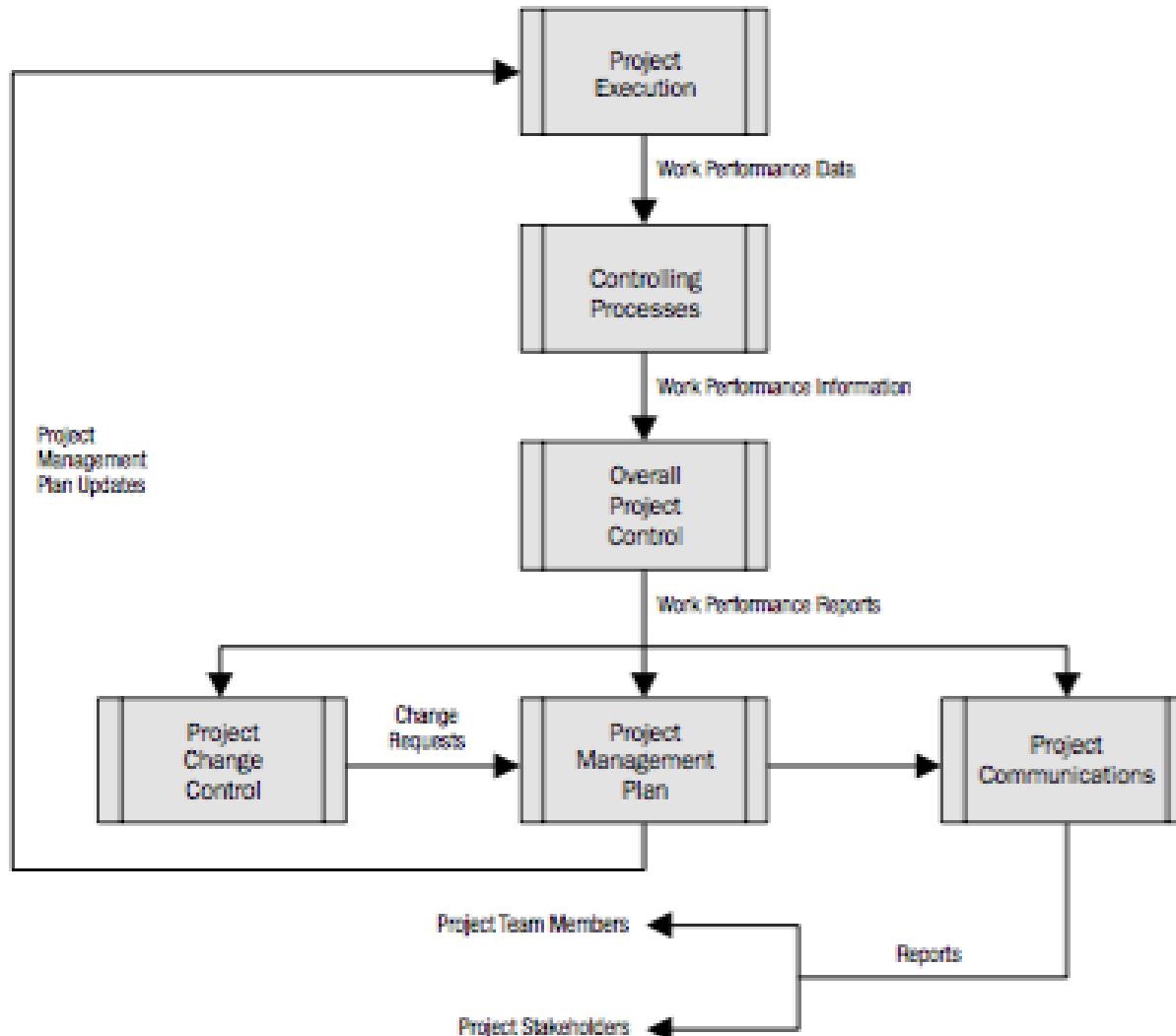


**PMBOK**

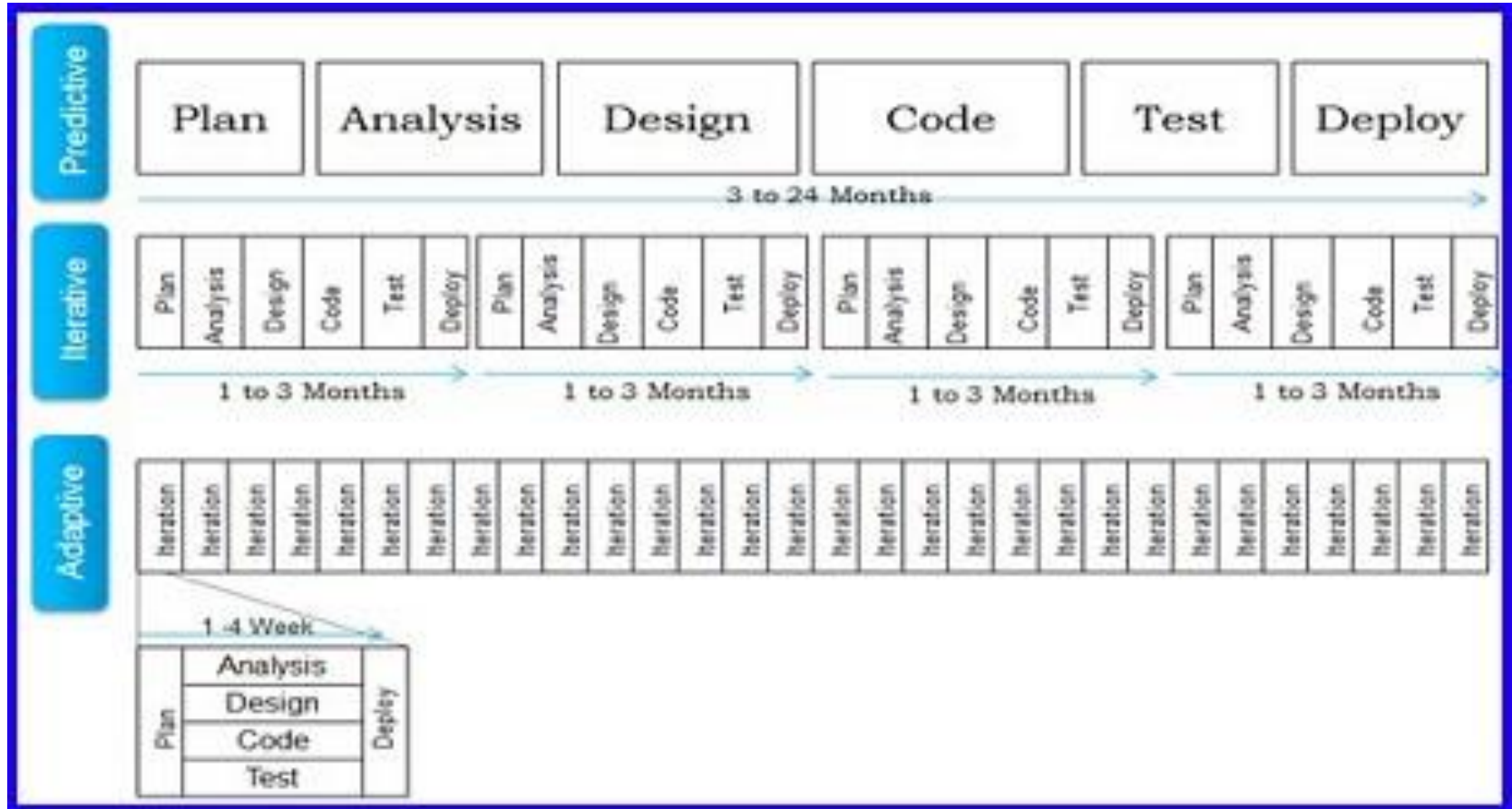
# Data, Information, and Report Flow



# Life Cycle

- Predictive
  - The project scope, and the time and cost required to deliver that scope, are determined as early in the project life cycle as practically possible
- Iterative and Incremental
  - project phases (also called iterations) intentionally repeat one or more project activities as the project team's understanding of the product increases. Iterations develop the product through a series of repeated cycles, while increments successively add to the functionality of the product
- Adaptive
