Review of PMBOK Guide Chapter 1, 2, 3

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Agenda

* PMBOK Guide Overview
* 项目、项目集与项目组合
* 商业文件
* 组织结构及其对项目管理的影响
* 事业环境因素与组织过程资产
* 项目生命周期与开发生命周期
* 工作绩效数据、工作绩效信息和工作绩效报告

PMBOK Overview

- ⭐ Chapter 1: Introduction
  - Overview and Purpose of this Guide
  - Foundational Elements
- ⭐ Chapter 2: The Environment in which Projects Operate
  - Enterprise Environmental Factors
  - Organizational Process Assets
  - Organizational System
- ⭐ Chapter 3: The Role of the Project Manager
  - Definition of a Project Manager
  - The Project Manager's Sphere of Influence
  - Project Manager Competencies
  - Performing Integration

1. Sponsor decreased the Project funding significantly. What is the alternative?

A. Request to the sponsor for additional fund

B. Perform financial analysis and plan the scope and project within the decreased fund

C. Due to the decreased fund, it is not possible to continue the project

D. Meet the customer and explain the situation and adjust the scope

项目发起人大规模削减项目资金。其替代方案是什么?

A. 要求发起人提供额外资金

B. 在现有资金范围内，进行财务分析、制订项目计划和范围计划

C. 由于资金减少，不可能再继续进行本项目

D. 会见客户，说明情况，调整范围

2. The customer is reluctant to approve deliverables, which is delaying the project. Several meeting with the client have not resolved the problem. What is the project manager's BEST course of action?

A. Advise the customer that all project activity will be suspended until deliverables' issues have resolved.

B. Present the customer with a scope change

C. Create a dispute file to document for possible legal actions

D. Redefine the acceptance criteria for the deliverables

客户不愿意批准可交付成果，而这会拖延项目。与客户几次洽谈都没能解决问题。项目经理能采取的最佳措施是什么？

A. 忠告客户，在可交付成果问题解决之前，所有的项目的活动都会搁置

B. 向客户提出项目变更方案

C. 拟定一份辩论稿，存档，准备用于可能面临的法律诉讼

D. 重新规定可交付成果的验收标准

Project, Program and Portfolio
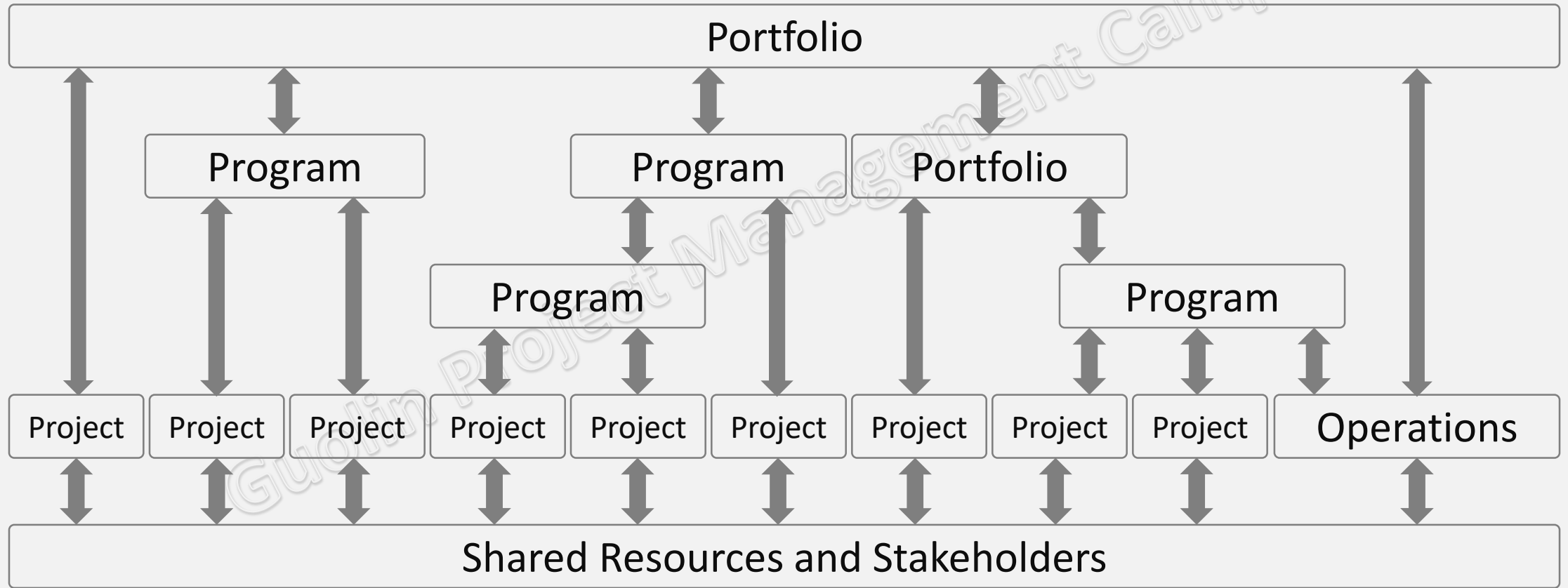
3. One goal of portfolio management is to:

