

PMKI Taxonomy

**Please note – this part of our website is being completely reorganised.
Information is complete but will be progressively developed and edited.**

Information Structure:

PMKI Sub-Index (1 page) – shows 4 sections of the PMKI with a list of subjects in each and direct links to each ‘subject page’ *if available at this time*.

1. Sections (6 off pages) – annotated list of subjects in section and topics within each subject.

1.1 Subject (*n* pages) – describes the subject and its related topics.

1.1.1 Topic– describes a ‘topical information set’ within the subject, with links to the related papers and other web resources for accessing or downloading.

Page URL Structure:

Main Index:

PMKI.php

Sections pages

Organisations & Governance

PMKI-ORG.php

PMBoK Knowledge Areas

PMKI-PBK.php

Project Controls & Scheduling

PMKI-SCH.php

People, Techniques

PMKI-TPI.php

Industries, General & Reference

PMKI-XTR.php

PM History

PMKI-ZSY.php

Subject pages

Defined area of knowledge

PMKI-###-005.php

(initial numbering sequence 005, 010, 015, etc.)

Topics (many)

2 to 6 per Subject page – information and links out to content.

Definition of document types (linked from Knowledge Clusters):

PP: Published Papers: Written conference papers, journal articles, significant magazine articles and books.

Prs: Presentations: Conference presentations (PowerPoint only).

DP: Discussion Papers: An in-depth discussion of a topic, including third party resources.

WP: White Papers: Shorter reference papers.

Art: Articles: Short topical discussions published in a variety of media.

Blg: Blogs: Selected blog posts from Mosaic and SRMM websites.

1. Organisations & Governance Subjects covered in this section focus on the way organisations interface with and benefit from project, program and portfolio management, including both a general management and a governance perspective: **Section contains temporary lists.**

1.1. Corporate/Organisational Governance PMKI-ORG-005.php

This subject covers the creation and implementation of the organisational objectives, policies, practices and systems that are responsible for ensuring organisational resources are utilised effectively and the work of the organisation is aligned with its strategy and objectives. The concepts outlined in these papers are consistent with ISO 21505 *Project, programme and portfolio management - Guidance on governance* and ISO/IEC 38500:2010 *Corporate governance of information technology*.

1.1.1. **Temporary list of topics** -

The Function of Governance and Governing

1.1.2. Governance and Stakeholders

1.1.3. Governance systems

1.1.4. Governing the organisation's Project Delivery Capability (PDC)

1.1.5. Governance failure

1.1.6. Differentiating Governance and Management

1.2. Ethics and Culture in organisations PMKI-ORG-010.php

This subject looks at the central role of ethics, culture and associated outcomes such as CSR, sustainability and the 'triple bottom line', in successful organisations.

1.2.1. **Temporary list of topics** -

Ethics in Management

1.3. Corporate/Organisational Management PMKI-ORG-015.php

This subject covers aspects of general management and the overall management of projects that are primarily the responsibility of the organisation's Directors supported by senior executives.

1.3.1. **Temporary list of topics** -

General Management

1.3.2. The management of project management

1.4. Aligning Projects, Programs and Strategy PMKI-ORG-020.php

This subject looks at the strategic alignment of projects, programs and portfolios in support of organisational objectives.

1.4.1. **Temporary list of topics** -

1.4.2. PDC

1.5. Portfolio Management PMKI-ORG-025.php

This subject focuses on the function of project portfolio management.

