QuickStudy PMBOK® GUIDE Quick Reference

QuickStudy BUSINESS

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 portfolios, 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
Assets: 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 to 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 appetites 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

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BarCharts

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   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 Developmentand 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

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 **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 **QuickStudy PMBOK Guide Quick Reference - For 7th Edition** BarCharts,2023 PMP Quick Reference Study Guide Belinda Fremouw,2013-06-30 **Brainstorming the PMBOK Guide** Muhamed Abdomerovic,2004-01-01 The PMBOK Guide is an American National Standard for Project Management and in fact the project management standard of the world The most comprehensive analysis of the PMBOK Guide 2000 Edition containing 368 pages and over 140 figures can be yours for just 85 Unique in its content Brainstorming the PMBOK Guide is an explanation of the PMBOK Guides process relationships process sequencing and process iterated loop in terms of items that can be documented These items are process inputs and process outputs Brainstorming the PMBOK Guide contains Over 100 pages identifying relationships between inputs or outputs of each process and inputs or outputs of other processes defined in the PMBOK Guide Over 100 pages identifying and describing the full chronological sequence of all outputs inputs defined in the PMBOK Guide Over 100 pages describing the feed forward and feedback flow of information between all inputs and outputs of the PMBOK Guide None of these important contributions was given anywhere until now In addition Brainstorming the PMBOK Guide contains a 50 page real life project example using a unique step by step procedure for application of the PMBOK Guide Finally Brainstorming the PMBOK Guide provides dozens of templates for managing projects and dozens of questions designed to help reader learn the material presented in this book and in the PMBOK Guide Now more than ever successful project managers turn to the project management standard the PMBOK Guide The PMBOK Guide is fine and text and figures from Brainstorming the PMBOK Guide will wonderfully articulate what the PMBOK Guide says and what it means Brainstorming the PMBOK Guide will help you reduce the gap between project management theory and practice It will allow you to spend a minimal amount of time and effort on understanding how to turn the PMBOK Guide into a powerful application engine By reading Brainstorming the PMBOK Guide you will fully understand the intended practical value behind the PMBOK Guide For more information please visit www pmpublications net brainstorm **The Big Book of APA Citations and References** Scott Matkovich,2014-01-03 The Big Book of APA Citations and References is the definitive guide to getting every reference right In response to dozens of websites and online APA reference generators that often lead students down the wrong path each reference has been meticulously checked against the Sixth Edition of the APA Manual for Publication for accuracy Included in this book are references for Books Journals Magazine Newspapers Media Reviews Social Media Online Posts and Much More Also included 250 pages packed with over 1 000 reference examples Comprehensive information on in text

citations Quick example guides for building references and in text citations fast Detailed instructions on creating any reference from the ground up   **A pocket companion to PMI's PMBOK Guide Fifth edition** 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   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

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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 User's Manual to the PMBOK Guide** 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 *APA Style Handbook for In-Text Citations and References* Appearance Publishers,2022-06-12 APA Style Handbook for In Text Citations and References is an easy to use guide to APA 7th Edition referencing Specifically designed for students this handbook includes clear explanations with 80 examples of in text citations quotations and reference list entries based on the newest version of the APA Publication Manual 7th edition including important updates in the 7th edition **Full Student Guide to the APA Referencing Style** Creativecloud Publications,2020-01-18 A guide on APA formatting for students Format your academic paper step by step APA format guidelines tips and examples Guide to citing and writing in APA format for students APA formatting and APA style guide APA recommendations APA handbook for students APA Style Manual APA Easy Way General guidelines with examples Easy step by step formatting *Concise Guide APA Style the American Psychological Pub Manual 2021+* Harry Wang,2021-09-21 Concise Guide APA style Pub Manual 2021 Publication manual concise guide 7 8th edition Apa style Apa style apa citation apa formatting apa citation generator apa format citation machine apa apa in text citation apa citation format apa apa reference page text citation reference page apa tatile page apa apa tetle page reference page apa apa paper format apa

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The book delves into Apa Reference Pmbok Guide. Apa Reference Pmbok Guide is an essential topic that needs to be grasped by everyone, ranging from students and scholars to the general public. The book will furnish comprehensive and in-depth insights into Apa Reference Pmbok Guide, encompassing both the fundamentals and more intricate discussions.

1. The book is structured into several chapters, namely:

    - Chapter 1: Introduction to Apa Reference Pmbok Guide
    - Chapter 2: Essential Elements of Apa Reference Pmbok Guide
    - Chapter 3: Apa Reference Pmbok Guide in Everyday Life
    - Chapter 4: Apa Reference Pmbok Guide in Specific Contexts
    - Chapter 5: Conclusion

2. In chapter 1, this book will provide an overview of Apa Reference Pmbok Guide. The first chapter will explore what Apa Reference Pmbok Guide is, why Apa Reference Pmbok Guide is vital, and how to effectively learn about Apa Reference Pmbok Guide.
3. In chapter 2, the author will delve into the foundational concepts of Apa Reference Pmbok Guide. The second chapter will elucidate the essential principles that need to be understood to grasp Apa Reference Pmbok Guide in its entirety.
4. In chapter 3, the author will examine the practical applications of Apa Reference Pmbok Guide in daily life. The third chapter will showcase real-world examples of how Apa Reference Pmbok Guide can be effectively utilized in everyday scenarios.
5. In chapter 4, the author will scrutinize the relevance of Apa Reference Pmbok Guide in specific contexts. The fourth chapter will explore how Apa Reference Pmbok Guide is applied in specialized fields, such as education, business, and technology.
6. In chapter 5, this book will draw a conclusion about Apa Reference Pmbok Guide. The final chapter will summarize the key points that have been discussed throughout the book.
   This book is crafted in an easy-to-understand language and is complemented by engaging illustrations. This book is highly recommended for anyone seeking to gain a comprehensive understanding of Apa Reference Pmbok Guide.

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