

Introduction to PMBOK

- Goals of seminar:
 - Overview of PMBOK
 - Familiarity with vocabulary of PMBOK
 - Awareness of when you may want to learn more about part of PMBOK
- Introduction – Susan
- Process Framework – David
- Integration – Kymber

Sources

- A Guide to the project Managemetn Body of Knowledge (PMBOK Guide); published by PMI
- Head First PMP; Jennifer Greene and Andrew Stellman; published by O'Reilly

Group Discussion #1

- What projects are you working on?
- What are some of the major processes for conducting your projects? (e.g., planning, closing)
- What are the major knowledge areas? (e.g., time management, budget management)

PMBOK Framework

	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Integration					
Scope					
Time					
Cost					
Quality					
HR					
Communication					
Risk					
Procurement					

PMBOK Project Management

1. It is useful in managing our audits
2. It is criteria that can be used in auditing projects
3. It is a set of concepts and terms that can facilitate discussions with auditees

What Do People Say About It?

- Being assured that knowledge and practices are applicable to most projects most of the time.
- Feeling confident that the information comes from a globally accepted standard
- Feeling empowered about having up to date project management information.
- Being able to speak with a common vocabulary.

Group Discussion #2: What Are the Benefits of PMBOK?

Feeling confident that the information will always be applicable to what you do	
Feeling confident that the information comes from globally accepted project management standards	
Being able to speak with a common vocabulary about project management	
Being assured that the knowledge and practices are applicable to most projects most of the time	
Feeling empowered about having information that has been recently updated to reflect project management changes	
Being able to impress other project managers with project management lingo	

What Are the Benefits of PMBOK?

Feeling confident that the information will always be applicable to what you do	This is incorrect, the guide will not always be applicable to what you do for all projects.
Feeling confident that the information comes from globally accepted project management standards	X
Being able to speak with a common vocabulary about project management	X
Being assured that the knowledge and practices are applicable to most projects most of the time	X
Feeling empowered about having information that has been recently updated to reflect project management changes	X
Being able to impress other project managers with project management lingo	This is incorrect, Being able to use a common project managements vocabulary is helpful, but it may not impress other project mangers.

Characteristics of a Project

- Identify the characteristics of project.
- Differentiate between examples of projects and operational work.
- Differentiate between examples of progressive elaboration and scope creep.

Group Discussion #3, please discuss the below and provide examples from your current job:

What Are the Characteristics of a Project?

What Are the Characteristics of Ongoing Work?

CHARACTERISTICS OF A PROJECT

-

TEMPORARY

-

UNIQUE

-

PROGRESSIVELY ELABORATED

Operational Work

- An ongoing endeavor, and/or
- short in duration, and/or
- usually undertaken to create a temporary result, and/ or
- something has been done before in the exact same way.

Group discussion 4:

A project is characterized by

(choose all the apply)

A short duration	
Temporary activities	
Permanent activities	
A unique product, service, or capability as an end result	
The process of progressive elaboration	
An end result which is a repetition of previous ones.	

A short duration	This is incorrect. A project can have either a short or long duration. The duration itself is not what characterized the work as a project.
Temporary activities	This is correct. Although a project may take years, it is still a temporary endeavor with a definite beginning and end.
Permanent activities	This is incorrect. A project is characterized by temporary, not permanent activities.
A unique product, service, or capability as an end result	This is correct. A project will produce a product or artifact, capability to perform a services, or some kind of results that is unique or has unique qualities.
The process of progressive elaboration	This is correct. A project will incorporate the process of progressive elaboration to develop objectives, deliverables, and scope in steps and continuous increments.
An end result which is a repetition of previous ones.	This is incorrect. All projects produce some kind of unique or distinct end result.

Group Discussion 5:

Differentiate between examples of projects and operational work:

- Cleaning and drying of laundry at a health club
- Developing a new product prototype
- Publishing a novel
- Reviewing employees annually for performance reviews
- Building a bridge
- An audit of a 3 year old government program
- A cyclical audit of accounts payable

Best Definition of Progressive Elaboration:

The process of developing the project scope, deliverables, and objects all at once.

The process of developing in steps and in continuous increments to radically change the project scope.

The process of developing thoroughly in steps, continuing steadily by increments.

The process of developing deliverables, objectives, and the project scope early on in the project timeline.

The process of developing the project scope, deliverables, and objects all at once.

Incorrect. Progressive elaboration involves continuous steps and incremental changes not developing scope, objectives, and deliverables all at once.

The process of developing in steps and in continuous increments to radically change the project scope.

Incorrect. Progressive elaboration is an expected part of project development that requires incremental changes, not radical changes to project scope.

The process of developing thoroughly in steps, continuing steadily by increments.

