**Overview – Project Management – Summer 2020**

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| **Effective Project Management – Wysocki, 8th Edition**  >Project Landscape (Four Quadrants)  Traditional, Agile, Extreme, Emertxe  >Project Management Live Cycle (PMLC)  PMLC Process Groups (5)  Scope, Plan,  Launch, Monitor & Control, Close  PMLC Processes (5)  Scoping, Planning,  Launching, Executing, Closing  PMLC Models/Types (5)  Linear, Incremental,  Iterative, Adaptive,  Extreme | **Fundamentals – PMBOK, 6th Edition**  >Knowledge Areas (10)  Integration, Scope, Resource,  Communications, Stakeholder  Schedule, Cost, Quality, Risk, Procurement,  >Process Groups (5)  Initiating, Planning,  Executing, Monitoring & Controlling, Closing  >Processes (49 Processes)  >ITTO  Inputs, Tools, Techniques, Outputs |

**Summary of Material**

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| **Course Topics** | **Summary of Material** | |
| Wysocki Text, Part II  Organized around  Five Basic Phases | PMBOK Guide, Part I  Organized around  Knowledge Areas |
| 1. Overview & Context. | Wysocki: Ch. 1-5 | PMBOK: Ch. 1-3  Definitions, Ch. 1  Environment, Ch. 2  Project Manager, Ch. 3 |
| 2. Traditional: Qualitative. | Wysocki: Part II  Scope, Ch. 6  Plan, Ch. 7  Launch, Ch. 8  Execute, Ch. 9  Close, Ch. 10 | PMBOK: Part I  Integration, Ch. 4  Scope, Ch. 5  Resource, Ch. 9  Communications, Ch. 10  Stakeholder, Ch. 13 |
| 3. Traditional: Quantitative. | Wysocki: Part II  Scope, Ch. 6  Plan, Ch. 7  Launch, Ch. 8  Execute, Ch. 9  Close, Ch. 10 | PMBOK: Part I  Schedule, Ch. 6  Cost, Ch. 7  Quality, Ch. 8  Risk, Ch. 11  Procurement, Ch. 12 |
| 4. Complex: Agile & Extreme. | Wysocki: Part III  Complex, Ch. 11  Agile, Ch. 12  Extreme, Ch. 13 |  |
| 5. Hybrid & ECPM. | Wysocki: Ch. 14,15 |  |

**Effective Project Management – Wysocki, 8th Edition**

**Project Landscape & HPM (Hybrid Project Management) Framework**

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| **Project Landscape**   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  |  |  |  |  | |  |  | **Solution**  Clear | **Solution**  Not Clear |  | |  | **Goal**  Not  Clear | Emertze  Projects  (Q4) | Extreme  Projects  (Q3) |  | |  | **Goal**  Clear | Traditional  Projects  (Q1) | Agile  Projects  (Q2) |  | |  |  |  |  |  |   **Traditional Project Landscape**  **&**  **Complex Project Landscape**  . . . | **HPM (Hybrid Project Management) Framework**   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  |  |  |  |  | |  |  | Ideation  Phase | What will we do? |  | |  |  | ↓ |  |  | |  |  | Set-Up  Phase | How will we do it? |  | |  |  |  | |  |  | ↓ |  |  | |  |  | Execution  Phase | How well did we do? |  | |  |  |  | |  |  |  |  |  |   **Hybrid Project Management Model**  **&**  **Effective Complex Project Management**  . . . |

**Project Management Life Cycle Models (PMLC Models)**

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| |  |  | | --- | --- | | Project Types:  Traditional Project Models (TPM)  Agile Project Models (APM)  Extreme Project Models (xPM) | PMLC Models:  TPM consists of Linear, Incremental  APM consists of Iterative, Adaptive  xPM consists of Extreme, Emertxe |   .   |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  |  |  |  |  |  |  |  |  |  |  |  | |  | Traditional: | Scope | 🡪 | Plan | 🡪 | Launch | 🡪 | Monitor | 🡪 | Close |  | |  |  |  |  |  |  |  |  | & Control |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  |   .   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  |  |  |  |  | | | | | | | | |  |  |  | |  | Agile: | Scope |  | Plan | |  | Launch |  | Monitor |  | Close | |  | Close |  | |  |  |  |  |  | |  |  |  | & Control |  |  | |  | Project |  | |  |  |  |  |  |  | Iterations or Cycles | | | | |  |  |  |  |  | |  |  |  |  |  | |  | 🡨 |  | 🡨 |  |  | |  |  |  | |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |   **.**   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  |  |  | |  |  | | | | | | | |  |  |  | |  | Extreme: | Scope | |  | Plan |  | Launch |  | Monitor |  | Close | |  | Close |  | |  |  |  | |  |  |  |  |  | & Control |  |  | |  | Project |  | |  |  |  |  | Phases | | | | | | |  |  |  |  |  | |  |  |  | |  |  |  | 🡨 |  | 🡨 |  |  | |  |  |  | |  |  |  | |  |  |  |  |  |  |  |  | |  |  |  |   . . . |

