## Note di management n° 44

PROJECT MANAGEMENT PER IMMAGINI

Tratto da 'PMBOK® Guide 5th Edition (English Version) – 2013'

A Guide to the Project Management Body of Knowledge (PMBOK® Guide), giunta nel 2013 alla sua ultima quinta edizione, è indubbiamente la 'bibbia' del Project Management, così chiamata perché universalmente riconosciuta come base di conoscenza di riferimento per professionisti e neofiti di questa disciplina.

Ho scelto ed estratto dal testo originale (oltre 600 pagine) una serie di sintesi grafiche, corredate di una breve nota descrittiva, che compendiano con grande efficacia il percorso concettuale e conoscitivo del Project Management.

1. Process Group Interactions in a Project
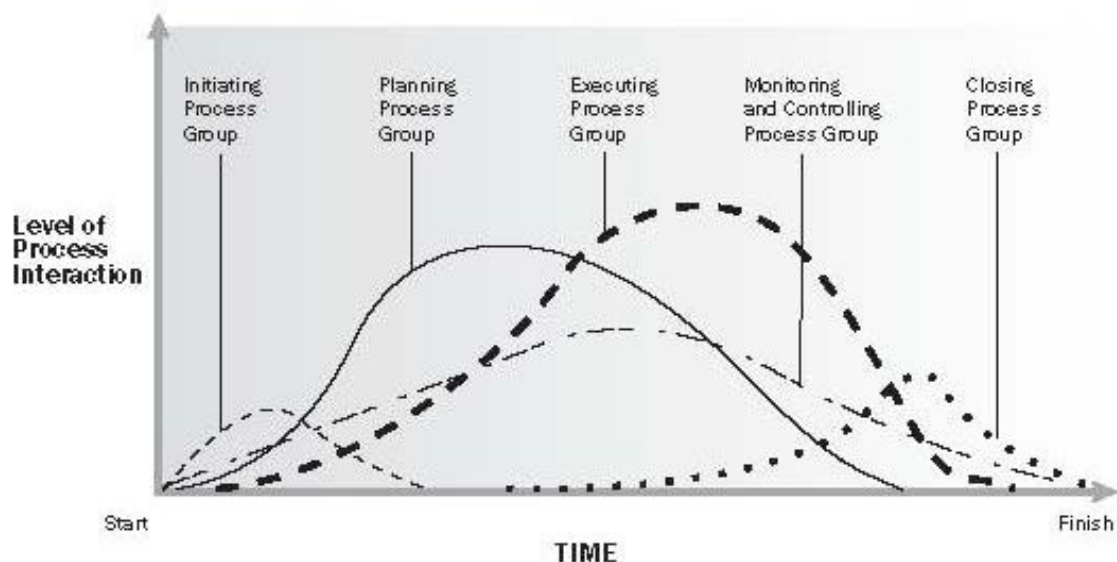
Project Management Process Groups are linked by the outputs they produce. The Process Groups are seldom either discrete or one-time events; they are overlapping activities that occur throughout the project.

The output of one process generally becomes an input to another process or is a deliverable of the project, subproject, or project phase. Deliverables at the subproject or project level may be called incremental deliverables.

The Planning Process Group provides the Executing Process Group with the project management plan and project documents, and, as the project progresses, it often creates updates to the project management plan and the project documents.

Figure … illustrates how the Process Groups interact and shows the level of overlap at various times. If the project is divided into phases, the Process Groups interact within each phase.