A. Manage various contents of the project file.

B. Manage the levels of financial authority to facilitate project decision-making.

C. Maximize the value of the portfolio by careful examination of candidate projects and programs for inclusion in the portfolio and the timely exclusion of projects not meeting the portfolio's strategic objectives.

D. Applying resource-leveling heuristics across all the organization's projects.

项目组合管理的目标之一是：

A. 管理项目文件的各种内容

B. 管理财务授权级别，推动项目决策

C. 通过检验组合中的项目和计划，适时地增加项目及剔除不符合战略目标的项目，使组合的价值最大化。

D. 针对组织中的所有项目实施资源平衡

Business Documents

- 商业论证 Business Case
  - 业务需求 Business Needs
  - 成本效益分析 Cost Benefit Analysis
- 效益管理计划 Benefit Management Plan

- 效益管理计划涵盖整个产品生命周期
- 商业文件是站在组织的角度看问题，而不是项目的角度

4. Project drives the organization from its current state to a desired state. From the organization's point of view, organization use projects to increase its:

A. Profitability

B. Market share

C. Business value

D. Reputation

项目驱动组织变革，从当前状态转化到期望状态。站在组织的角度，设立项目是为了增加其：

A. 获利能力

B. 市场份额

C. 商业价值

D. 企业形象

5. Project Business Documents consists of 2 documents, Business Case and Benefits Management Plan. Who is generally accountable for the development and maintenance of the project business case document?

A. The Sponsor

B. The Project Manager

C. The Customer

D. The Project Team

项目商业文件包含两个文件，商业论证和效益管理计划。一般来说，应该由谁来负责开发和维护商业论证文件？

A. 赞助人

B. 项目经理

C. 客户

D. 项目团队

Organizational Influence

- 组织治理与项目治理 Project Governance
- 组织级项目管理OPM Organizational Project Management
- 项目管理办公室PMO Project Management Office
- 组织结构类型 Organizational Structure

6. A project manager's boss and the head of engineering discuss a change to a major task. After the meeting, the boss contacts the project manager and tells him to make the change. This is an example of:

 A. Management attention to scope management

 B. Management planning

 C. A project coordinator position

 D. A change control system

项目经理的老板和总工程师讨论一个主要任务的变更。会后，老板要求项目经理执行这个变更。这是一个例子关于：

 A. 管理层关注范围管理

 B. 管理规划

 C. 项目协调员身份

 D. 变更控制系统

7. People from the business development department are the only ones completing a project. Whenever questions arise, they are passed to the heads of other departments, to the people in these departments, and then back to the business development department. This is causing delays on the project. Why might this method of communicating be happening?

