



# QuickStudy PMBOK® GUIDE

## Quick Reference

PMBOK® is a trademark of Project Management Institute, Inc.



The PMBOK® Guide identifies principles and performance domains for project professionals and others engaged with projects.



7th Edition

### WHAT'S NEW?

- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—7th Edition, published by the Project Management Institute (PMI) in 2021, includes *The Standard for Project Management*.
- First principles-based standard for project management.
- Moves away from the more prescriptive process-based approach of past standards.
- Focus is no longer on deliverables and outputs.
- Projects drive outcomes that deliver value to the performing organization as well as other stakeholders.
- This edition includes both principles to guide behavior as well as project performance domains to demonstrate the behavior and create value.

### PMI CODE OF ETHICS & PROFESSIONAL CONDUCT

- Defines expectations for individuals in the global project management community.
- Includes both aspirational ideas as well as mandatory behaviors.
  1. **Responsibility** is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.
  2. **Respect** is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources. An environment of respect engenders trust, confidence, and performance excellence by fostering cooperation—an environment where diverse perspectives and views are encouraged and valued.
  3. **Fairness** is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favoritism.
  4. **Honesty** is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

### KEY TERMS

- **Creating value:** organizations exist to create value for stakeholders.
  - Organizational strategy drives creation of value through a system of portfolio, programs, projects, and/or operations.
  - Value is the ultimate measure of project success.
- **Customer:** requester and/or funder of the project.
- **End user:** user of the product, service, or result of the project.
- **PMI:** global nonprofit professional organization that offers certifications, educational programs, networking opportunities, and other resources for project managers.
  - Provides a set of industry-standard guidelines and best practices for project management, including the *PMBOK® Guide*—7th Edition.
- **Project:** temporary endeavor undertaken to create a unique product, service, or result.
- **Project environment:** where the project exists.

Internal Environment	External Environment
Asset: process, data, and knowledge	Marketplace conditions
Employee capability	Regulatory environment
Organizational culture, structure, and governance	Social and cultural influences and issues
Resource availability	—

- **Project management:** application of knowledge, skills, tools, and techniques to project activities to meet requirements.
- **Project manager:** person assigned by performing organization to lead project team responsible for achieving project objectives.

### PROJECT MANAGEMENT PRINCIPLES

#### Stewardship

- Be a diligent, respectful, and caring steward.
- Responsibly manage project resources, including financial, human, and physical assets, to ensure project:
  - Goals and objectives are met within budget and schedule constraints.
  - Risks are effectively identified and managed.
- Make ethical and sustainable decisions.
- Effectively communicate with and engage stakeholders throughout project's life cycle.

#### Team

- Create a collaborative project team environment.
- Include the individuals responsible to complete the work of the project.
- Involve people with diverse backgrounds and skill sets who collaborate to meet project objectives.
- Use agreements to define guidelines to enable members to work together successfully.

#### Stakeholders

- Effectively engage with **stakeholders** (individuals or groups that have an interest or concern in the project and its outcome). Can include customers, end users, management, project team, sponsors, and any other individuals or organizations affected by the project or able to influence its outcome.
- Stakeholders can affect the project both positively and negatively.
- Engaging stakeholders supports value delivery.

#### Value

- Focus on value, the ultimate measure of project success.
- May be something different for each stakeholder.
  - For the performing organization, value may be financial gain.
  - For others, it may be social good or benefit to customer.
- A business case should include the business drivers, allowing the team to find opportunities to increase potential project value.

#### Systems Thinking

- Recognize, evaluate, and respond to system interactions.
- Holistic approach that looks at how items in a system:
  - Work together.
  - Work over time.
  - Interact with other systems.
- The project team and their ways of working are part of the project system.

#### Leadership

- Demonstrate leadership behaviors, which include the ability to influence others and thus influence project results.
- Multiple project stakeholders, including the project manager and individual team members, should demonstrate leadership behaviors throughout the project.
- Leadership, along with personal character, can lead to project success and a positive work environment.