2. Project Management Process Interactions
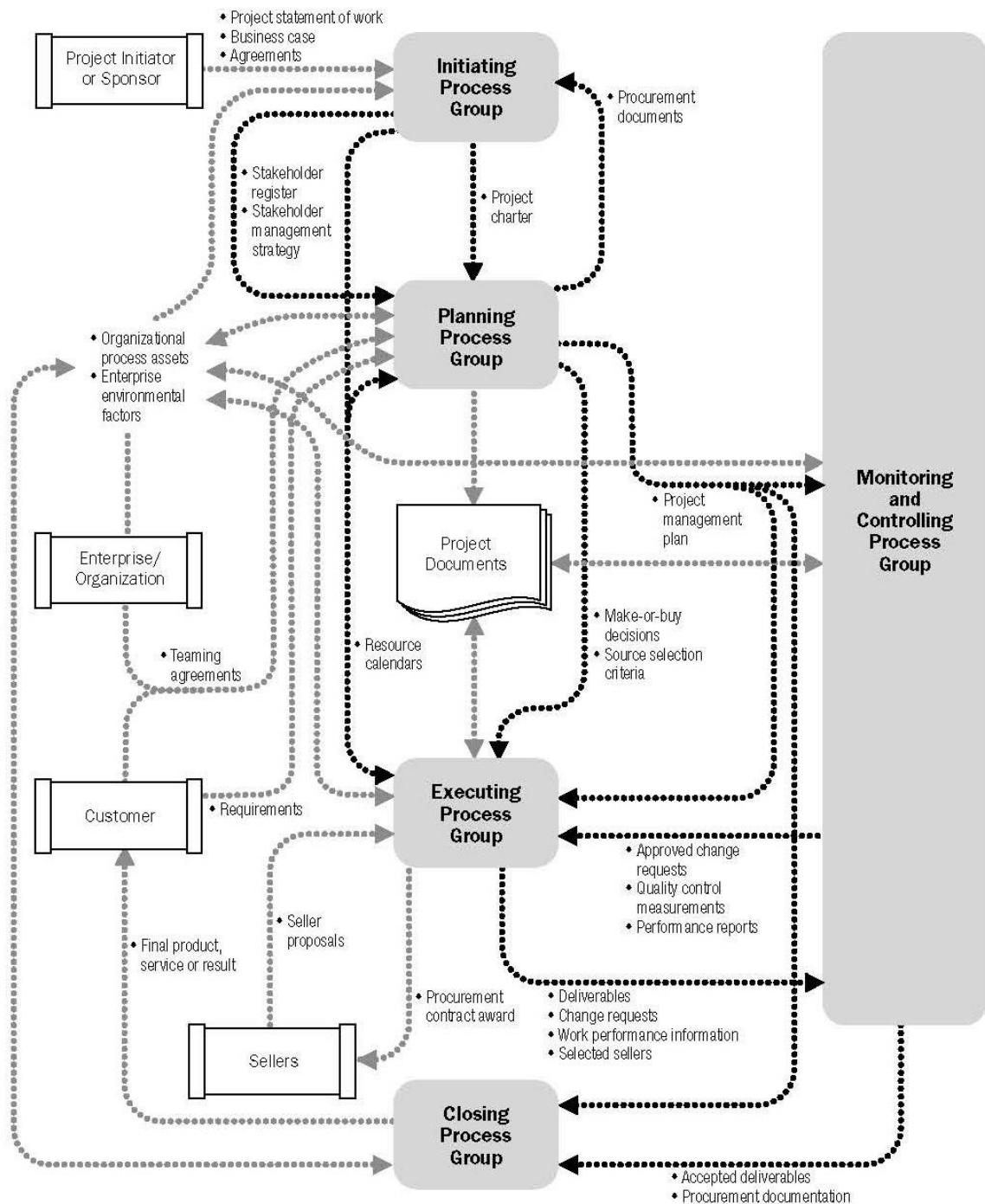
NOTE: The darker dotted lines represent relationships between Process Groups; the lighter dotted lines are external to the Process Groups.

The process flow diagram provides an overall summary of the basic flow and interactions among Process Groups and specific stakeholders. The project management processes are linked by inputs and outputs where the result or outcome of one process becomes the input to another process but not necessarily in the same Process Group.

