ENGR 301 *Project Management*

Lecture 2 — Bodies of Knowledge

James Quilty

School of Engineering and Computer Science
Victoria University of Wellington

Project Management Hierarchy

Terminology:

Framework: a project management framework informs what needs to be done at a high-level. Bodies of Knowledge are frameworks.

Methodology: a project management methodology describes in detail how things should be done.

Phases: steps in time (stages) toward project goals.

Processes, Tasks and Activities: these are the methodology implemented; these are where the detail lies.

PMBOK Framework

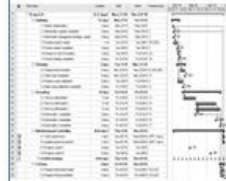**Stakeholder needs and expectations**

Process groups	Knowledge areas	Tools and techniques
1. Initiating	1. Integration	
2. Planning	2. Scope	
3. Executing	3. Time	
4. Monitoring/ controlling	4. Cost	
5. Closing	5. Quality	
	6. Human resource	
	7. Communications	
	8. Risk	
	9. Procurement	
	10. Stakeholder management	

Project portfolio

Project 1
Project 2
Project 3
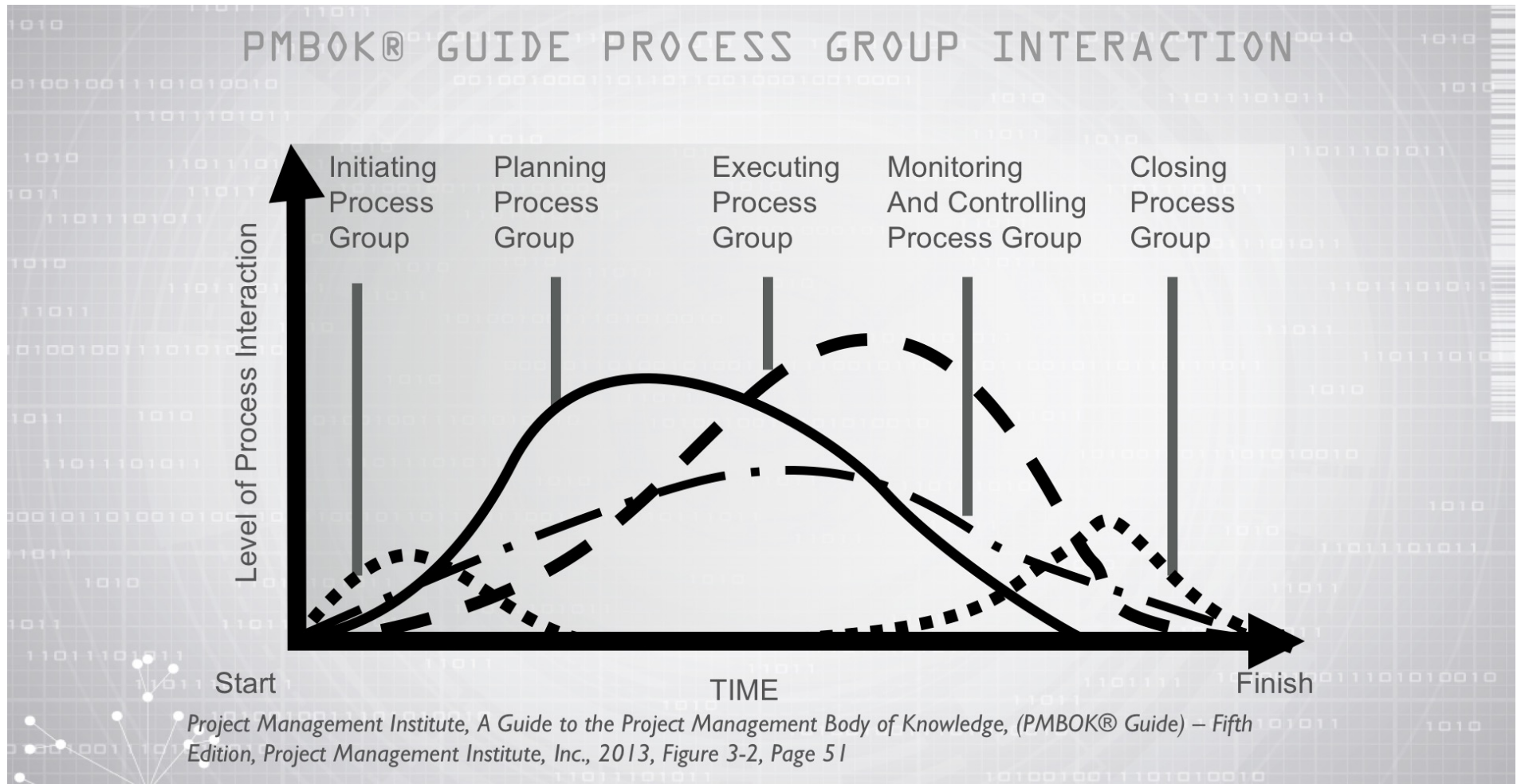
Enterprise success

Project success
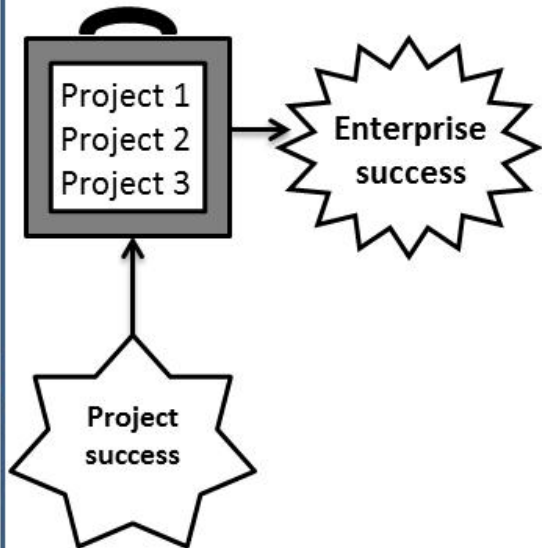
Project Process Groups

Process Group Time Guidance

How much time should be spent on each process group?

Process Group	"Alpha" PMs	"Sub-Alpha" PMs
Initiating	2%	1%
Planning	21%	11%
Executing	69%	82%
Monitoring	5%	4%
Closing	3%	2%

Source: *Alpha Project Managers: What the Top 2% Know That Everyone Else Does Not* by Andy Crowe (2006)

Process Group Interaction

PMBOK® GUIDE PROCESS GROUP INTERACTION

Initiating Process Group

Planning Process Group

Executing Process Group

Monitoring And Controlling Process Group

Closing Process Group

Level of Process Interaction

Start

TIME

Finish

Project Management Institute, A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Fifth Edition, Project Management Institute, Inc., 2013, Figure 3-2, Page 51

SKILLSET

Project Knowledge Areas

Subject-Specific BOKs

There are many Bodies of Knowledge which complement each other in the context of projects:

PMBOK Project Management Body of Knowledge
`https://bit.ly/3P04Cp7`

SWEBOK Software Engineering Body of Knowledge
`https://bit.ly/3uMgZhQ`

CYBOK Cyber Security Body of Knowledge
`https://www.cybok.org`

SEBOK Systems Engineering Body of Knowledge
`https://bit.ly/3uQ2ABi` (see also `https://bit.ly/3Tb8tSU`)

ISEBOK Industrial and Systems Engineering Body of Knowledge
`https://bit.ly/3UPp2Fb`