#### Tailoring

- Tailor on the basis of context.
- Every project is unique.
- Tailor project elements to provide just enough structure to deliver value.
- Examples of areas to tailor include:
  - Artifacts.
  - Development approach.
  - Governance.
  - Methods.
  - Processes.
- Team members should participate in tailoring decisions so they feel ownership of project results.
- Reducing waste in processes, resources, and artifacts is critical in tailoring.

#### Quality

- Build quality into processes and products (deliverables).
- Includes the work to minimize waste.
- Product delivered should:
  - Meet acceptance criteria.
  - Demonstrate fitness for use (meeting or exceeding customer expectations).
- Processes used should ensure product is delivered in the quickest, most cost-effective way possible.

#### Complexity

- Navigate complexity.
- Complexity on projects has multiple sources, including:
  - **Human behavior:** differences in experience and attitudes.
  - **System behavior:** dynamic interdependencies.
  - Technical innovations.
  - Uncertainty and ambiguity.
- To navigate complexity, the project team must continually evaluate individual project elements and the changing interaction between them.

#### Risk

- Optimize risk responses.
- A risk is an uncertain event that may affect the project objectives. May be:
  - **Positive:** opportunities.
  - **Negative:** threats.
- Focus not only on **individual risks**, but also on **overall project risk** (effect of uncertainty on project as a whole).
- Stakeholders' different risk appetite and thresholds must be considered.
- Project team should:
  - Increase probability and impact of opportunities.
  - Decrease probability and impact of threats.

#### Adaptability & Resiliency

- Embrace adaptability and resiliency.
- Projects never proceed exactly on plan.
- Events outside the control of the project manager and organization impact the project.
- Project and project team need to be able to:
  - **Adapt:** respond to changing conditions.
  - **Be resilient:** absorb impacts and recover quickly.

#### Change

- Enable change to achieve the envisioned future state.
- Change takes individuals and organizations from current state to a desired future state.
- Stakeholders may have different appetites for change.
- Resistance may occur.
- Change initiatives work better when stakeholders are fully engaged and motivated to deliver on the change.

APPENDIX

APPENDIX

# Apa Reference For Pmbok Guide

**Gary L. Richardson**



## Apa Reference For Pmbok Guide:

**Biotechnology Operations** John M. Centanni, Michael J. Roy, 2011-03-22 Because of rapid developments in the biotechnology industry and the wide range of disciplines that contribute to its collective growth there is a heightened need to more carefully plan and fully integrate biotech development projects Despite the wealth of operations experience and associated literature available no single book has yet offered a comprehensive practical guide to fundamentals Filling the void *Biotechnology Operations Principles and Practices* reflects this integrative philosophy serving as a practical guide for students professionals or anyone else with interests in the biotech industry Although many books emphasize specific technical aspects of biotech this is perhaps the first to integrate essential concepts of product development and scientific and management skills with the seven functional areas of biotechnology Biomanufacturing Clinical trials Nonclinical studies Project management Quality assurance Quality control Regulatory affairs A practical roadmap to optimizing biotechnology operations this reference illustrates how to use specific product planning design and project management processes to seamlessly merge plans and efforts in the key functional areas Applying lessons learned throughout the nascent history of biotech author Michael Roy highlights developmental principles that could bring future products to market more safely and efficiently Drawing from his experiences working in industry and teaching a graduate course at the University of Wisconsin this hotly anticipated book clarifies basic methodologies and practices to help reduce risks and resolve problems as future technological discoveries are developed into tangible products *Managing E-Government Projects: Concepts, Issues, and Best Practices* Aikins, Stephen Kwamena, 2012-01-31 This book collects the work of some of the best scholars and practitioners in the fields of e government and project management who explore how e government projects can be managed planned and executed with effective project management techniques and methodologies Provided by publisher Product Development and Management Body of Knowledge Allan Anderson, Chad McAllister, Ernie Harris, 2024-03-27 Product Development and Management Body of Knowledge Fully updated Third Edition of the leading study resource for PDMA's New Product Development Professional certification exam The newly revised and updated Third Edition of PDMA Body of Knowledge BoK provides a singular reference for anyone currently involved in or planning a career in product management and product innovation It describes a proven framework for product innovation which is applicable to a wide cross section of product and service industries at various levels of an organization It is also the basis for candidates studying for PDMA's New Product Development Professional NPDP certification examination The guide is divided into seven chapters consistent with the seven product innovation topics used as a basis for the NPDP examination management strategy portfolio process design and development market research and culture teams PDMA Body of Knowledge includes detailed coverage of topics including The key factors that lead to successful product innovation management The importance of strategy to product innovation success hierarchy of strategies and establishing the organization's direction via vision mission values and more