The Process Groups are not project phases. In fact, it is possible that all Process Groups could be conducted within a phase. As projects are separated into distinct phases or subcomponents, such as concept
development, feasibility study, design, prototype, build, or test, etc., all of the Process Groups would normally be repeated for each phase or subcomponent along the lines explained above and illustrated in Figure ….
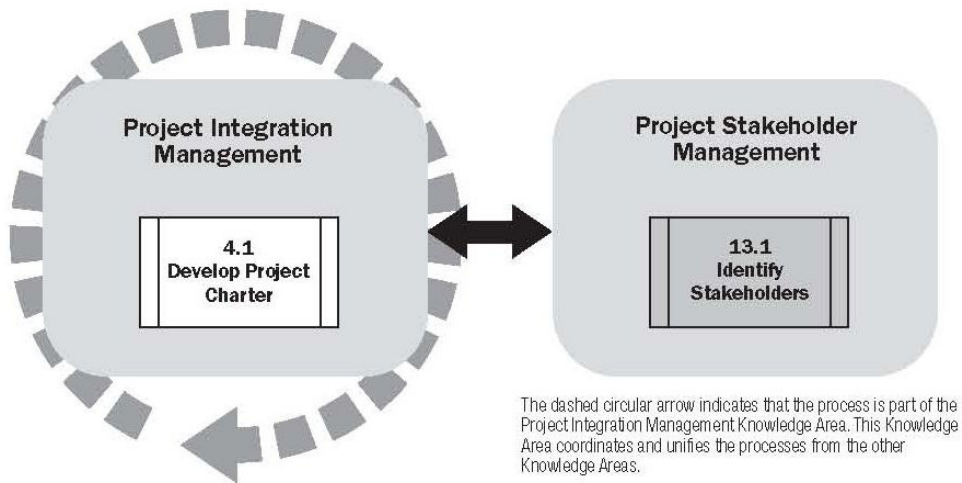
3. Project Boundaries
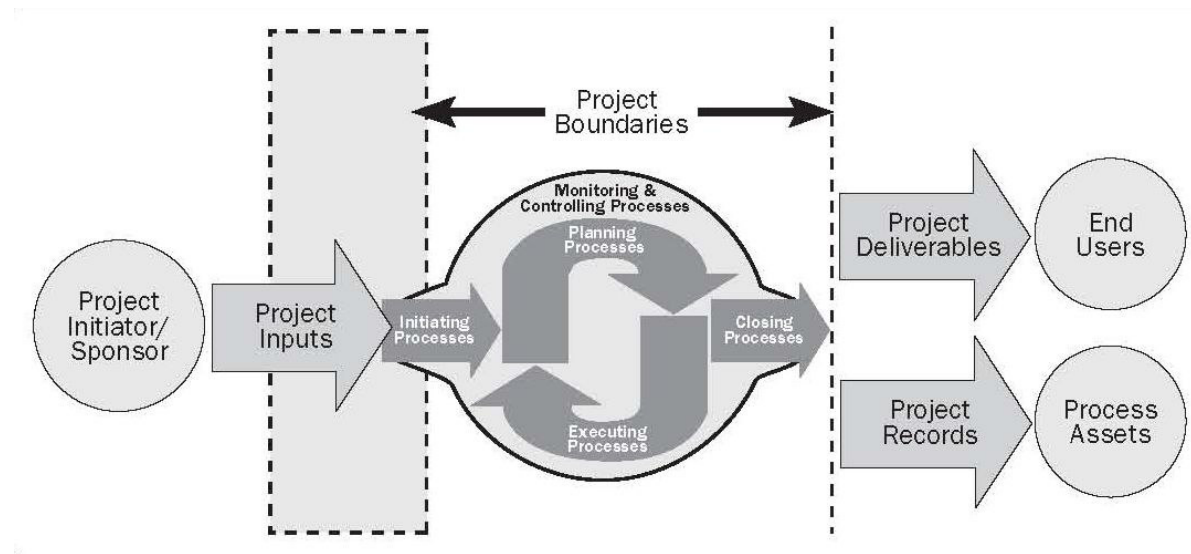
A project boundary is defined as the point in time that a project or project phase is authorized to its completion.

