1. Scope

① What is Scope?



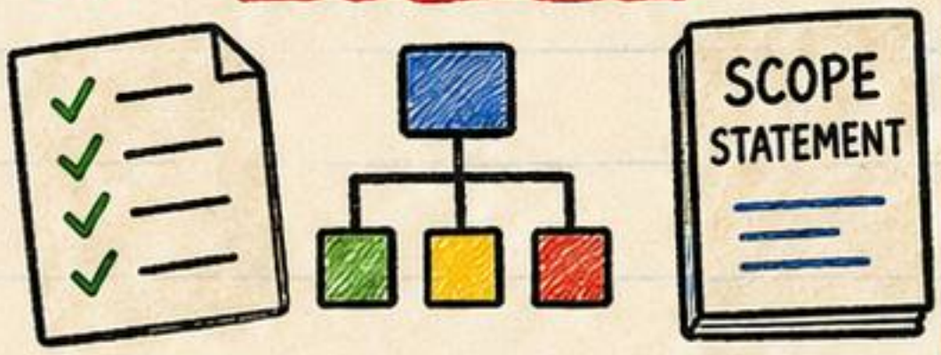
The work and deliverables the project must produce.

② Why It Matters



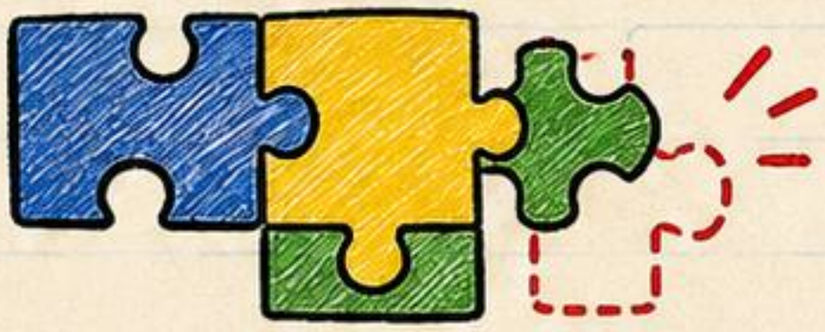
Clear scope prevents confusion and rework.

③ Key Tools



Requirements, WBS, scope statement, acceptance criteria.

④ Common Risk

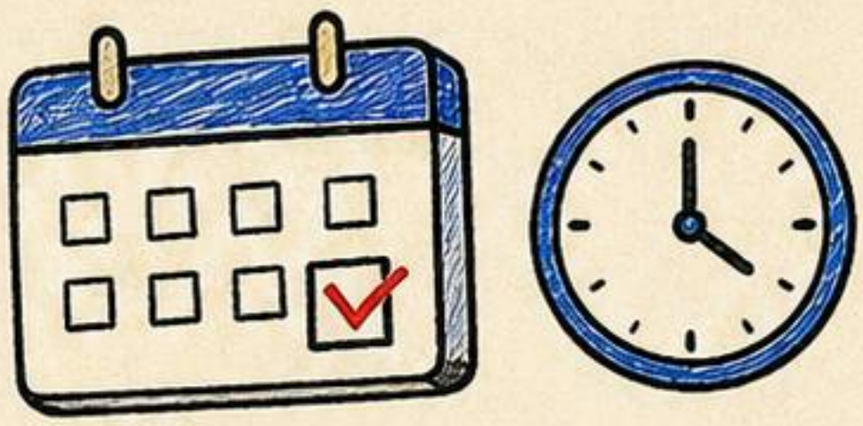


Scope creep happens when changes are uncontrolled.

Quick Tip: Define what is included and what is excluded.

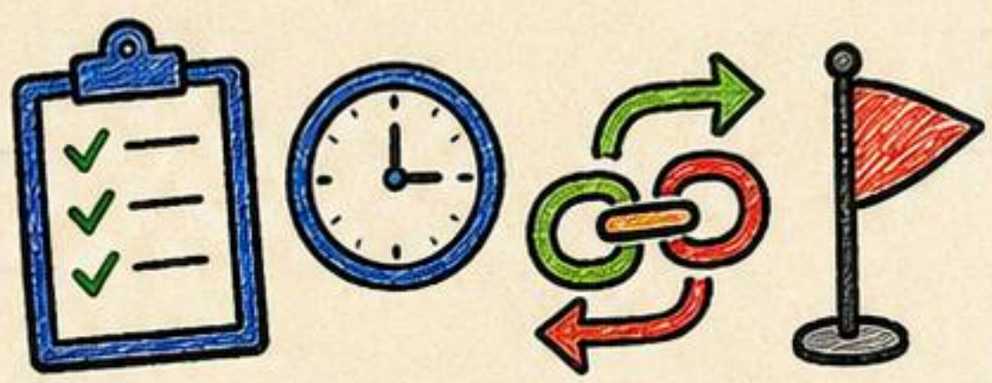
2. Schedule

① What is a Schedule?



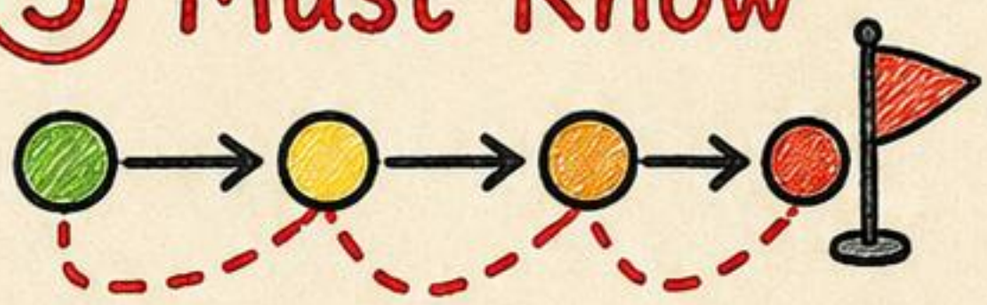
A timeline of tasks, milestones, and deadlines.