  - Adaptive life cycles (also known as change-driven or agile methods) are intended to respond to high levels of change and ongoing stakeholder involvement. Adaptive methods are also iterative and incremental, but differ in that iterations are very rapid (usually with duration of 2 to 4 weeks) and are fixed in time and cost

# Life Cycle



# Develop Project Charter and Project Plan

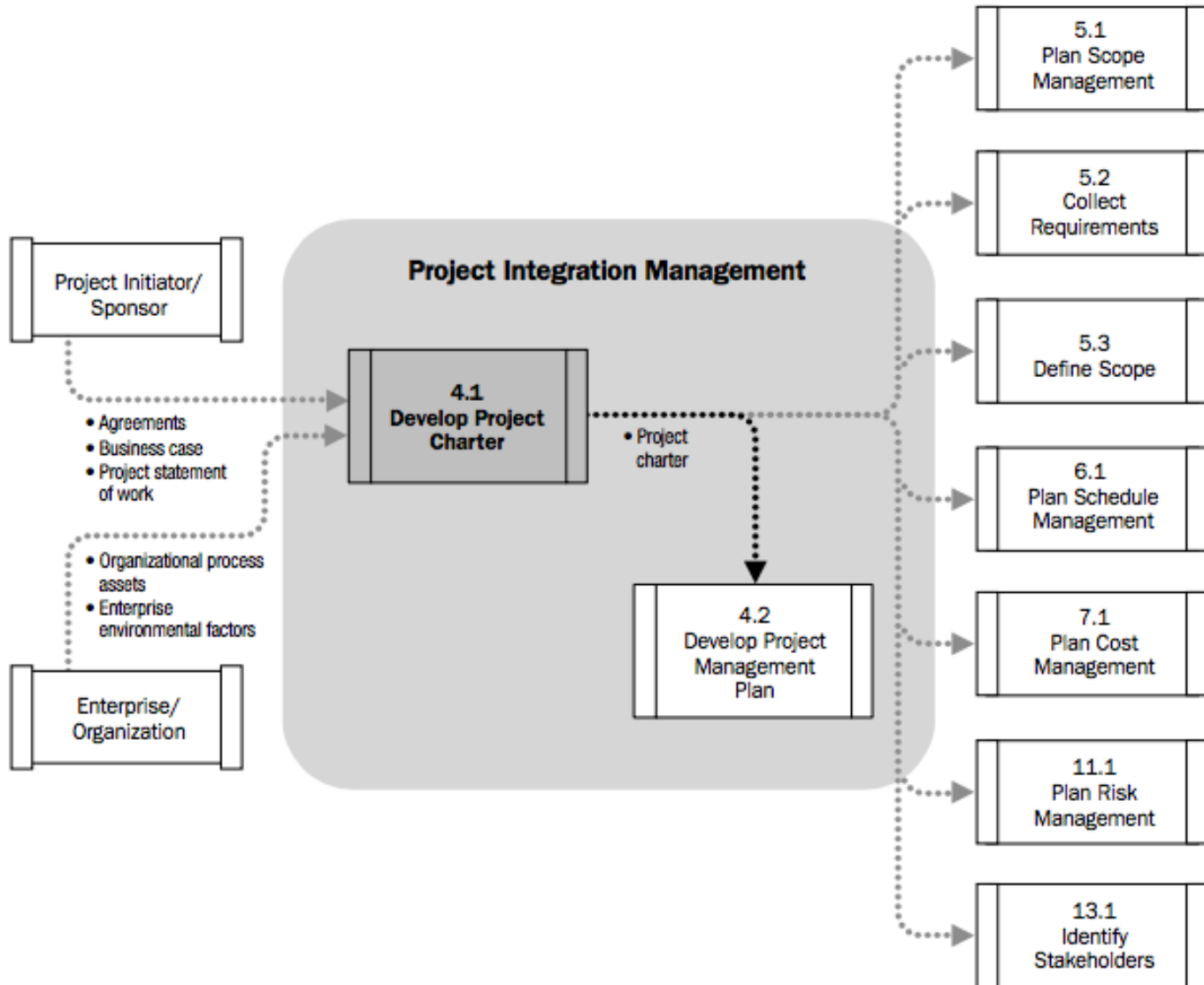
## 4.1 Develop Project Charter

- .1 Inputs
  - .1 Project statement of work
  - .2 Business case
  - .3 Agreements
  - .4 Enterprise environmental factors
  - .5 Organizational process assets
- .2 Tools & Techniques
  - .1 Expert judgment
  - .2 Facilitation techniques
- .3 Outputs
  - .1 Project charter