4. Initiating Process Group

Project Integration Management

4.1 Develop Project Charter

Project Stakeholder Management

13.1 Identify Stakeholders

The dashed circular arrow indicates that the process is part of the Project Integration Management Knowledge Area. This Knowledge Area coordinates and unifies the processes from the other Knowledge Areas.
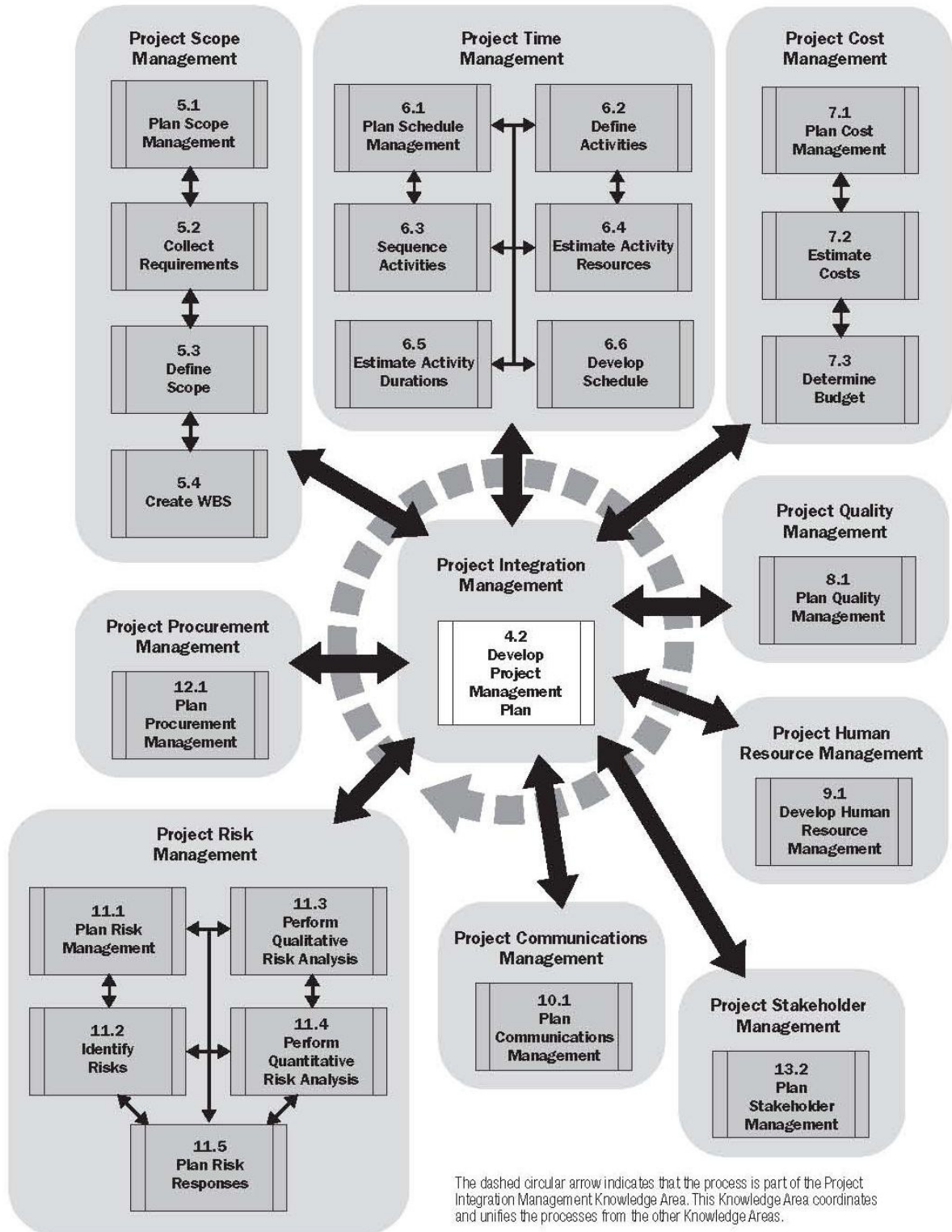
Initiating processes may be performed at the organizational, program, or portfolio level and would then be outside of the project's level of control. For example, prior to commencing a project, the need for highlevel requirements may be documented as part of a larger organizational initiative. A process of evaluating alternatives may be utilized to determine the feasibility of the new undertaking.