**Fundamentals – PMBOK, 6th Edition**

**“A Guide to the Project Management Body of Knowledge, PMBOK GUIDE, 6th Edition”**

PMBOK 6th Edition

**Project Management Knowledge Areas (10)**

**Project Management Processes (49)**

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| Project Integration Management   1. Develop Project Charter 2. Develop Project Management Plan 3. Direct and Manage Project Work 4. Manage Project Knowledge 5. Monitor and Control Project Work 6. Perform Integrated Change Control 7. Close Project or Phase   Project Scope Management   1. Plan Scope Management 2. Collect Requirements 3. Define Scope 4. Create WBS 5. Validate Scope 6. Control Scope   Project Schedule Management   1. Plan Schedule Management 2. Define Activities 3. Sequence Activities 4. Estimate Activity Durations 5. Develop Schedule 6. Control Schedule   Project Cost Management   1. Plan Cost Management 2. Estimate Costs 3. Determine Budget 4. Control Costs   Project Quality Management   1. Plan Quality Management 2. Manage Quality 3. Control Quality | Project Resource Management   1. Plan Resource Management 2. Estimate Activity Resources 3. Acquire Resources 4. Develop Team 5. Manage Team 6. Control Resources   Project Communications Management   1. Plan Communications Management 2. Manage Communications 3. Monitor Communications   Project Risk Management   1. Plan Risk Management 2. Identify Risks 3. Perform Qualitative Risk Analysis 4. Perform Quantitative Risk Analysis 5. Plan Risk Responses 6. Implement Risk Responses 7. Monitor Risks   Project Procurement Management   1. Plan Procurement Management 2. Conduct Procurements 3. Control Procurements   Project Stakeholder Management   1. Identify Stakeholders 2. Plan Stakeholder Engagement 3. Manage Stakeholder Engagement 4. Monitor Stakeholder Engagement |

**Project Management Process Groups (5)**

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| Chapter 3 (PMBOK 6th Edition)   1. Initiating 2. Planning 3. Executing 4. Monitoring and Controlling 5. Closing |  |  |  |  |  |  |  |  |  |  |  |
|  |  | Monitoring and Controlling | | | | | | |  |  |
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**Interrelationship between:**

* **Project Management Knowledge Areas (10)**
* **Project Management Processes (49)**
* **Project Management Process Groups (5)**

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|  |  | **Process Groups (5)** | | | | |
|  | **#=Processes (49)** | **Initiating** | **Planning** | **Executing** | **Monitoring &**  **Controlling** | **Closing** |
| **Knowledge Areas (10)** | Integration | 1 | 2 | 3,4 | 5,6 | 7 |
| Scope |  | 1,2,3,4 |  | 5,6 |  |
| Schedule |  | 1,2,3,4,5 |  | 6 |  |
| Cost |  | 1,2,3 |  | 4 |  |
| Quality |  | 1 | 2 | 3 |  |
| Resource |  | 1,2 | 3,4,5 | 6 |  |
| Communications |  | 1 | 2 | 3 |  |
| Risk |  | 1,2,3,4,5 | 6 | 7 |  |
| Procurement |  | 1 | 2 | 3 |  |
| Stakeholder | 1 | 2 | 3 | 4 |  |

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|  | | **Major Take-Aways** |
| **Knowledge Areas (10)** | Integration | Charter, Project Plan, Integrated Change Control, Close Project |
| Scope | Scope Statement, WBS (Work Breakdown Structure) |
| Schedule | Schedule, Gantt, CPM, PERT |
| Cost | Budget, EVM/EVA (Earned Value Management/Earned Value Analysis) |
| Quality | Quality Planning/Quality Assurance/Quality Control, 7 Basic Tools |
| Resource | Team Management, RAM (Responsibility Assignment Matrix), RACI Chart |
| Communications | Communications Plan, Meetings |
| Risk | Risk & Utility, Risk Register, Risk Responses |
| Procurement | Procurement Management Plan, RFP |
| Stakeholder | Stakeholder Register, Stakeholder Engagement Plan |