A. The communications management plan is not clear.

B. There is no project charter.

C. The project is being managed in a functional organization.

D. The work breakdown structure did not show responsibilities.

来自业务发展部的人是完成该项目仅有的人。每当有问题出现时，他们总是将问题转到其它部门的领导那里，再转达到这个部门的人员，最后返回到业务发展部门。这是导致项目延迟的原因。为什么会出现这样的沟通方法呢？

A. 沟通管理计划不清晰

B. 没有项目章程

C. 该项目是处在职能性组织结构中

D. 工作分解结构没有指明职责

EEF and OPA

* 事业环境因素 Enterprise Environmental Factors
  * 内部 Internal：基础设施/资源可用性/员工能力等
  * 外部 External：市场条件/商业数据库/物理环境要素等
* 组织过程资产 Organizational Process Assets
  * 过程、政策与程序 processes, policies and procedures
  * 组织知识库 organizational knowledge repositories

8. Pursuant to an agreement entered into with the customer, a company selects a foreign country in which to carry out a project. Completing the project on time will require hiring 30 resources and incur overtime costs. What should the project manager consider a priority when selecting the project location?

   A. Internal company policies

   B. Overall project budget

   C. Customer agreement

   D. Project business environment

根据与客户已签订的协议，公司在海外选定一个国家进行一个项目。项目需要雇佣30个人工作并需要加班以按时完成项目。在选择项目地点时，项目经理应优先考虑以下哪项？

   A. 公司内部政策

   B. 整体项目预算

   C. 与客户签订的协议

   D. 项目的事业环境因素

Project/Development Life Cycle

- 项目生命周期 Project Life Cycle
  - 阶段关口 Stage Gate
  - 项目生命周期特性：投入水平/风险/影响力
  - 阶段与阶段关系：Sequential/Overlapping
- 开发生命周期 Development Life Cycle
  - 瀑布型 Waterfall
  - 增量型 Incremental
  - 迭代型 Iterative
  - 敏捷或适应型 Adaptive/Agile

9. The project has been going relatively well, although there have been some problems with resource availability and the project scope has changed more than was expected. The project is now completing one of its phases. Of all decisions the sponsor must consider during an end-of-phase review meeting, the MOST difficult is:

A. authorizing scope changed for the next phase.

B. authorizing budget increases for the next phase based on scope changes.

C. cancelling the project.

D. decreasing scope to maintain the budget.

项目进行得比较顺利，虽然有些资源短缺的问题，范围变更也比预期的多。现在项目正处在一个阶段的结束。在阶段结束的总结会议期间项目赞助人必须考虑的最困难的决定是什么？

A. 为下个阶段批准范围变更

B. 基于下个阶段范围变更，批准预算增加

C. 取消项目

D. 缩小范围，维持原来的预算

10. The previous project manager for your project managed it without much project organization. There is a lack of management control and no clearly defined project deliverables. Which of the following would be the BEST choice for getting your project better organized?

 A. Adopt a life-cycle approach to the project

 B. Develop lessons learned for each phase

 C. Develop specific work plans for each phase of the project

 D. Develop a description of the product of the project

以前你管理的项目没有很好地组织，缺乏管理控制，项目可交付成果也定义不明。下面哪一个选择会使你的项目更加有组织地进行？

 A. 在项目里采用生命周期的方法

 B. 在每个阶段制订经验教训

 C. 为每个项目阶段制订工作详细计划

 D. 制订项目的产品描述

Work Performance Data/I/R

- 工作绩效数据 Work Performance Data
  - 由执行类的过程产出
  - 只陈述某种事实，基本上没法独立得出结论
- 工作绩效信息 Work Performance Information
  - 监控类过程产出，源于data
  - 能得出有意义的结论
- 工作绩效报告 Work Performance Report
  - "监控项目工作"过程产出，源于data和information
  - 目的不同，内容也会有所差异

11. A project manager wants to perform forecasting to determine if a project will meet its cost and schedule goals. What source provides the information to create this forecast?

A. Work performance information

B. Work performance reports

C. Work performance data

D. Work performance baseline

项目经理希望执行预测，确定项目是否满足其成本和进度目标。哪个来源将提供创建这项预测的信息？

A. 工作绩效信息

B. 工作绩效报告

C. 工作绩效数据

D. 工作绩效基准

Q&A

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