
**UNDERSTAND
THE PMBOK GUIDE
6TH EDITION**

*PMP / CAPM exam practitioners 1st
reference to help you navigate the PMBOK
Guide*

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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 to PMI, any project should be carried out by using five processes groups: (Initiating, Planning, Executing, Monitoring and Controlling, and Closing)

PMBOK Guide

In order to understand PMBOK and for a better studying approach, you need to understand how it is organized and formulated. According to PMI, “the Project Management Body of Knowledge (*PMBOK*®) Guide is a recognized standard for the project management professional; a standard is a formal document that describes established norms, methods, processes, and practices”.

Once you have become a PMI member, you can download the electronic copy of the PMBOK Guide (6th edition now) FREE along with the Agile Practice Guide. It is an encrypted and watermarked version that allows you only to read and print the pages but not to copy and paste the text.

You should exercise caution not to distribute the file to others, as it will be watermarked with your name on every page. PMI takes intellectual properties infringement very seriously.

Through looking into the PMBOK Guide 6th edition, it is recognized that the book's content is organized under three main categories:

Part 1:

A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® Guide)

Part 2:

THE STANDARD FOR PROJECT MANAGEMENT

PART 3.

APPENDICES, GLOSSARY, AND INDEX

Part one consists of 13 chapters, the first two chapters focus on “*The Project Management Framework*” and provide an introduction to the key concepts in the project management field, while the **third chapter** covers “THE ROLE OF THE PROJECT MANAGER” ”
The **chapters from 4 to 13** of the *PMBOK* focus 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 **the first three chapters** 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, and finally what does the project manager do and what his duties and what roles he plays.

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 (Closing)** the project 😊

Part 2, is the heart of *PMBOK* and project management; focus 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 10 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 *five 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 five process groups (initiating, planning...) as the five Project Management **process groups**, while refer to the knowledge areas activities as **Processes**. The 10 Knowledge Areas, which contain 49 processes and cover an important part of the project, are the main tools to implement the five process groups are:

1. Project Integration Management
2. Project Scope Management
3. Project Schedule Management
4. Project Cost Management
5. Project Quality Management
6. Project Resource Management
7. Project Communications Management
8. Project Risk Management
9. Project Procurement Management
10. Project Stakeholder 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 five Project Management Processes Groups (Initiating Processes Group, Planning Processes Group, Executing Processes Group, Monitoring and Controlling Processes Group, and Closing Processes Group) exist within every project phase. In simple; you initiate, plan, execute, control and monitor then close each phase.

Do not get confused, it is so simple: five main groups (initiating, planning, executing...) and 10 knowledge areas contains 49 processes (activities). Each process can exist in one or more of the 5 main groups. The 49 processes (activities) need inputs that can be used by some tools to generate outputs. This leads us to the Inputs/tools & techniques/outputs (ITTOs).

Here is an example: let us say we want to close a project, so this is a part of the closing process group. It is also an intersection with only one knowledge area, which is Project Integration Management, which has only one process (Activity) called *Close project or phase*.

10 Knowledge Areas	Five Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
Project Integration Management	Develop Project Charter	Develop Project Management Plan	Direct & Manage Project Work Manage Project Knowledge	Monitor & Control Project Work Perform Integrated Change Control	Close Project or Phase

Each one of the 49 processes (activities) has its own *inputs, tools and techniques, and outputs* 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 & techniques** are the project management methodologies and systems, such as network diagramming, earned value analysis, 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.

Remember, 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. Many outputs from one knowledge area become an input for another knowledge area.

Finally, the PMBOK is not a project management methodology nor a framework, it is a recognized project management standard adapted internationally. As every project is unique it does not required to use all the knowledge areas or all the ITTO as using these standards depends on the methodology you are applying and on the type of the project you are managing.

Please do not hesitate to contact me anytime if you have any questions, comments, or feedback.

Success is yours,

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