



How to Become a Certified Project Management Professional

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Understand the PMBOK Guide 4th edition

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PMI, what is it?

PMI (Project Management Institute) provides practitioners and organizations with management standards that describe good practices, globally recognized credentials that certify project management expertise, and resources for professional development, networking and community.

What is Project Management (PM)?

Project Management is the application of knowledge, skills, tools, and techniques to project activities in order to meet needed project's requirements. This application of knowledge requires effective management of appropriate processes and procedures, which means that we need a process / processes to carry out a certain project. According PMI, any project should be carried out by using 5 process groups.

PMBok Guide

In order to understand PMBOK and for a better studying approach, you need to understand how it is organized and formulated. According PMI, “the Project Management Body of Knowledge (BMBOK) Guide is a recognized standard for the project management profession; a standard is a formal document that describes established norms, methods, processes, and practices”. Through looking into the PMBOK Guide 4th edition, it is recognized that the book's content is organized under three main categories:

- Three sections containing 12 chapters
- Seven appendices
- Glossary

The first section contains the first and the second chapters and focuses on “*The Project Management Framework*”, while the second section consists of the third chapter that covers “The Standards for Project Management”. The third section of the PMBok, which is considered as a main core of the book starts with the fourth chapter and ends by the twelfth, this section focuses on the project management knowledge areas where each chapter explains in details one knowledge area.

For a successful understanding for the book, you have to read **section 1 and 2** carefully as you will learn what does the project management mean, what makes a project, and how do we establish; guide and close a project. It is worth noting that you may find the second section to be a bit confusing; however, you don't need to worry as the more you go ahead with the book, a clearer understanding you will get. It is well known and as previously mentioned, each project consists of the following five main project process groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing

Initiating means kicking off the project and the start point. The second process is the **planning** where we (project managers) take our time in thinking and putting on papers how are we going to achieve our goal. Following planning, we start the implementation (**Executing**) that refers to implementing what we have planned, in parallel with implementation of the project, we need to be so careful and fully following up on the project to ensure that our project is on the right track, which is known as (**monitoring and controlling**). Finally, by the time the project achieved its objectives, it comes to an end where we **close** the project ☺

The third section of the guide, which is the heart of PMbok and project management focuses on explaining how we are going to manage and execute our project in each process group. For example, we need to identify what we need to do in order to implement the initiation process group to carry out this process successfully. This identification is known to be **Knowledge Areas**, which consist of main 9 knowledge areas, and each of those areas includes a number of activities.

It is a bit confusing here as the PMBok uses the term processes for both the 5 process groups (initiating, planning...) and for the activities that make each knowledge Area. To that end and for a better and clearer understanding, it is recommended that you refer to the 5 process groups (initiating, planning...) as the five Project Management process groups, while refer to the knowledge areas activities as Processes. The 9 Knowledge Areas, which contain 42 processes and cover an important part of the project are the main tools to implement the five process groups are. These areas are:

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. Project Communications Management
8. Project Risk Management
9. Project Procurement Management

The Project Life Cycle:

According to PMBok, the Project life cycle is a collection of generally sequential (and sometimes overlapping) project phases and it defines the beginning, the end, the activities and the deliverables of the project. As every project is unique then every project has its own project life cycle sometimes it may consist of one phase or many phases that depend on the nature of the project.

What you have to understand that the 5 Project Management Processes Groups (Initiating, Planning, Executing, Monitoring and Controlling, and Closing) exist within every project phase. In a simple way you initiate, plan, execute, control and monitor then close each phase.

Do not get confused , *it is so simple: 5 main groups (initiating ,planning, executing,...) and 9 knowledge areas contains 42 processes. Each process can exist in one or more of the 5 main groups. The 42 processes need input that can be used by some tool to generate output.*

Here is an example: let's say we want to close a project, this is our process group number 1 Here there are 2 knowledge areas should be included in (Project Integration Management and Project Procurement Management). From Project Integration Management, we have to use the close project or phase process (which is one of the 42 knowledge areas processes we talked about) and from the project procurement management, we need the close procurement process (which is another process of the 42 knowledge areas processes we talked about). Each one of the 42 processes has its own input tools and techniques and output and it is normal that one of the outputs of one process becomes an input for another processes. The inputs are usually documents, information, procedures, policies, supporting detail, etc.

The tools and techniques are the project management methodologies and systems, such as network diagramming, earned value analysis, PERT, estimating tools, etc. As a result of applying tools and techniques, an output is produced, in other words, outputs are deliverables or tangible results from each major process.

