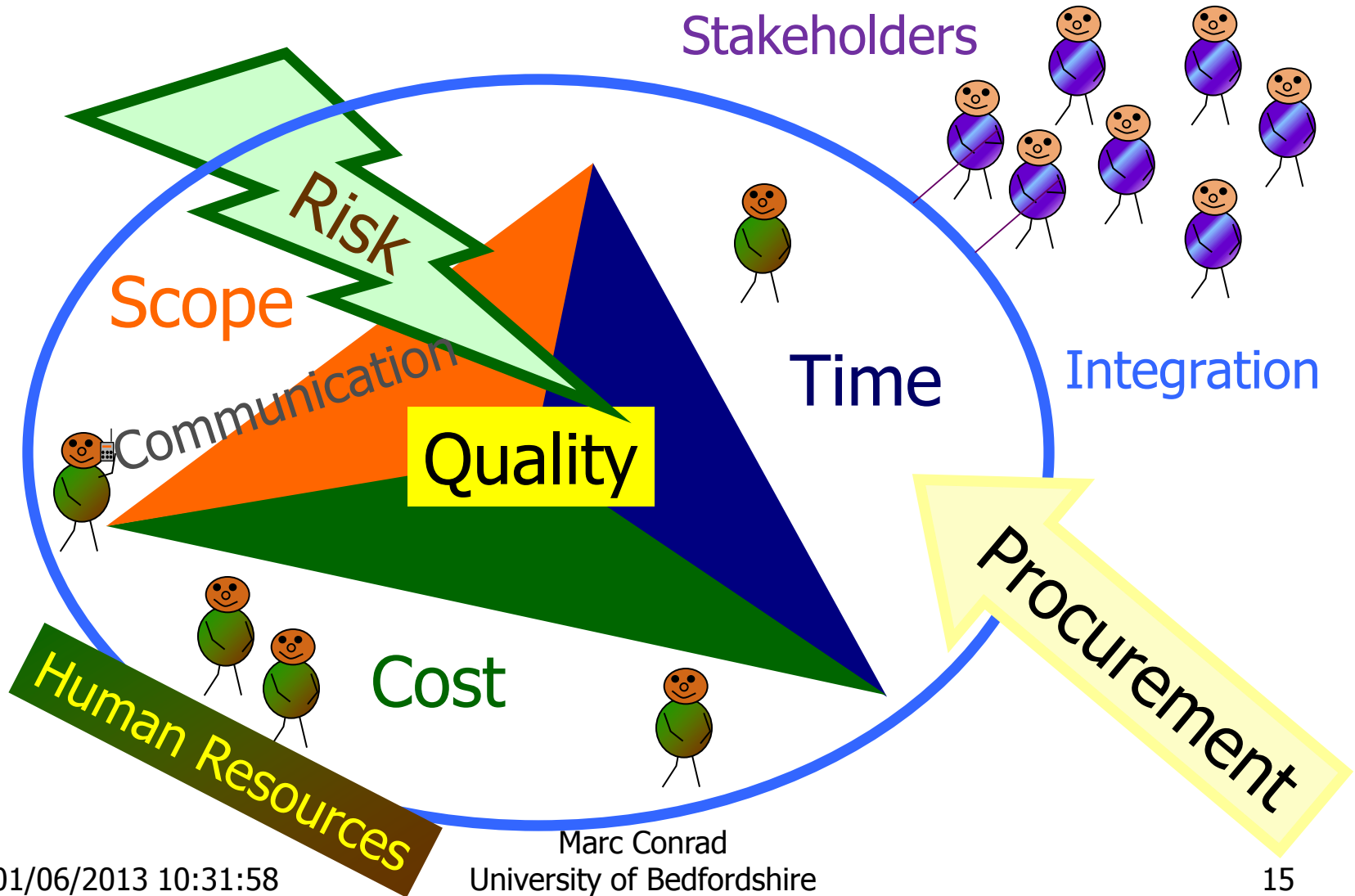


The Triple Constraint

- *Only* 16.2% of projects met the **project goals** on **time** and on **budget**.
- More than 32% of IT projects were cancelled before time and budget.
(from Kathy Schwalbe, Project Management)
- *Identifies Cost, Time and Scope.*

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Knowledge Areas of Project Management



The Ten Knowledge Areas of Project Management

- Scope, Time, Cost & Quality
- Human Resources, Communication, Stakeholders
- Procurement
- Risk
- Integration