② Key Elements



Activities, durations, dependencies, milestones.

③ Must Know



Critical path shows the longest path through the plan.

④ Watch Out



Delays in key tasks can impact the finish date.

Quick Tip: Sequence work clearly before assigning dates.

3/30

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3. Cost

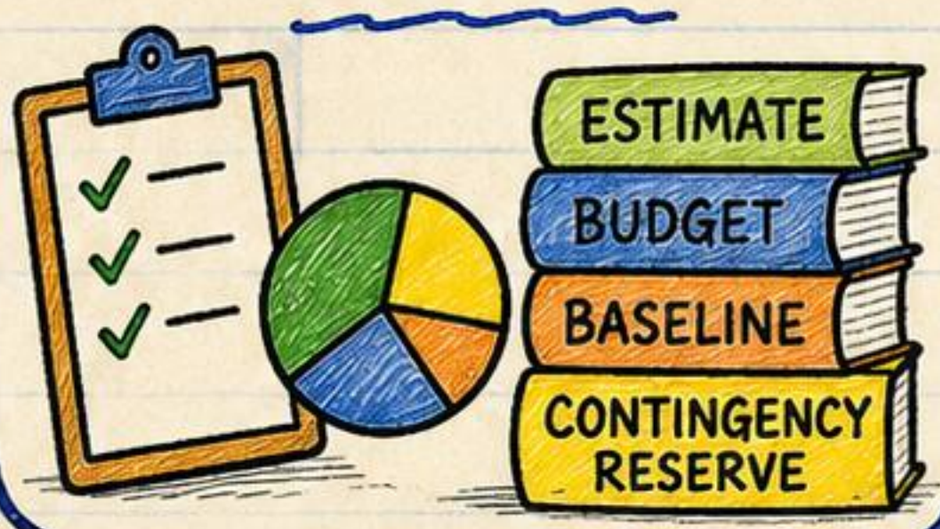
① What is Cost Management?

Planning, estimating, budgeting, and controlling project money.



② Core Terms

Estimate, budget, baseline, contingency reserve.



③ Why It Matters

Good cost control protects business value.



④ Common Problem

Untracked spending leads to overruns.



Quick Tip: Review actual cost against the budget regularly.

4. Risk

① What is a Risk?



An uncertain event that may affect objectives.

② Risk Steps



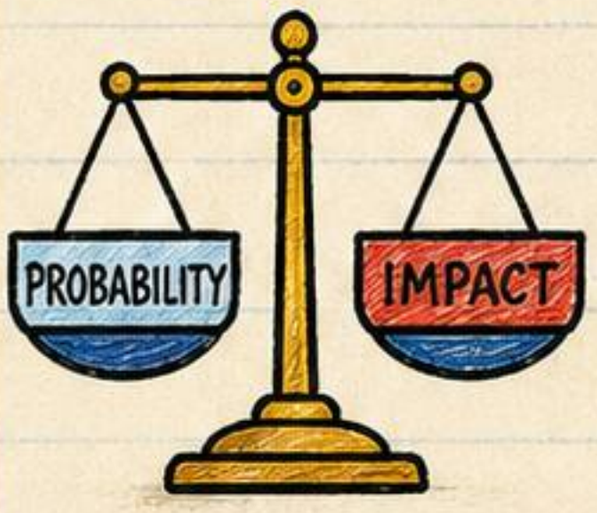
Identify, analyze, plan responses, monitor.

③ Risk Types



Threats can hurt; opportunities can help.

④ Best Practice



Use probability and impact to prioritize action.

Quick Tip: High-risk items need owners and response plans.

5/30

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5. Quality

① What is Quality?



Meeting requirements and satisfying expectations.

② QA vs QC



QA improves process; QC checks results.

③ Quality Tools



Standards, checklists, reviews, testing.

④ Why It Matters



Quality prevents defects, waste, and rework.

Quick Tip: Build quality in early instead of fixing it later.

6/30

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6. Stakeholders!

① Who Are Stakeholders?



People or groups affected by the project.

② Key Actions



Identify, analyze, engage, and manage expectations.

③ Useful Tool

	Low Interest	High Interest
High Power	Keep Satisfied	Manage Closely
Low Power	Monitor (Minimum Effort)	Keep Informed

Power-interest matrix helps set priorities.

④ Why It Matters



Support grows when the right people stay informed.

Quick Tip: Know who can influence success and how to engage them.

7/30

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7. Communication

1 Why Communication Matters



Projects fail when information is unclear or late.





2 Key Elements

Right message, right audience, right time.





Message



Audience



Time

3 Common Channels

Meetings, reports, emails, dashboards, chat.











4 Best Practice

Use a communication plan to stay aligned.



- Who
- What
- When
- How

Quick Tip: Say what changed, why it matters, and what happens next.

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8. Change Control

① What is Change Control?



A structured way to review and approve changes.

② Typical Steps



Request, assess impact, approve or reject, update baseline.

③ Why It Matters



Controls scope, cost, schedule, and risk.

④ Common Mistake



Doing extra work without formal approval.

Quick Tip: Every major change should have an owner and impact analysis.

9. Resource Management

① What is Resource Management?



Planning, acquiring, allocating, and controlling people, equipment, and materials.

② Key Elements



Roles, skills, capacity, availability.

③ Useful Tool

Task	R	A	C	I
Task 1	R	A	C	I
Task 2	A	R	I	C
Task 3	C	I	R	A



RACI matrix or resource histogram helps balance work.