Clear descriptions of the project objectives may be developed, including the reasons why a specific project is the best alternative to satisfy the requirements. The documentation for this decision may also contain the initial project scope statement, deliverables, project duration, and a forecast of the resources for the organization's investment analysis. As part of the Initiating processes, the project manager is given the authority to apply organizational resources to the subsequent project activities.

5. Planning Process Group

Project Scope Management
- 5.1 Plan Scope Management
- 5.2 Collect Requirements
- 5.3 Define Scope
- 5.4 Create WBS

Project Time Management
- 6.1 Plan Schedule Management
- 6.2 Define Activities
- 6.3 Sequence Activities
- 6.4 Estimate Activity Resources
- 6.5 Estimate Activity Durations
- 6.6 Develop Schedule

Project Cost Management
- 7.1 Plan Cost Management
- 7.2 Estimate Costs
- 7.3 Determine Budget

Project Integration Management
- 4.2 Develop Project Management Plan

Project Quality Management
- 8.1 Plan Quality Management

Project Procurement Management
- 12.1 Plan Procurement Management

Project Human Resource Management
- 9.1 Develop Human Resource Management

Project Risk Management
- 11.1 Plan Risk Management
- 11.3 Perform Qualitative Risk Analysis
- 11.2 Identify Risks
- 11.4 Perform Quantitative Risk Analysis
- 11.5 Plan Risk Responses