Do not forget that project management process groups are interactive and interrelated, which means you may need to revisit the planning process while executing process or keep revisiting the monitoring and controlling during planning process. Finally, each knowledge area process has its inputs; tools; techniques, and outputs. In other simple words, you have an input and you implement tool or technique on it towards producing an output. There are many outputs from one knowledge area that become an input for another knowledge area.

Develop Project Charter
Identify Stockholders

Integration

Initiating

Develop Project Management Plan

Integration

Collect Requirements

Define Scope

scope

Create WBS

Define Activities

Sequence Activities

Estimate Activity Resources

Estimate Activity Duration

Develop Schedule

Time

Estimate Cost

Determine Budget

Cost

Plan Quality

Develop HR Plan

Plan Communications

Plan Risk Management

Identify Risk

Perform Qualitative Risk Analysis

Perform Quantitative Risk Analysis

Plan Risk Responses

Plan Procurement

Quality

HR

Communication

Risk

Procurement

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Planning

Direct and Manage Project Execution

Integration

Perform Quality Assurance

Quality

Acquire Project Team

Develop Project Team

HR

Manage Project Team

Distribute Information

Manage Stockholders Expectations

Communication

Conduct Procurement

Procurement

Executing

Administer Procurement ----->procurement

Monitor and Control Project Work

Perform Integrated Change Control

Integration

Verify Scope

Control Scope

scope

Control Schedule

Control Costs

Time

Cost

Perform Quality Control

Report Performance

Quality

Monitor And Control risks

Risk

Monitoring &
Controlling

Close Project/Phase

Integration

Close Procurements

Procurement

Closing

Initiating Process Group

Develop Project Charter

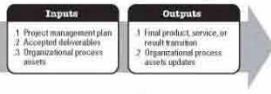


Identify Stakeholders



Closing Process Group

Close Project or Phase



Close Procurements

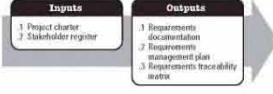


Planning Process Group

Develop Project Management Plan



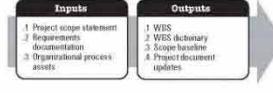
Collect Requirements



Define Scope



Create WBS



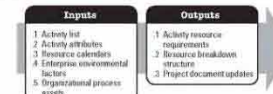
Define Activities



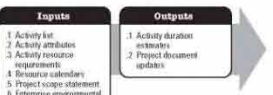
Sequence Activities



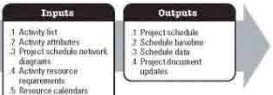
Estimate Activity Resources



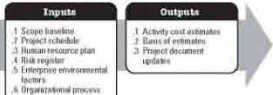
Estimate Activity Durations



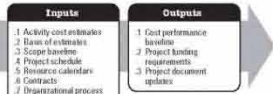
Develop Schedule



Estimate Costs



Determine Budget



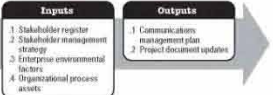
Plan Quality



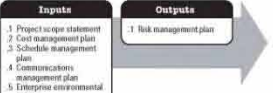
Develop Human Resource Plan



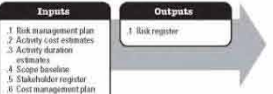
Plan Communications



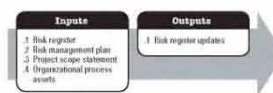
Plan Risk Management



Identify Risks



Perform Qualitative Risk Analysis

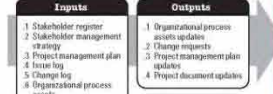


Perform Quantitative Risk Analysis

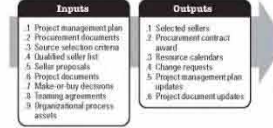


Executing Process Group

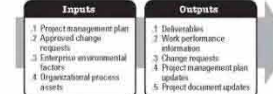
Manage Stakeholder Expectations



Conduct Procurements



Direct and Manage Project Execution



Perform Quality Assurance



Acquire Project Team



Develop Project Team



Manage Project Team



Distribute Information



Administer Procurements

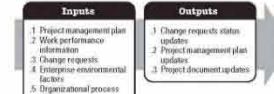


Monitoring & Controlling Process Group

Monitor and Control Project Work



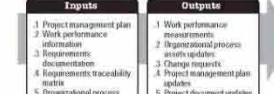
Perform Integrated Change Control



Verify Scope



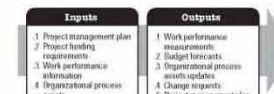
Control Scope



Control Schedule



Control Costs



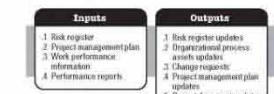
Perform Quality Control



Report Performance



Monitor and Control Risks



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*For your success
Amr Miqdadi*

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