## 4.2 Develop Project Management Plan

- .1 Inputs
  - .1 Project charter
  - .2 Outputs from other processes
  - .3 Enterprise environmental factors
  - .4 Organizational process assets
- .2 Tools & Techniques
  - .1 Expert judgment
  - .2 Facilitation techniques
- .3 Outputs
  - .1 Project management plan

# Develop Project Charter ...



# Organizational Process Assets

- Standardized guidelines, work instructions, proposal evaluation criteria, and performance measurement criteria;
- Project management plan template, including:
  - Guidelines and criteria for tailoring the organization's set of standard processes to satisfy the specific needs of the project, and
  - Project closure guidelines or requirements such as the product validation and acceptance criteria;
- Change control procedures, including the steps by which official organization standards, policies, plans, and procedures, or any project documents will be modified and how any changes will be approved and validated;
- Project files from previous projects (e.g., scope, cost, schedule and performance measurement baselines, project calendars, project schedule network diagrams, and risk registers);
- Historical information and lessons learned knowledge base; and
- Configuration management knowledge base containing the versions and baselines of all official organization standards, policies, procedures, and any project documents.

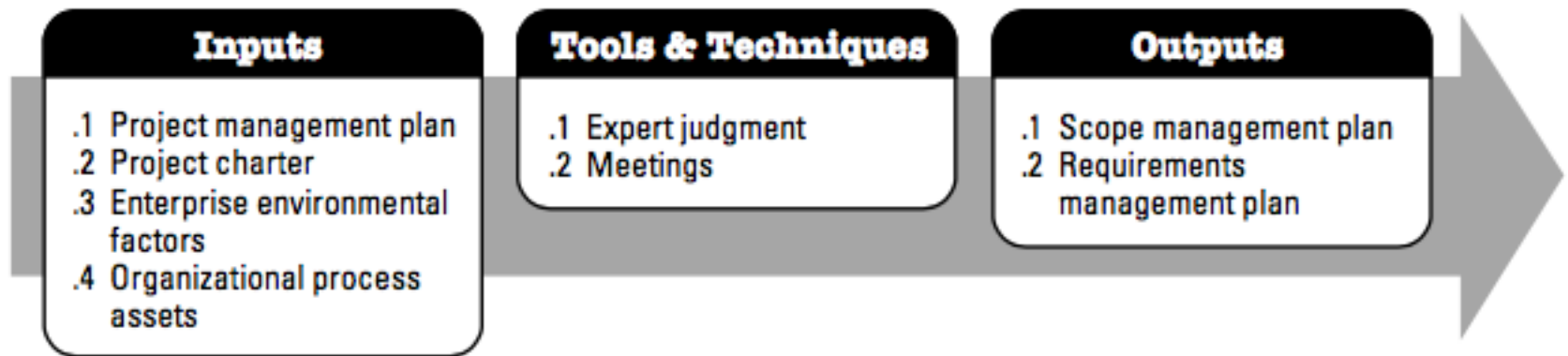
# Enterprise Environmental Factors

- Governmental or industry standards;
- Project management body of knowledge for vertical market (e.g., construction) and/or focus area (e.g. environmental, safety, risk, or agile software development);
- Project management information system (e.g., an automated tool, such as a scheduling software tool, a configuration management system, an information collection and distribution system, or web interfaces to other online automated systems);
- Organizational structure, culture, management practices, and sustainability;
- Infrastructure (e.g., existing facilities and capital equipment); and
- Personnel administration (e.g., hiring and termination guidelines, employee performance reviews, and employee development and training records).



