



CAPM Study Guide

1. Introduction to Project Management

- Five Project Management Process Groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing.
- Project, Program, Portfolio, and Operational Management: Projects are temporary and unique, programs are groups of related projects, portfolios are collections of projects and programs, and operational management involves the ongoing execution of activities that produce the same product or service.
- Project Lifecycle: Conception, Definition, Planning, Performance, and Closure.
- Tailoring: Selecting and adapting the project's processes, methodologies, inputs, outputs, etc., to best suit the project's unique context.

2. Project Environment

- Factors and assets impacting the project: Environmental factors might include legal regulations, market conditions, and social and cultural influences. Organizational assets might include process assets and knowledge repositories.
- Organizational Systems: Includes functional, matrix, and project-oriented structures.
- Project Management Office (PMO): Standardizes project-related governance processes and facilitates sharing of resources, methodologies, tools, and techniques.
- Hierarchy of projects, programs, and portfolios: Projects are part of programs, which are part of portfolios.

3. Role of the Project Manager

- Primary Functions: Planning, executing, and closing projects, managing teams, making decisions, and communicating.

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Lei Shi

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