④ Why It Matters

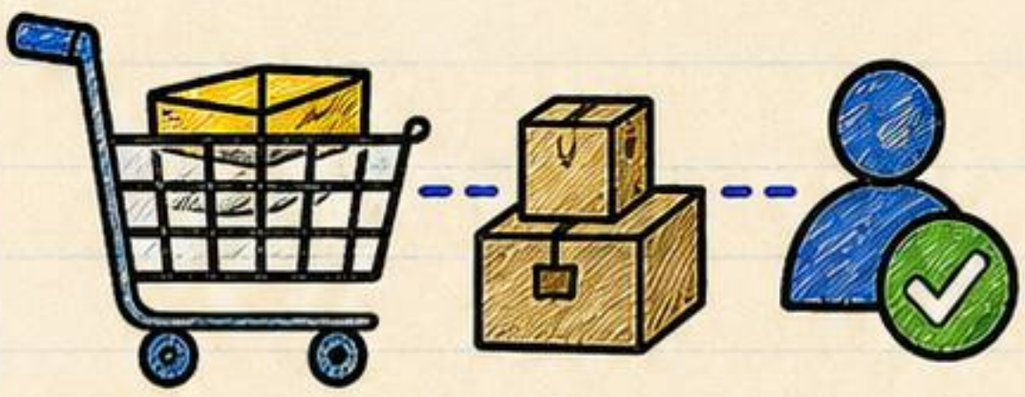


Balanced workload reduces delays and burnout.

Quick Tip: Match the right skills to the right tasks early.

10. Procurement

① What is Procurement?



Buying products or services from outside the project team.

② Typical Steps



Define need → Solicit vendors → Evaluate bids → Award contract

③ Contract Types



Fixed-price | Time & materials | Cost-reimbursable

④ Watch Out



Unclear requirements can cause disputes and delays.

Quick Tip: Write clear requirements before asking for bids.

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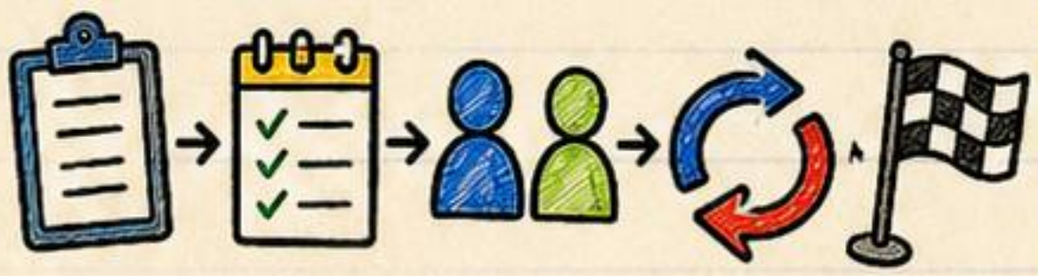
11. Integration

① What is Integration?



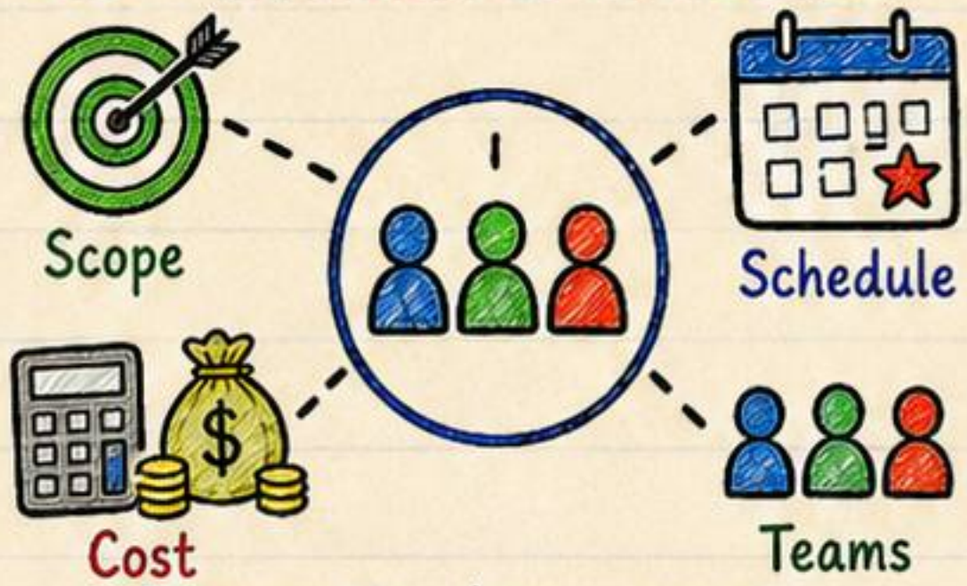
Coordinating all parts of the project so they work together.

② Key Actions



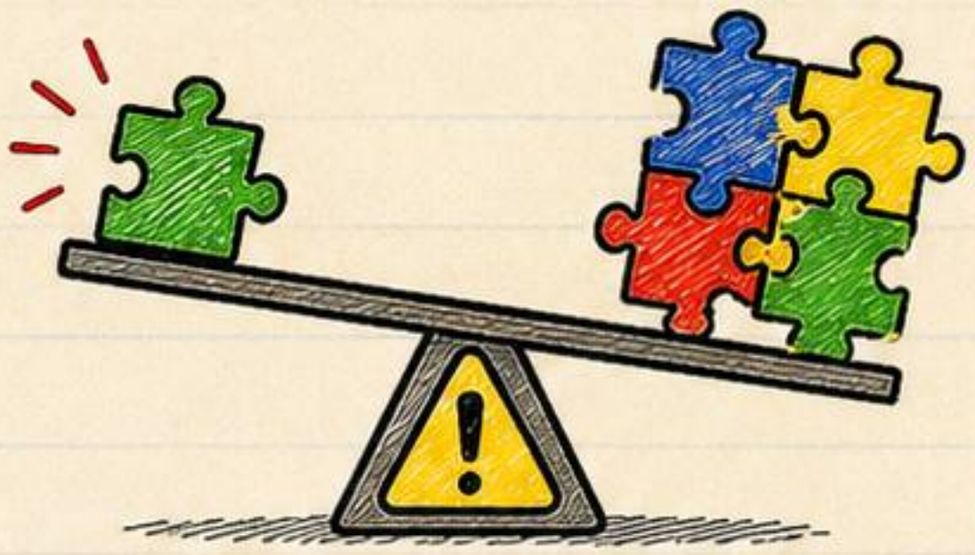
1. Develop charter
2. Create plan
3. Direct work
4. Control change
5. Close project

③ Why It Matters



Integration keeps scope, schedule, cost, and teams aligned.