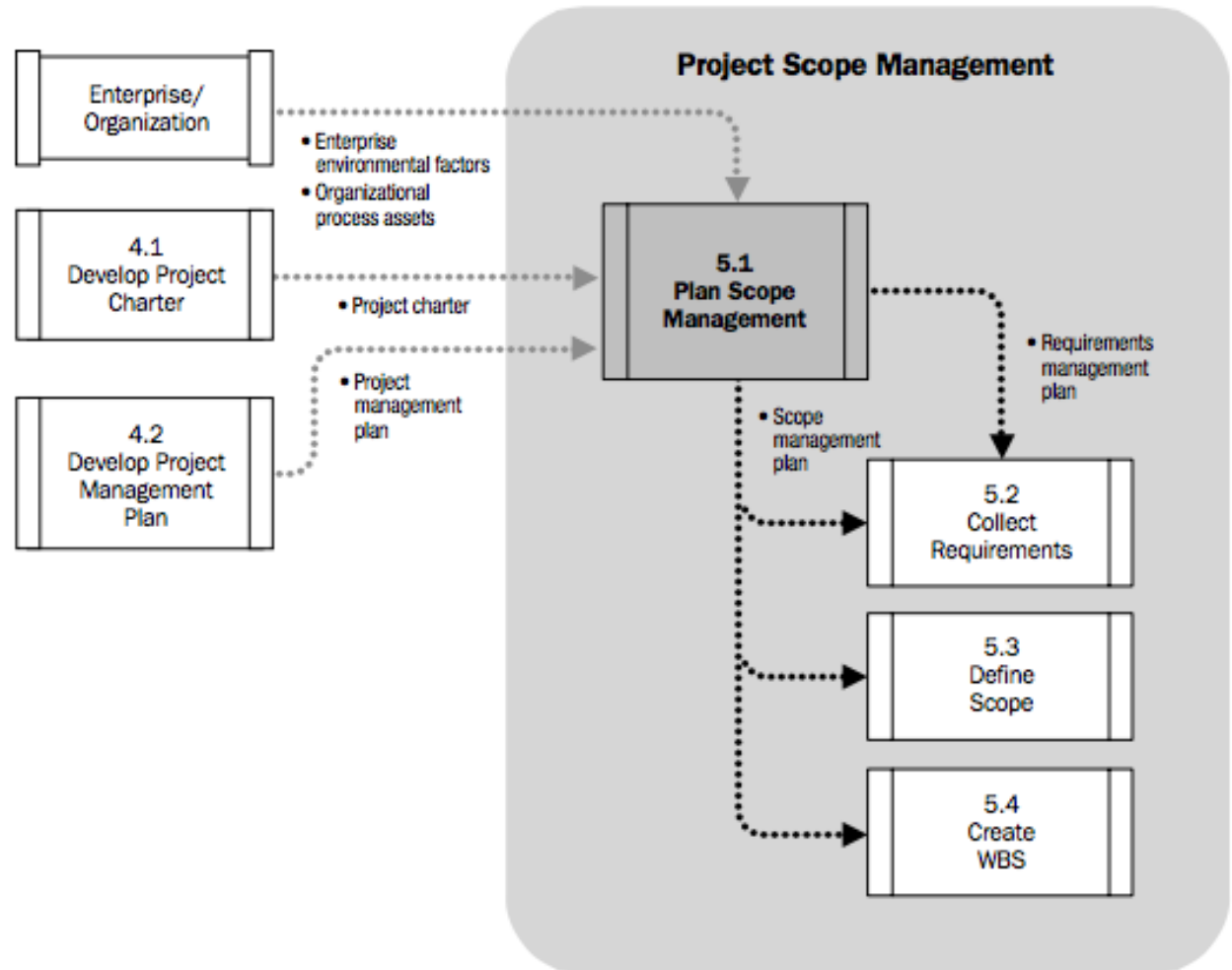
# Scope Management

- Plan Scope Management



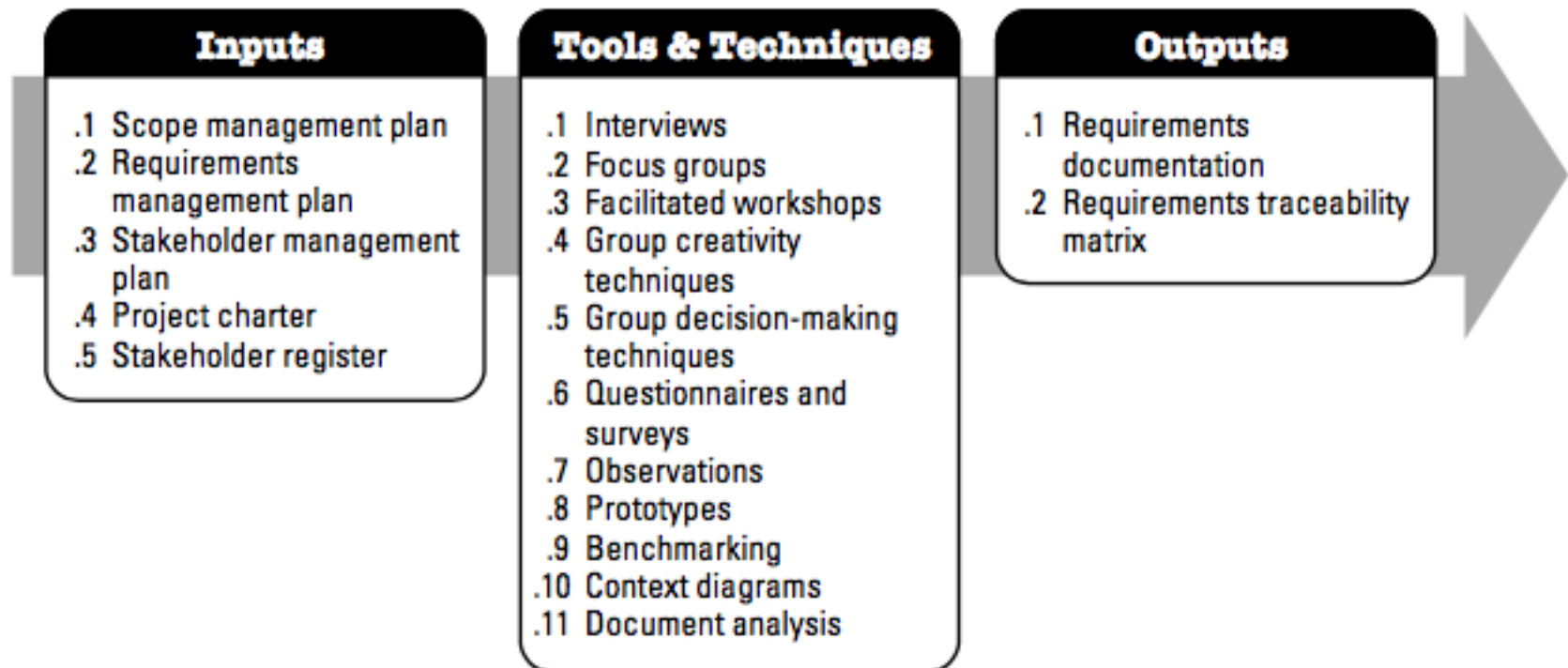
# Scope Management

- Plan Scope Management



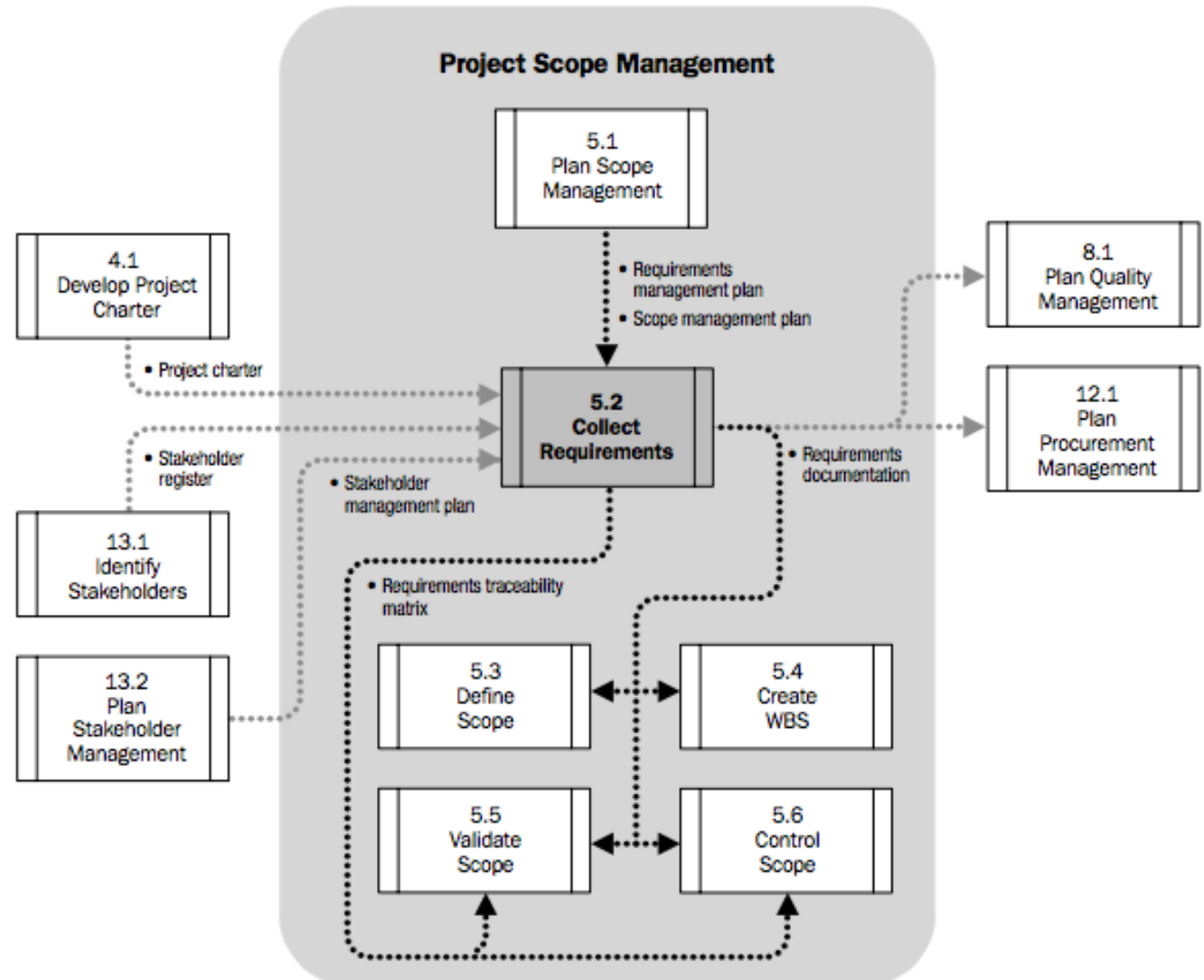
# Scope Management

- Collect Requirement



# Scope Management

- Collect Requirement



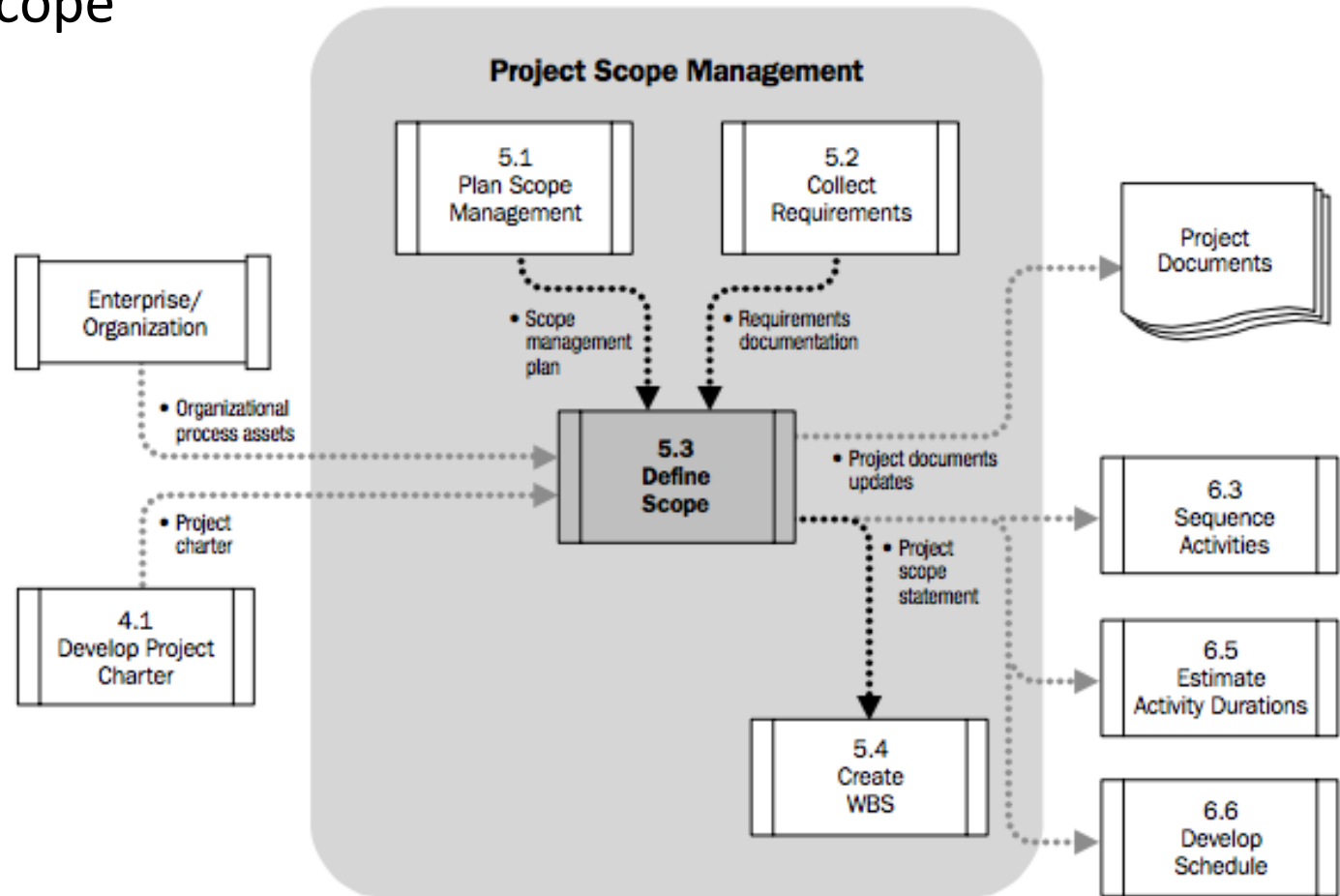
# Scope Management

- Define Scope



# Scope Management

- Define Scope



# Project Charter and Project Scope Statement

## **Project Charter**

Project purpose or justification

Measurable project objectives and related success criteria

High-level requirements

High-level project description

High-level risks

Summary milestone schedule

Summary budget

Stakeholder list

Project approval requirements (what constitutes success, who decides it, who signs off)