The role of portfolio management in selection of the right product innovation projects for an organization Description of various product innovation processes and the pros and cons of each The application of tools and techniques at various stages of the design and development process The application of market research throughout product innovation The importance of the right culture and team development The material provided can be applied to the full range of product development projects included in most company portfolios such as new products or services line extensions cost reductions and product or service improvements This newly revised and updated Third Edition includes new case studies examples and chapter exercises along with sample NPDP examination questions PDMA Body of Knowledge is an essential study resource for those studying for PDMA s NPDP exam The text is also highly valuable to product management professionals consultants instructors and students seeking to increase their knowledge base The Product Development and Management Association PDMA is a global community of thousands of members whose skills expertise and experience power the most recognized and respected innovative companies in the world PDMA s unique triad of members include product development and management practitioners academics and service providers in a variety of industries and knowledge areas including new product process strategy innovation market research tools and metrics organizational issues and portfolio management

Project Management Theory and Practice, Second Edition Gary L. Richardson, 2014-10-29 Updated to reflect the Project Management Institute s PMI s Project Management Body of Knowledge PMBOK Guide Fifth Edition the new edition of this bestselling textbook continues to provide a practical and up to date overview of project management theory Project Management Theory and Practice Second Edition explains project management theory using language that is easy to understand The book integrates the organizational environment that surrounds a project to supply the well rounded knowledge of theories organizational issues and human behavior needed to manage real world projects effectively This edition includes a new chapter on Stakeholder Management which is a new knowledge area covered in the new PMBOK Guide It also provides updated references and a new streamlined organization of chapters There are several project related model frameworks sponsored by PMI and many of these are covered in this text Specifically the book details Work breakdown structures WBS Earned value management EVM Enterprise project management EPMO Portfolio management PPM Professional responsibility and ethics For many of the major sections the PMI Global Accreditation curriculum learning objectives have been adapted with permission of PMI and used to guide the content Filled with end of chapter questions scheduling and budgeting problems and scoping projects this text is ideal for classroom use and essential reading for anyone seeking project management certification The book also includes sample empirically oriented worksheets that demonstrate various management decision and analysis oriented tools

**Sustainability Integration for Effective Project Management** Silvius, Gilbert, Tharp, Jennifer, 2013-06-30 Although it remains one of the most significant challenges in recent years companies are beginning to integrate the ideas of sustainability into organized projects such as marketing corporate

communications and annual reports In this case sustainability remains an important influence on the initiation of project management Sustainability Integration for Effective Project Management provides a comprehensive understanding of the most important issues concepts trends methodologies and good practices in sustainability to project management The research and concepts discussed in this publication are developed by professionals and academics aiming to provide the latest knowledge related to sustainability principles for prospective professionals academics and researchers in this area of expertise

**QuickStudy PMBOK Guide Quick Reference - For 7th Edition** BarCharts,2023      **Brainstorming the PMBOK Guide** Muhamed Abdomerovic,2001      Q and As for the PMBOK Guide Project Management Institute,2005 Covers the project management framework found in A guide to the project management body of knowledge PMBOK guide third edition