④ Common Mistake



Optimizing one area while harming the whole project.

Quick Tip: Make decisions based on total project impact.

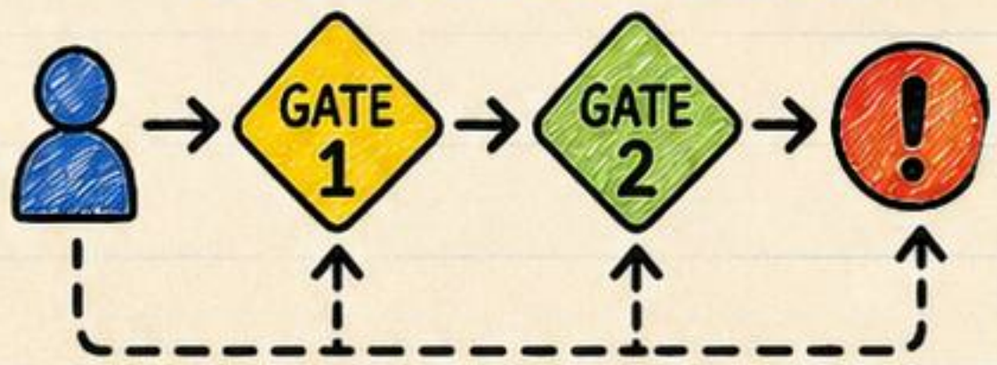
12. Governance

① What is Governance?



Decision rules, oversight, and accountability for the project.

② Key Components



Roles, approvals, stage gates, escalation paths.

③ Useful Bodies



Sponsor, steering committee, PMO, change board.

④ Why It Matters



Good governance speeds decisions and reduces confusion.

Quick Tip: Define who decides what before work starts.

13. KPIs

① What are KPIs?



Key performance indicators show project health.

② Common KPIs



Schedule variance



Cost variance



Milestone progress



Risk exposure

③ Good Dashboard



Simple, visual, trend-based, action-oriented.

④ Why It Matters



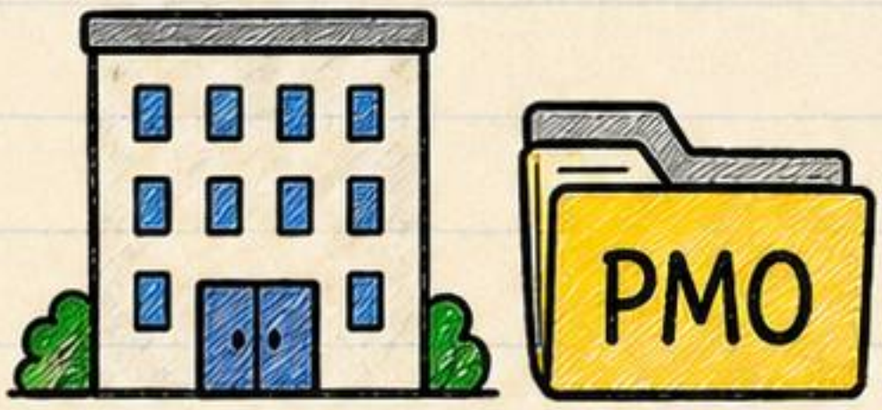
What gets measured gets managed.

Quick Tip: Track a few meaningful KPIs, not too many.

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14. PMO

① What is a PMO?



A Project Management Office that sets standards and supports delivery.

② Main Types



Supportive Controlling Directive

③ Core Services



Templates Governance Reporting Coaching

Templates, governance, reporting, coaching.

④ Why It Matters



Consistency Visibility Alignment

PMOs improve consistency, visibility, and alignment.

Quick Tip: PMO success depends on helping teams, not just policing them.

15. Earned Value Management

① What is EVM?



A method to measure performance using scope, schedule, and cost.

② Core Terms

PV = Planned Value

EV = Earned Value

AC = Actual Cost

③ Key Metrics

- CV = EV − AC
- SV = EV − PV
- CPI = EV / AC
- SPI = EV / PV

④ How to Read It

CPI or SPI > 1 is good;
< 1 is a warning.

Quick Tip: Use EVM to forecast early, not just report late.

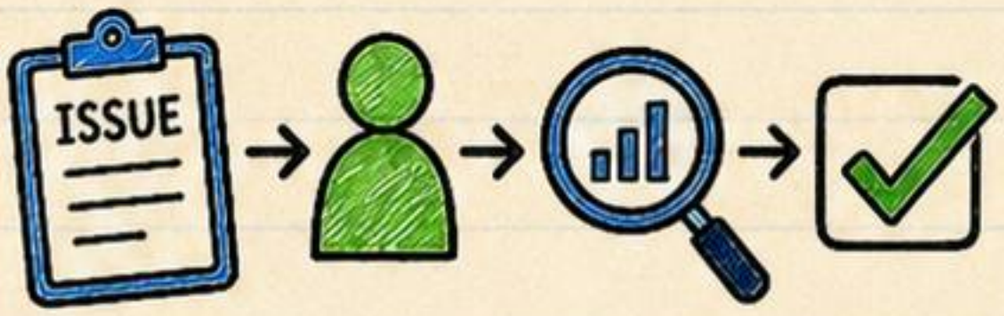
16. Issue Management

① What is an Issue?



A current problem already affecting the project.

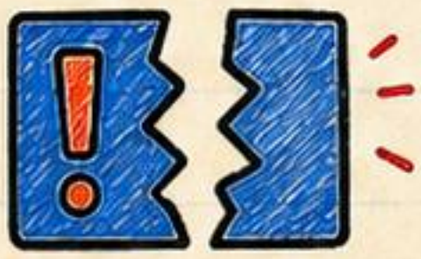
② Key Actions



Log it, assign an owner, assess impact, resolve.