Assigned project manager, responsibility, and authority level

Name and authority of the sponsor or other person(s) authorizing the project charter

## **Project Scope Statement**

Project scope description (progressively elaborated)

Acceptance criteria

Project deliverables

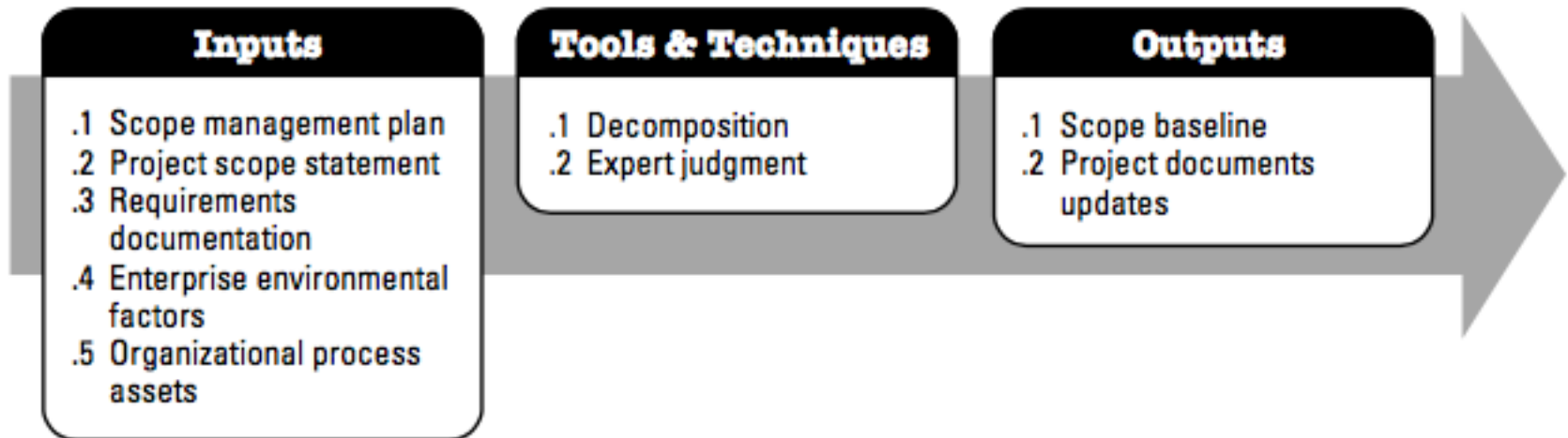
Project exclusions

Project constraints

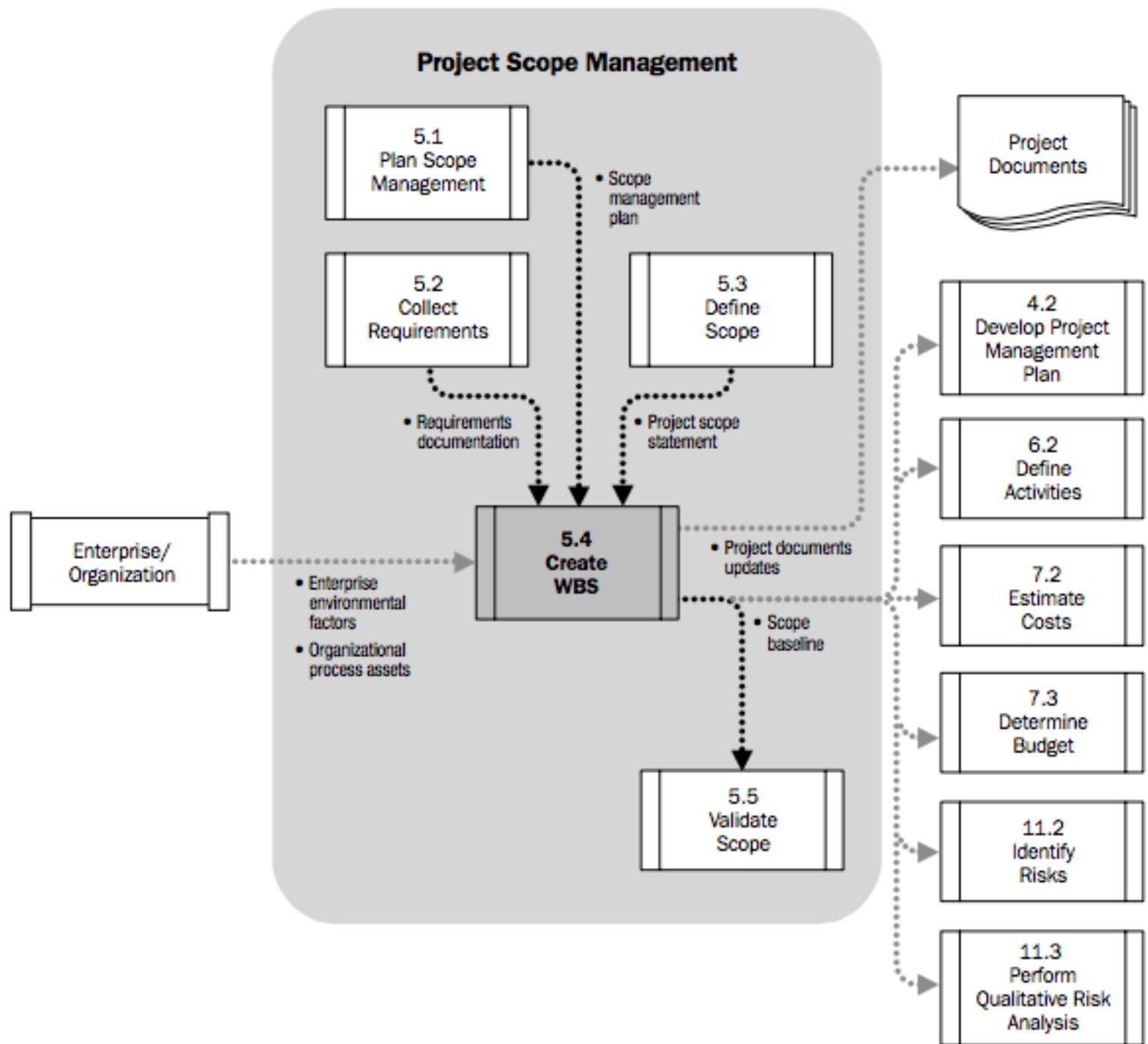
Project assumptions

# Scope Management

- Create WBS

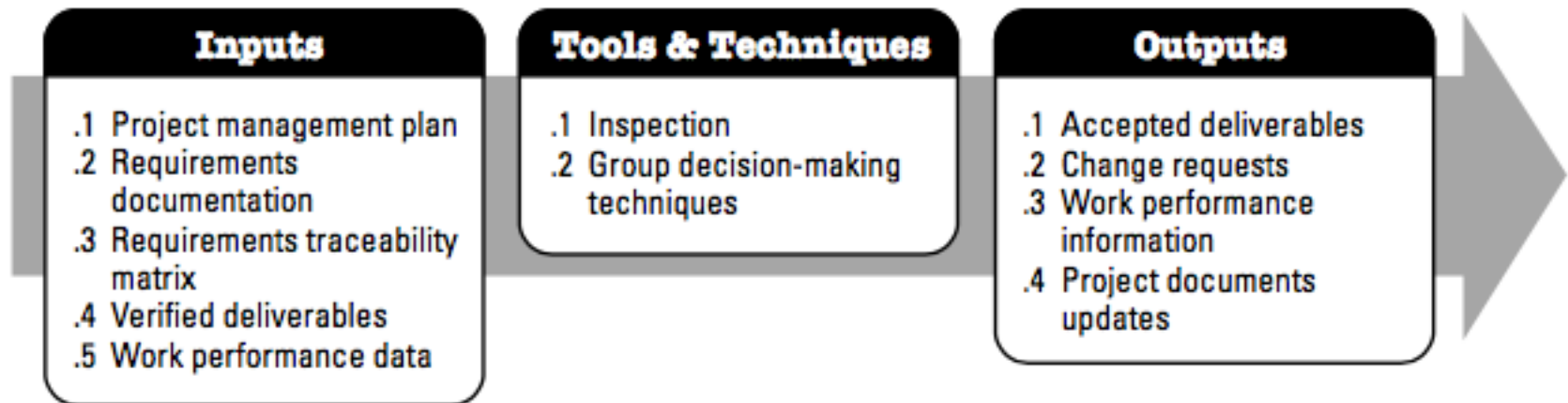






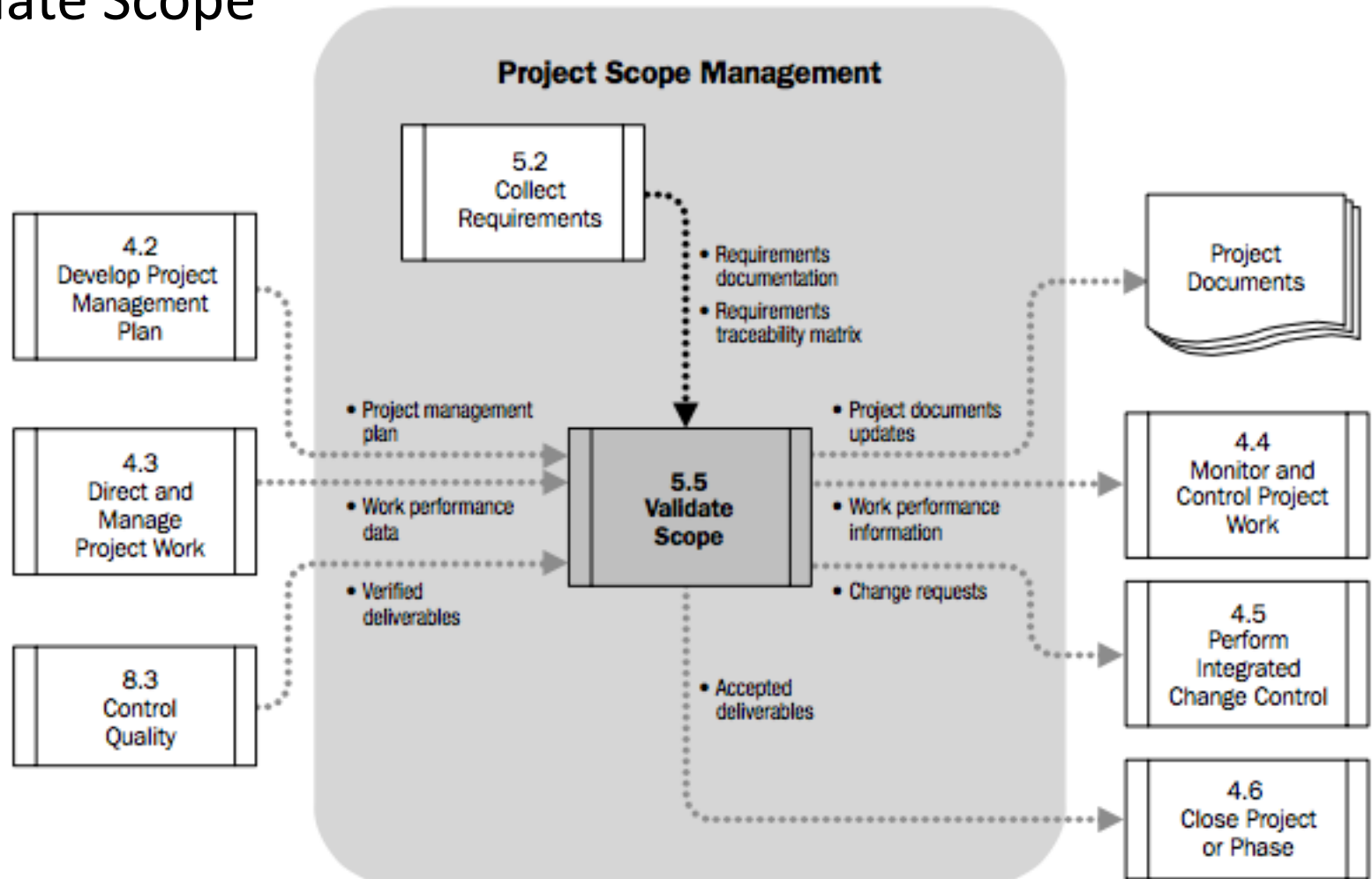