**QuickStudy PMBOK Guide Quick Reference - for 7th Edition** Aileen Ellis,Inc AME Group, Inc,2023-05

DESCRIPTION	DESCR	PMP Quick Reference Study Guide	Belinda Fremouw,2013-06-30	Brainstorming the PMBOK Guide Fourth Edition	Muhamed Abdomerovic,Project Management Publications,2010-01	<i>A User's Manual to the PMBOK Guide</i>	Cynthia Snyder Stackpole,2010-08-27
The professional standard in the field of project management A Guide to the Project Management Body of Knowledge better known as the PMBOK Guide published by the Project Management Institute PMI serves as the ultimate resource for professionals and as a valuable studying and training device for students taking the PMP exam A User s Manual to the PMBOK Guide takes the next logical step to act as a true user s manual Its accessible format and easy to understand language helps to not only distill essential information contained in the PMBOK Guide Fourth Edition but also fills an educational gap by offering instruction on how to apply its various tools and techniques This book Defines each project management process in the PMBOK Guide Fourth Edition describes their intent and discusses their individual ITTOs inputs tools and techniques and outputs Features examples handy tips and sample forms to supplement learning Is written by the author who was project manager of the PMBOK Guide Fourth Edition Contains a data flow diagram of each process in the PMBOK Guide Fourth Edition to show how information is distributed A User s Manual to the PMBOK Guide simplifies the PMBOK Guide Fourth Edition to provide the springboard from which successful project management processes are interpreted and carried out in the real world Thorough in coverage and rich in content this manual is a worthy companion to augment the important strategies laid out in the PMBOK Guide Fourth Edition and the one book that aspiring or professional project managers should never be without PMBOK PMI PMP and Project Management Professional are registered marks of the Project Management Institute Inc				<b>A pocket companion to PMI's PMBOK Guide Fifth edition</b> Anton Zandhuis,Paul Snijders,Thomas Wuttke,2015-01-01 Note This pocket book is available in several languages English German French Spanish Dutch This pocket guide is based on the PMBOK Guide Fifth Edition It contains a summary of the PMBOK Guide to provide a quick introduction as well as a structured overview of this framework for project management This pocket guide deals with the key issues and themes within project management and the PMBOK Guide as			

follows Key terms and definitions in the project management profession A short overview of the activities of PMI Inc the organization and its standards PMBOK Guide Standard for Project Portfolio Management Standard for Program Management and other standards The essentials of the Project Lifecycle and Organization What are the key project management knowledge areas and processes Main target Group for this pocket guide is anyone with an interest in understanding the PMBOK Guide framework or a systematic approach for project management The book is also very useful for members of a project management team in a project environment using the PMBOK Guide as a shared reference A complete but concise description of the PMBOK Guide for anyone involved in projects or project management for only 15 95     PMP Exam Prep. Quick Reference Guide ,2018-08-21 PMP Quick Reference Guide for the PMBOK 6th Edition     **Q & As for the PMBOK Guide** ,2017     **Q and As for the PMBOK® Guide** Project Management Institute,2017 Presents straightforward questions and answers to the most common questions about project management the project management framework and the knowledge areas contained within the PMBOK R Guide Sixth Edition This handy reference will help project managers and students enhance their knowledge and test themselves on issues that are essential to successful project management     **A Pocket Companion to Pmi's Pmbok Guide** Paul Snijders,Thomas Wuttke,Anton Zandhuis,2012 This pocket guide is based on the PMBOK Guide Fourth Edition It contains a summary of the PMBOK Guide to provide a quick introduction as well as a structured overview of this framework for project management This pocket guide deals with the key issues and themes within project management and the PMBOK Guide as follows A short overview of the activities of PMI Inc the organization and its standards PMBOK Guide Standard for Project Portfolio Management Standard for Program Management and other standards The essentials of the Project Lifecycle and Organization What are the key project management knowledge areas and processes Main target Group for this pocket guide is anyone with an interest in understanding the method in the PMBOK Guide framework or a systematic approach for project management The book is also very useful for members of a project management team in a project environment using the PMBOK Guide as a shared reference     **A Guide to the Project Management Body of Knowledge** Project Management Institute,2013 Presents the fundamentals of project management as they apply to a wide variety of projects covering such topics as project life cycles scope definition activity schedules risk identification and stakeholder management     **A User's Guide to the PMBOK Guide** Cynthia Snyder,2010     **Software Extension to the PMBOK Guide, Fifth Edition** Project Management Institute,2013

## **Apa Reference For Pmbok Guide** Book Review: Unveiling the Power of Words

In a world driven by information and connectivity, the energy of words has become more evident than ever. They have the capacity to inspire, provoke, and ignite change. Such may be the essence of the book **Apa Reference For Pmbok Guide**, a literary masterpiece that delves deep into the significance of words and their effect on our lives. Compiled by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we will explore the book's key themes, examine its writing style, and analyze its overall impact on readers.

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