Project Communications Management
- 10.1 Plan Communications Management

Project Stakeholder Management
- 13.2 Plan Stakeholder Management

The dashed circular arrow indicates that the process is part of the Project Integration Management Knowledge Area. This Knowledge Area coordinates and unifies the processes from the other Knowledge Areas.
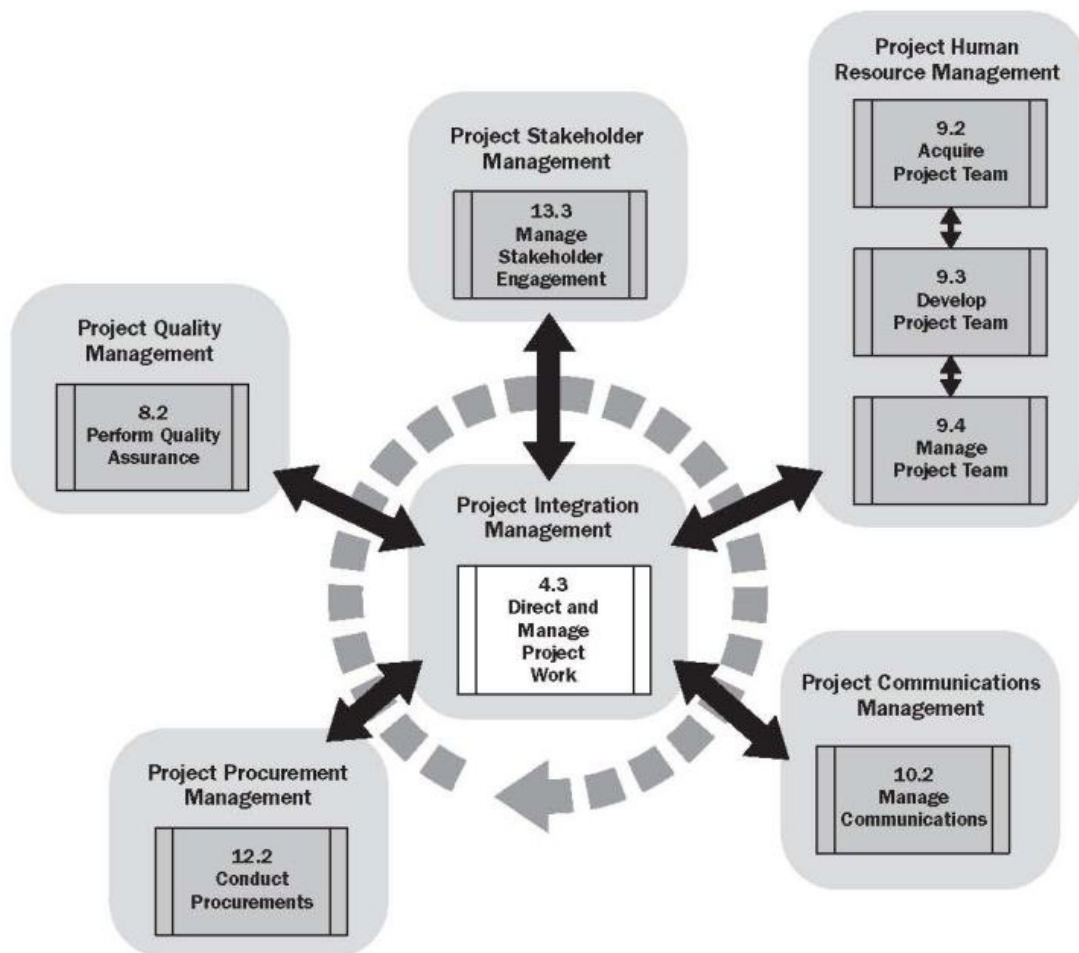
The Planning Process Group consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.

The Planning processes develop the project management plan and the project documents that will be used to carry out the project.

The key benefit of this Process Group is to delineate the strategy and tactics as well as the course of action or a path to successfully complete the project or phase. When the Planning Process Group is well managed, it is much easier to get stakeholder buy-in and engagement.

6. Executing Process Group

The dashed circular arrow indicates that the process is part of the Project Integration Management Knowledge Area. This Knowledge Area coordinates and unifies the processes from the other Knowledge Areas.

The Executing Process Group consists of those processes performed to complete the work defined in the project management plan to satisfy the project

specifications. This Process Group involves coordinating people and resources, managing stakeholder expectations, as well as integrating and performing the activities of the project in accordance with the project management plan.