This is correct. The guide defines progressive elaboration as an incremental process that allows changes to be incorporated into a project without significantly affecting scope.

The process of developing deliverables, objectives, and the project scope early on in the project timeline.

Incorrect. Progressive elaboration will occur throughout a project life cycle and not necessarily early on in the project timeline.

What do you think is
Definition of Scope Creep?

Definition of Scope Creep?

- adding features and functionality without addressing the effects on time, cost, and resources or without customer approval

Group Discussion 6:

Scope Creep vs. Progressive Elaboration

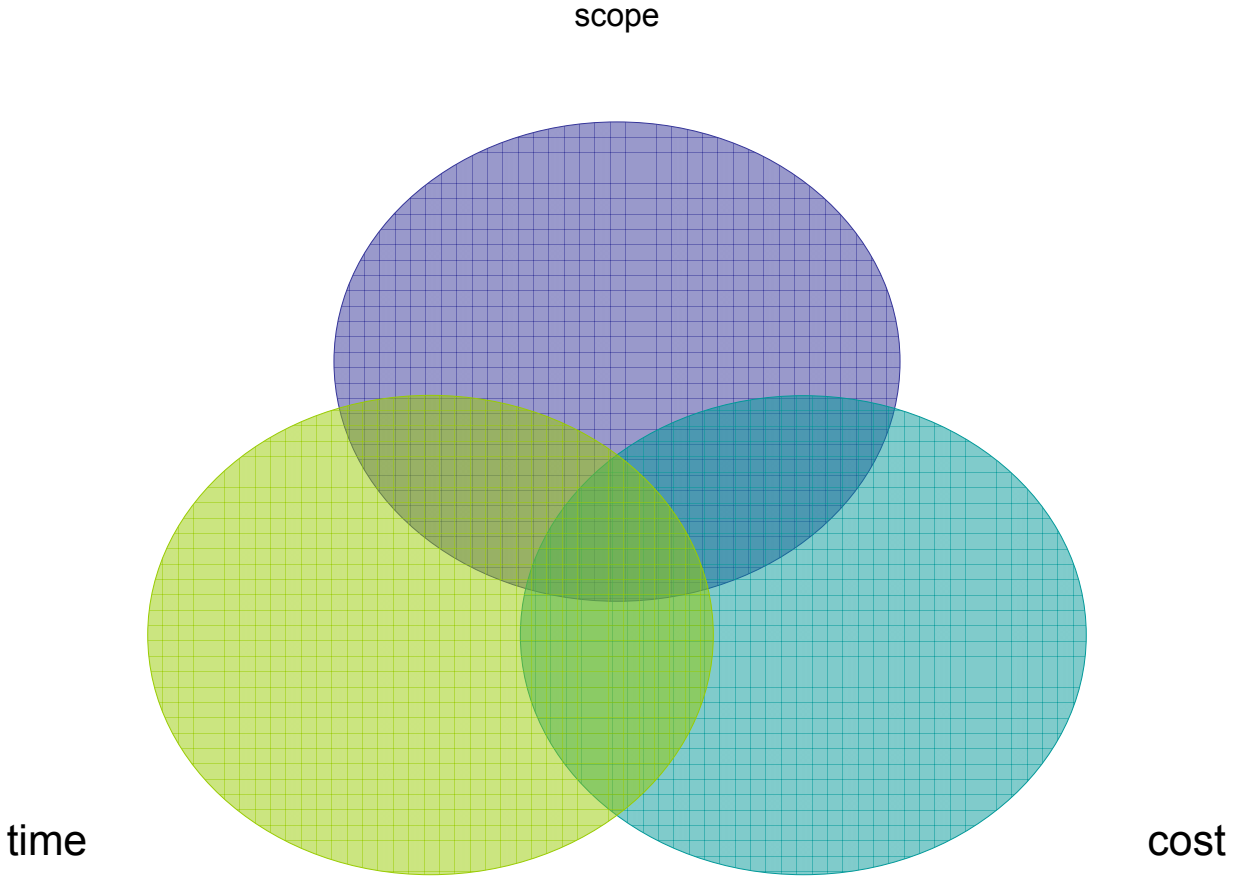
After hearing vignette, which are (a) scope creep and which is (b) progressive elaboration:

- Exceeding production budget due to celebrity model hired
- Agreeing to film some of the video offsite
- Using professional fitness models and actors
- Changing the video time to an hour and a half in length
- Determining the video time to be 45 minutes.

Project Management Entails Certain Activities, Which Include:

- Identifying requirements
- Establishing clear and realistic objectives
- Balancing the competing demands for quality, scope, time, and cost
- Adapting the specifications, plans and approach to the different concerns and expectations of the various stakeholders.

Triple Constraint



Five Areas of Expertise:

