



## **The Steps of the Dance- BB (Boring)**

*A Guide to the Project Management Body of Knowledge Third Edition* by PMI

Reviewed by Nick Sands

Project management is one of the most important skills on automation projects. The Project Management Institute (PMI) has worked since its formation in 1969 to set standards for project managers. The third edition of *A Guide to the Project Management Body of Knowledge*, (ANSI/PMI 99-001-2004), provides the steps necessary for any project. The guide was first issued in 1987 and revised by a team of certified Project Management Professionals (PMPs).

The first chapters provide background on the guide, overview the project lifecycle, and a review of the project management standard. The remaining chapters cover the nine project management knowledge areas and detail each of the project management processes. Projects often proceed in phases and the project management processes of each knowledge area are often used in each phase. There are many interactions between the processes, especially around the key tools of scope, schedule, budget, resources, and change control.

Project integration management includes development of the project charter, the preliminary scope, integrated change control and project closing. Project scope management includes planning the scope and creating the work breakdown structure (WBS), a key input to time management.

Project time management includes activity definition, duration estimating and sequencing, resource estimating, and the schedule development. All of these flow into the budgeting part of the project. Project cost management includes cost estimating, budgeting for the project, and cost control.

Project quality management includes planning, quality assurance and quality control. In the end, the quality management process is targeted to satisfy the customer, an important step not always completed. Project human resources management includes resource planning, acquisition, development and management. A key step here is to plan time, including holidays and vacation, as well as training requirements.

Project communication management includes communications planning, information distribution, performance reporting and management of stakeholders. Project risk management includes planning, risk identification, qualitative and quantitative risk analysis, response planning, and risk monitoring and control. This process helps to anticipate problems and develop contingency plans.

Project procurement management includes planning for purchases, acquisitions, and contracting, requesting seller responses, selection of sellers, and contract administration and closure. This process includes determining the types of contracts, such as time and material (T&M) or lump sum.

*A Guide to the Project Management Body of Knowledge (PMBOK)* is the national standard that defines all of the processes to properly manage a project of almost any type. Even experienced project engineers and automation professionals will learn a few things about how to improve their projects from reading this book. There is no plot, and the sections are somewhat repetitive, so it may be considered boring (BB). The PMBOK is available for about \$30 from Amazon.com.