7. Monitoring and Controlling Process Group
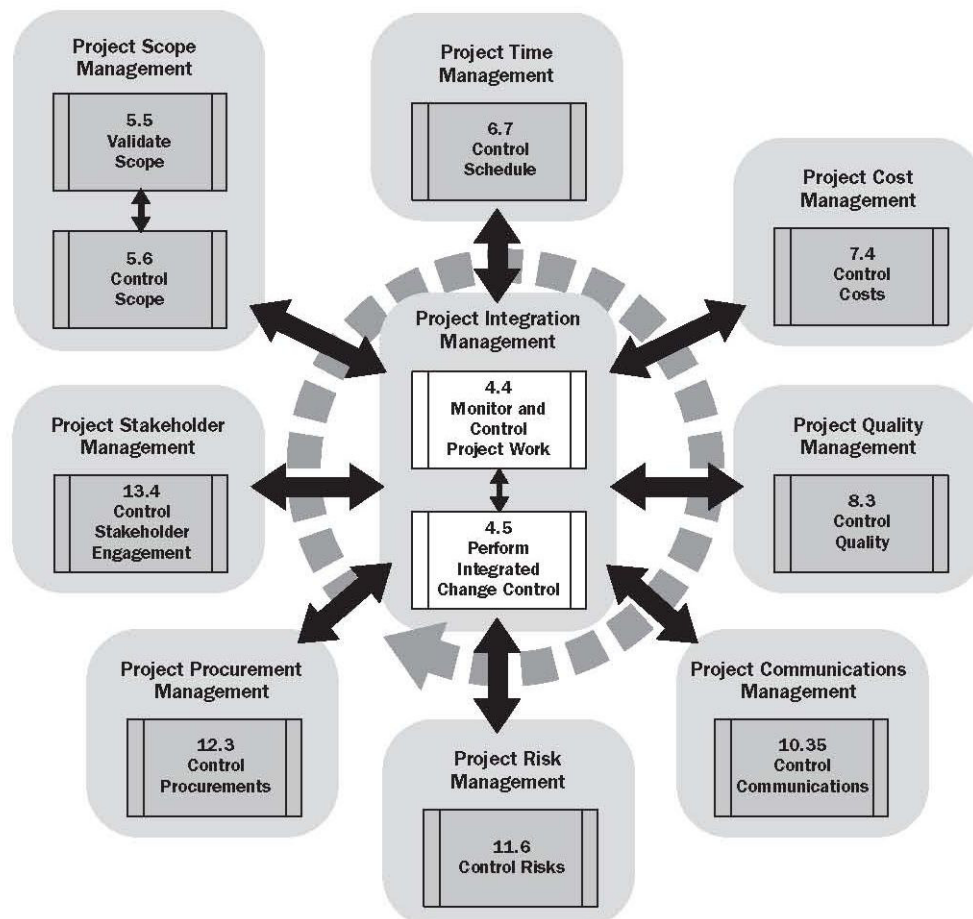
The dashed circular arrow indicates that the process is part of the Project Integration Management Knowledge Area. This Knowledge Area coordinates and unifies the processes from the other Knowledge Areas.

The Monitoring and Controlling Process Group consists of those processes required to track, review, and orchestrate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.

8. Closing Process Group

The dashed circular arrow indicates that the process is part of the Project Integration Management Knowledge Area. This Knowledge Area coordinates and unifies the processes from the other Knowledge Areas.
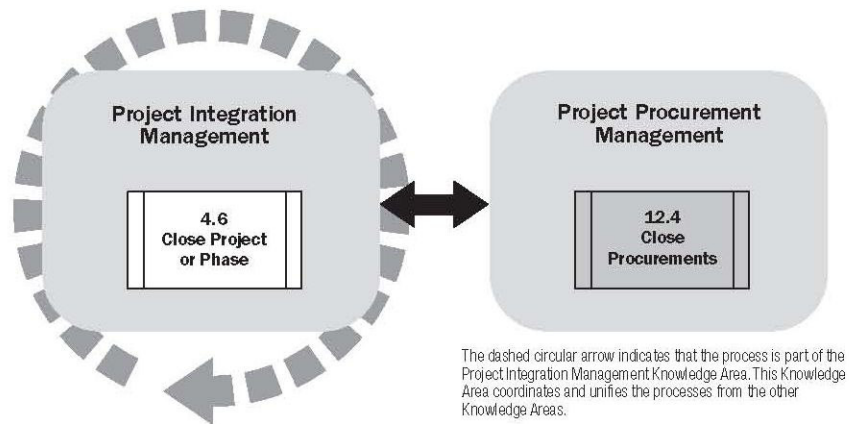
The Closing Process Group consists of those processes performed to conclude all activities across all Project Management Process Groups to formally complete the project, phase, or contractual obligations. This Process Group, when completed, verifies that the defined processes are completed within all the Process Groups to close the project or a project phase, as appropriate, and formally establishes that the project or project phase is complete.

Roma, marzo 2016