

APM's PMBOK

- This PMBOK is developed by Association of Project Managers (APM).
- It comprises of 55 knowledge areas.
- It incorporates not only inward project management topics but also outward areas in which projects are to be managed (such as social and ecological)
- It also includes topics from technology, economics and general management.

Role of a Project manager

1. To identify stake holders and analyse their needs and expectations
2. To Manage Project from the start
 - a. Define project scope and project objectives at the start
 - b. Users requirements should be correctly gathered and documented
 - c. Identification of project risks
3. To reduce rework on projects
 - a. Do it right the first time
 - b. 25% to 40% spending on project is wasted due to rework (Carnegie Mellon University)

Carnegie Mellon University (Carnegie Mellon or CMU) is a [private research university](#) in [Pittsburgh, Pennsylvania](#), United States. The university began as the Carnegie Technical Schools, founded by [Andrew Carnegie](#) in 1900. In 1912, the school became [Carnegie Institute of Technology](#) and began granting four-year degrees. In 1967, the Carnegie Institute of Technology merged with the [Mellon](#)

[Institute of Industrial Research](#) to form Carnegie Mellon University. Times Higher Education ranks CMU 22nd among the premier universities worldwide.

- c. 70% to 85% rework costs is due to errors in listing down requirements of project (Carnegie Mellon University) (Model making machines that produce three dimensional models)
- d. Collaborate with your stakeholders and define complete and accurate business requirements at the start of project

4. To Control Change

- a. Don't make a mistake to sit and watch your project team to execute and deliver (workshop Tee)
- b. Properly manage the changed requirements during the project life cycle
- c. These requirements come from management, customers, project team and suppliers.

5. To Improve communication

- a. 90% of project issues arise due to communication problems (PMI)
- b. Make the tasks clear to all team members
- c. Make priorities of these tasks also clear
- d. Expected level of quality should be clear to them
- e. To make different operational islands of the company closer to each other for cross-functional communication towards common goals and objectives (different operational groups hesitate in exchanging information with each other)

- f. To ensure that assigned persons on project do not deviate from the cultural norms and standards of project organization
- g. To balance the interests of different stakeholders amicably

6. To Deliver project results within time & budget

- a. To ensure the execution of project on time and within the allocated budget

7. To define the critical path to optimize resources

- a. Every project is made up of a series of connected activities
- b. Identify the critical path for the optimal sequence of activities

8. To Successfully close the project

- a. Critically review all phases of project management
- b. All review notes should be analysed and discussed with concerned stakeholders
- c. Lessons should be documented and communicated to other project managers