# Scope Management

- Validate Scope



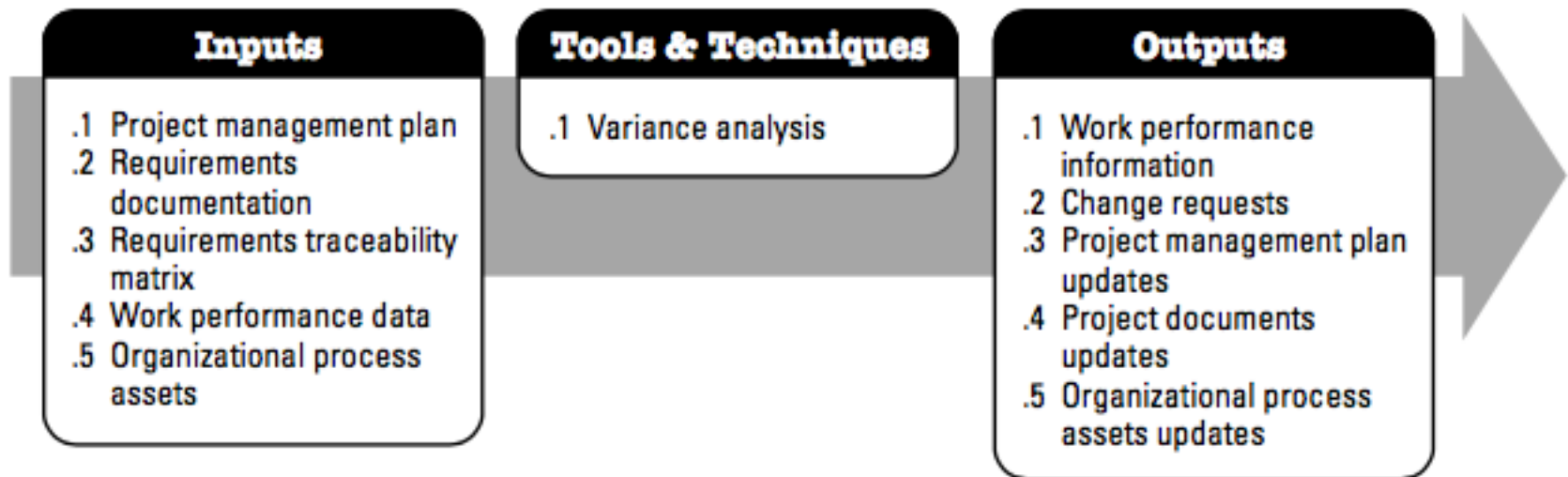
# Scope Management

- Validate Scope



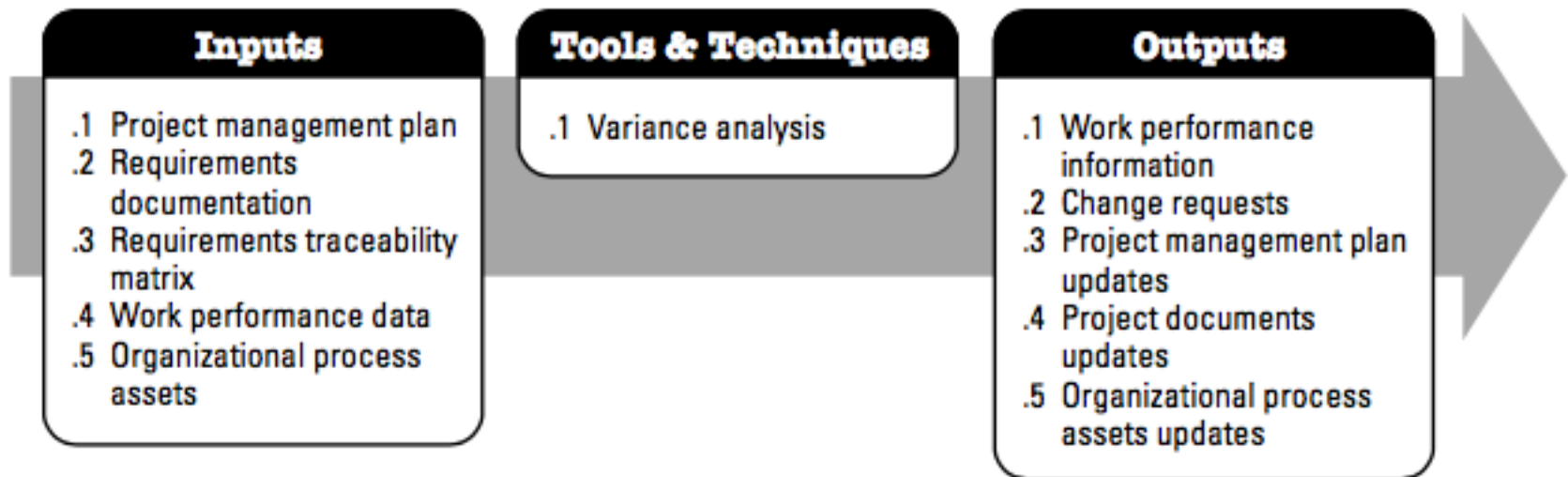
# Scope Management

- Control Scope



# Scope Management

- Control Scope



# Scope Management

- Control Scope