③ Issue vs Risk

ISSUE



An issue has happened.

RISK



A risk might happen.

④ Why It Matters



Fast resolution protects scope, time, and budget.

Quick Tip: Review open issues regularly with owners and due dates.

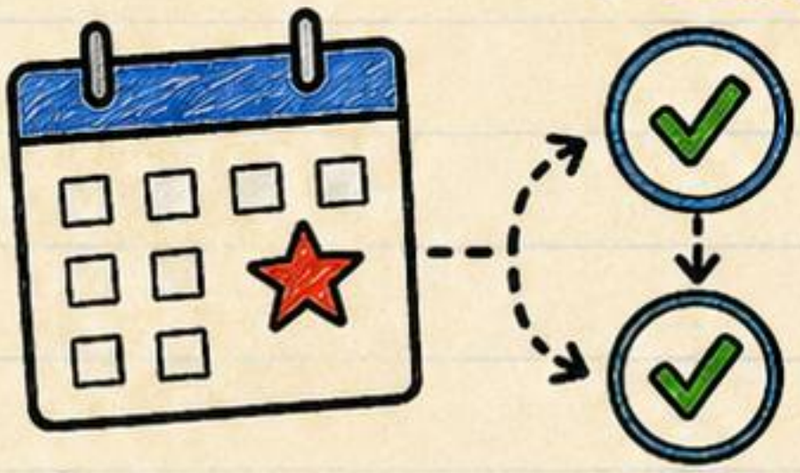
17. Lessons Learned

① What are Lessons Learned?



Insights from what worked and what did not.

② Good Timing

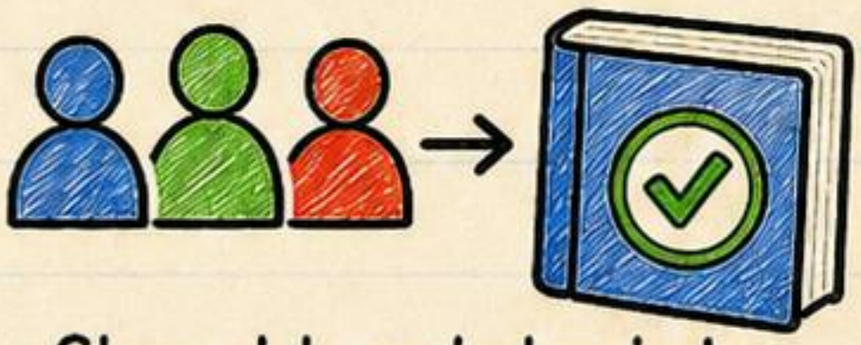


Collect lessons during and at the end of the project.

③ Common Topics



④ Why It Matters



Shared knowledge helps teams avoid repeated mistakes.

Quick Tip: Record actions, not just observations.

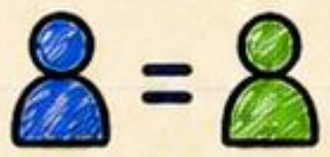
18. Estimation

① What is Estimation?

Predicting the time, cost, and effort needed for work.



② Common Techniques



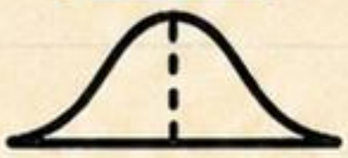
Analogous



Parametric



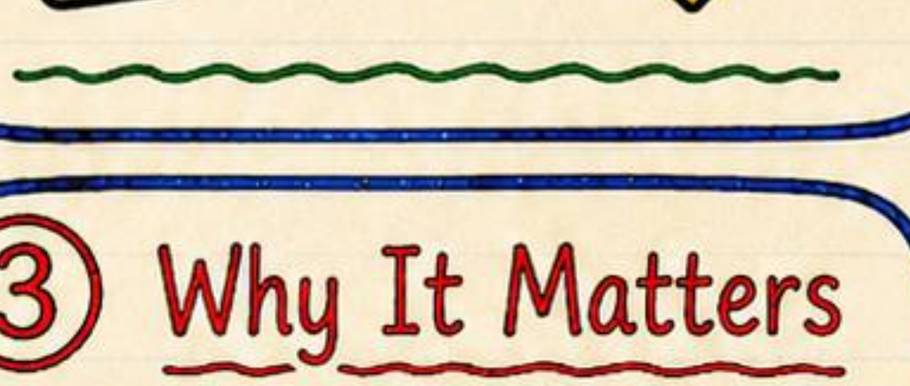
Bottom-up



Three-point / PERT

③ Why It Matters

Better plans, budgets, and expectations.



④ Common Mistake

Estimating without enough scope detail or team input.



Quick Tip: Use more than one technique for important estimates.

19. Business Case

1 What is a Business Case?



A document that explains why a project should be done and what value it brings.

2 Key Elements



Problem or Opportunity



Options



Costs



Benefits



Risks



Recommendation

3 Why It Matters



Helps leaders approve the right work and justify investment.

4 Common Mistake



Focusing only on cost and ignoring value or risks.

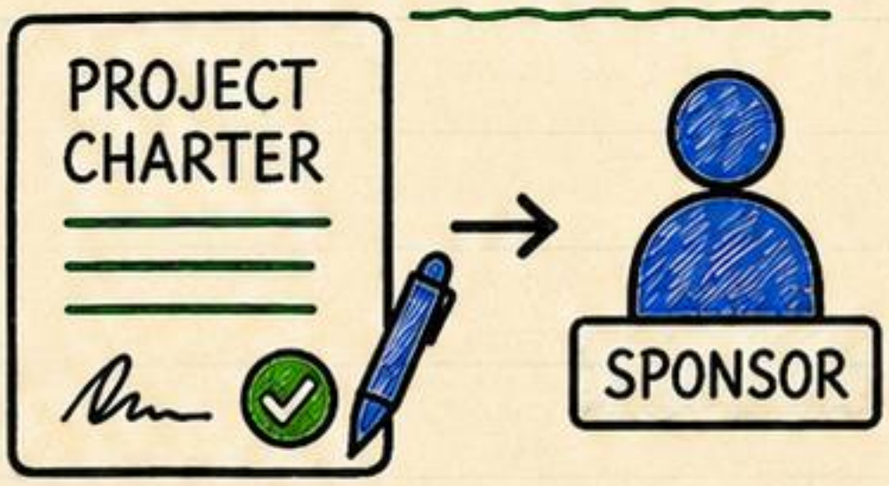


Quick Tip: A strong business case links the project to real business value.



20. Project Charter

① What is a Project Charter?



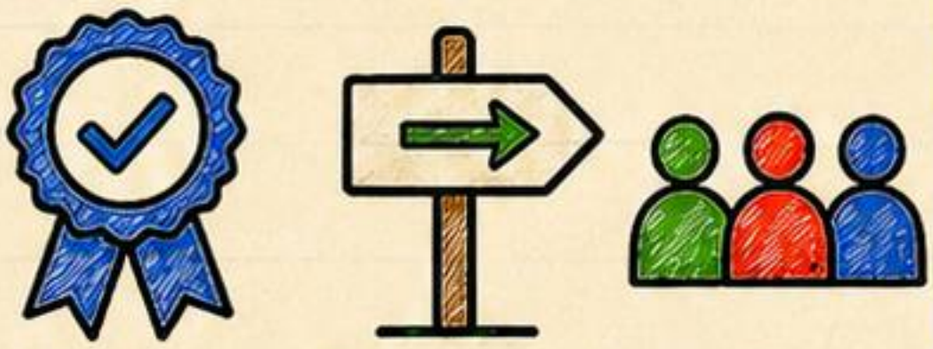
The document that formally authorizes the project.

② Core Contents

- Purpose
- Objectives
- Scope Summary
- Stakeholders
- Budget
- Timeline
- Sponsor

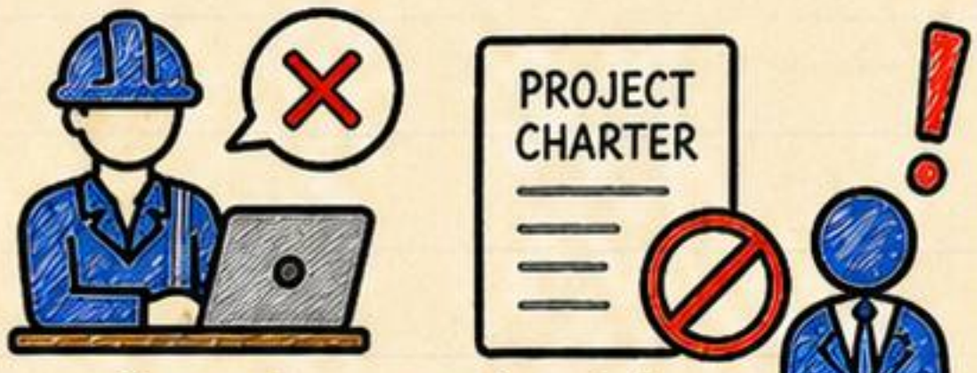


③ Why It Matters



Gives authority, direction, and alignment from the start.

④ Common Mistake



Starting work without a clear charter or sponsor approval.

Quick Tip: Keep the charter short, clear, and approved early.

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21. Benefits Management

1 What is Benefits Management?



Ensuring project outcomes create measurable value after delivery.

2 Key Steps

- Define benefits.
- Assign owners.
- Measure benefits.
- Track progress.
- Sustain benefits.

3 Why It Matters



Delivering outputs is not enough; value must be realized.

4 Common Mistake

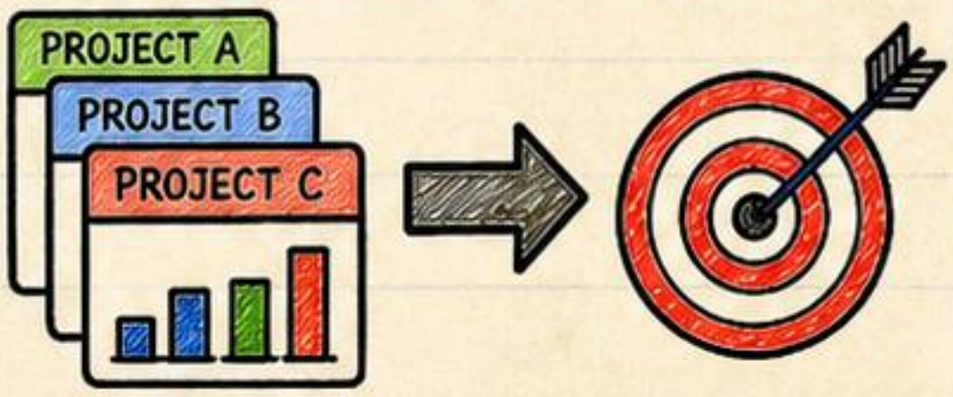


Closing the project without checking whether benefits were achieved.

Quick Tip: Track benefits after delivery, not just during execution.

22. Portfolio Management

① What is Portfolio Management?

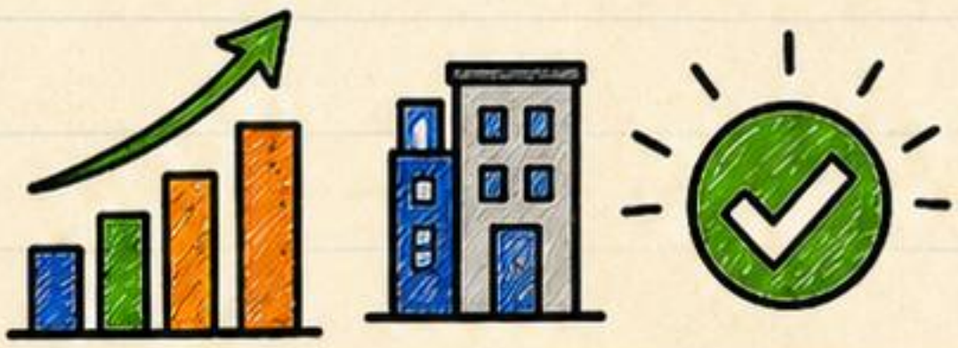


Selecting and prioritizing projects to support strategy.

② Key Focus



③ Why It Matters



Helps organizations invest in the right projects.

④ Useful Tool

Prioritization Matrix (Scoring Model)

Project	Value (1–5)	Risk (1–5)	Strategic Fit (1–5)	Total Score
Project A	5	2	4	11
Project B	4	3	5	12
Project C	3	4	4	11

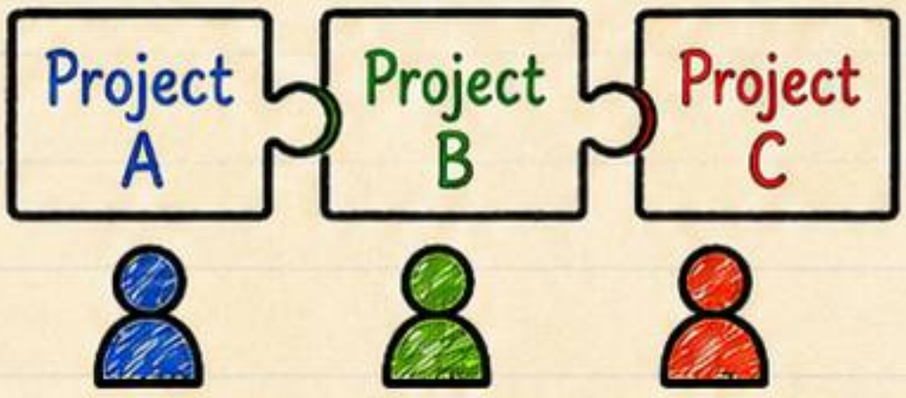
Score higher = Higher priority

Quick Tip: A good portfolio balances value, risk, and available capacity.

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23. Program Management

1 What is Program Management?

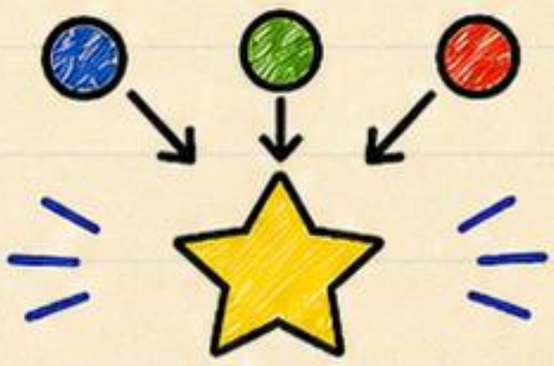


Managing related projects together to achieve broader benefits.

2 Key Focus



3 Why It Matters



Combined management creates more value than isolated projects.

4 Common Mistake



Treating connected projects as if they were unrelated.

Quick Tip: Look for shared risks, shared resources, and shared benefits.

24. Project Recovery

① What is Project Recovery?



Getting a troubled project back under control.

② Key Actions

- Diagnose issues
- Replan
- Reset priorities
- Align stakeholders
- Monitor closely

③ Why It Matters



Recovery can save value, time, and credibility.

④ Common Mistake



Ignoring bad signals and delaying corrective action.

Quick Tip: Stabilize first, then optimize.

25. Leadership

① What is Leadership?

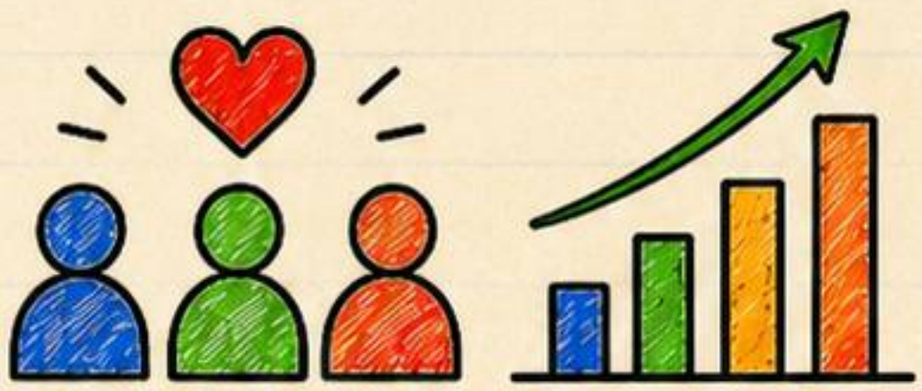


Influencing people toward project goals.

② Key Behaviors

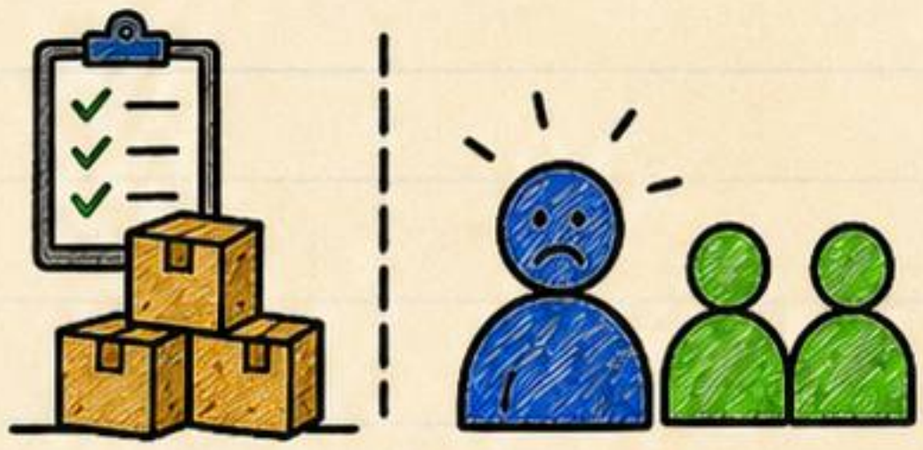


③ Why It Matters



Strong leadership improves morale, clarity, and results.

④ Common Mistake



Managing tasks while neglecting people.

Quick Tip: Great project leaders build trust before they need it.

26. Decision Making

1 What is Decision Making?



Selecting the best course of action from available options.

2 Useful Tools



Decision Matrix



Cost-Benefit Analysis



Voting



Expert Judgment

3 Why It Matters





Timely good decisions keep projects moving.

4 Common Mistake



Delaying decisions or deciding without data.

Quick Tip: Define criteria before comparing options.

27. Project Closing

① What is Project Closing?



Formally finishing the project and confirming completion.

② Key Actions

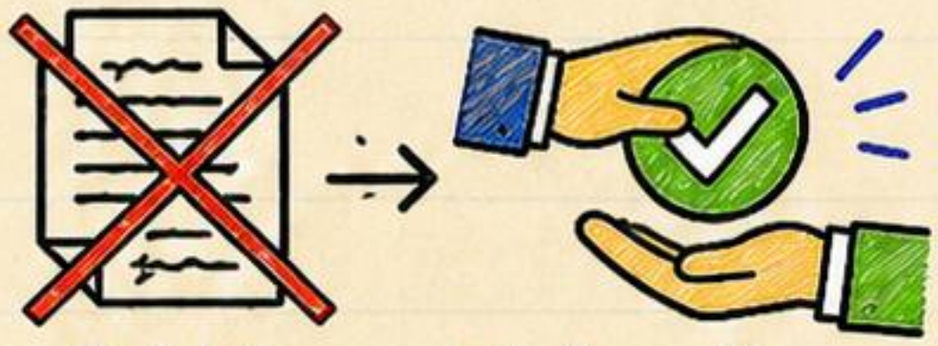
- Verify deliverables
- Get acceptance
- Close contracts
- Archive documents
- Release resources

③ Why It Matters



Closing well protects value and captures learning.

④ Common Mistake



Finishing work informally without acceptance or handover.

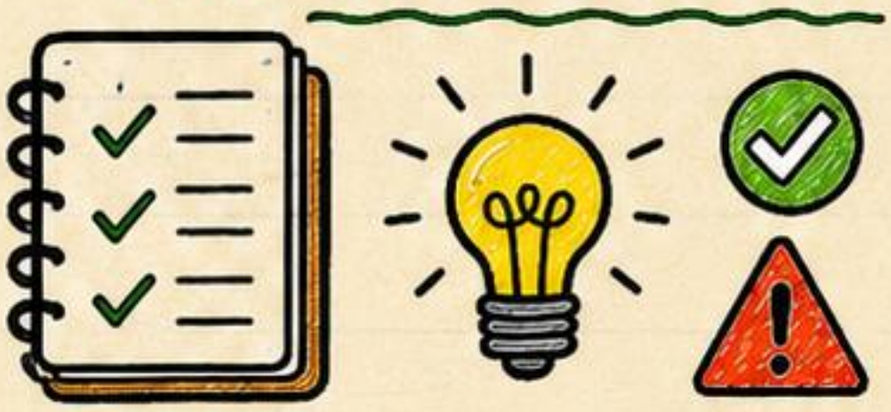
Quick Tip: Never close a project without formal acceptance.

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30 / 30

28. Lessons Learned

1 What are Lessons Learned?



Insights about what worked, what failed, and what should improve next time.

2 Key Questions

- What worked?
- What failed?
- Why?
- What should we do differently?

3 Why It Matters



Helps teams repeat successes and avoid repeated mistakes.

4 Common Mistake



Waiting until the end and never sharing the lessons.

Quick Tip: Capture lessons during the project, not only at the end.

29. Success Criteria

① What are Success Criteria?



The measures used to decide whether a project achieved its objectives.

② Common Criteria



③ Why It Matters



Aligns expectations and helps evaluate outcomes fairly.

④ Common Mistake



Judging success only by schedule or budget.

Quick Tip: Agree success criteria early with the sponsor and stakeholders.

30. Continuous Improvement

① What is Continuous Improvement?



Making small, ongoing changes to improve how projects are delivered.

② Common Methods

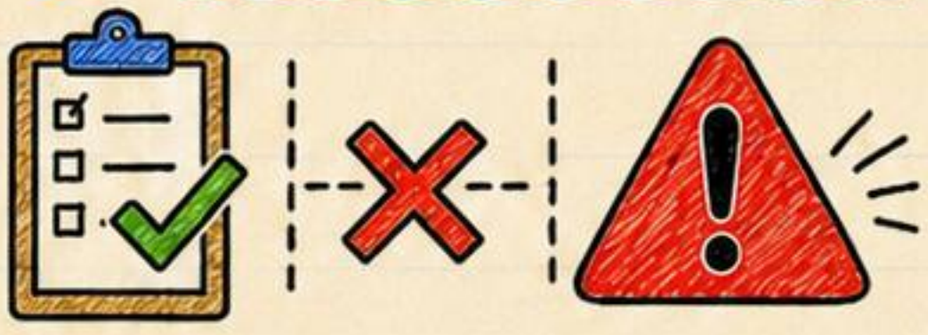
- Retrospectives
- KPIs
- Root Cause Analysis
- Process Updates
- Action Tracking

③ Why It Matters



Improves efficiency, quality, and team learning over time.

④ Common Mistake



Fixing the issue once but never improving the system.

Quick Tip: Turn every lesson into an action, owner, and deadline.

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