1.5.1. **Temporary list of topics** -

1.5.2. PPM Tools?

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- 1.6. Program Management** PMKI-ORG-030.php
This subject looks at the function of program management and how it differs from project management. Basic program management skills are included in Section 2.
- 1.6.1. **Temporary list of topics** –
 - 1.6.2. ?
- 1.7. Defining Projects and Programs** PMKI-ORG-035.php
This subject focuses on defining the different types of program and developing a definition of precisely what projects and programs are.
- 1.7.1. Project typology and definition
 - 1.7.2. Program typology
- 1.8. Complexity & Mega Projects (and Programs)** PMKI-ORG-040.php
This subject considers the effect of complexity theory on the management of project and programs of all sizes with a focus on ‘complex project management’ and ‘mega projects’.
- 1.8.1. **Temporary list of topics** –
Complexity & complex project management
 - 1.8.2. Mega projects + reference case
 - 1.8.3. ?
- 1.9. PMOs (Project, Program or Portfolio Management Offices)** PMKI-ORG-045.php
This subject looks at the challenges faced in setting up and managing PMOs (Project, Program or Portfolio Management Offices). Organisational entities responsible for aspects of the support and monitoring of projects and programs within their area of responsibility:
- 1.9.1. **Temporary list of topics** –
- 1.10. Methodologies & Maturity Models** PMKI-ORG-050.php
This subject looks at the various methodologies and maturity models organisations can use (typically supported by a PMO) to improve the management of their projects and programs including: OPM3, CMMI, PRINCE2, MSP, Lean, Agile, PMBOK based and other methodologies.
- 1.10.1. **Temporary list of topics** –
- 1.11. Value and Benefits Realisation** PMKI-ORG-055.php
This subject focuses on the process of creating value for the organisation through the measurement and management of benefits from identification to realisation and understanding the link between delivering benefits and creating value.
- 1.11.1. **Temporary list of topics** –
- 1.12. Organisational Change Management** PMKI-ORG-060.php
This subject focuses on the management of change created by projects and programs within the organisation to maximise the realisation of value.

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1.12.1. Temporary list of topics –

2. PMBoK Knowledge Areas – This section of the PMKI focuses on the core project and program management skills needed to support the efficient delivery of the objectives of the project or program. Subjects within this section are organised to align with chapters in the *PMBOK® Guide*, and are aligned with the PMP and CAPM exam requirements.

Section will incorporate the old *PMP supplement* section of this site.

Section contains a temporary list of subjects not yet transferred to a 'subject page'.

2.1. Project Initiation PMKI-PBK-005.php

This subject covers the work undertaken to develop the concept of a project or program to the point where it can be formally initiated and the project charter approved. Topics range from innovation and feasibility studies, through to the official chartering of a project. **For more on project/program selection and prioritisation, see Portfolio Management.**

2.1.1. Temporary list of topics - initiation, feasibility, business cases, etc.....

2.2. Integration Management PMKI-PBK-010.php

This subject covers the work undertaken by the project/program manager and the core team to manage the planning, execution, monitoring and control of work of a project or program in a coordinated way from initiation to closure.

2.2.1. Temporary list of topics -

Developing the integrated project / program management plan

2.2.2. Directing and managing project / program work

2.2.3. Managing project / program knowledge, including lessons learned

2.2.4. Monitoring and controlling the project / program

2.2.5. Project / program change control

2.2.6. Closing the project / program

2.3. Scope Management PMKI-PBK-015.php

This subject covers the work required to ensure the project/program includes all of the work needed, and only the work needed, to achieve its objectives and that the work is successfully delivered to the client.

2.3.1. Temporary list of topics -

Scope definition and control

2.3.2. Scope documentation (SoW, Specifications, etc)

2.3.3. WBS & other Breakdown structures

2.4. Schedule Management PMKI-PBK-020.php

This subject covers the work required to plan, estimate, manage and control the work required for the timely completion of the project and any intermediate stages.

2.4.1. Temporary list of topics -

Plan the schedule

2.4.2. Develop the schedule

2.4.3. Manage the schedule (see also section 3)

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- 2.5. Cost Management** PMKI-PBK-025.php
This subject covers the processes involved in planning, estimating, budgeting, financing, funding, managing and controlling costs so the project can be completed within the approved budget.
- 2.5.1. **Temporary list of topics** -
Plan cost management
 - 2.5.2. Estimate costs
 - 2.5.3. Determine Budget
 - 2.5.4. Control costs (for EV and ES see section 3)
- 2.6. Quality Management** PMKI-PBK-030.php
This subject focuses on the processes needed to incorporate the organisation's quality policies into the work of the project / programs to satisfy the needs it was chartered to fulfil, and to meet stakeholder requirements.
- 2.6.1. **Temporary list of topics** -
Plan quality
 - 2.6.2. Manage Quality & quality assurance
 - 2.6.3. Control quality
- 2.7. Resource Management** PMKI-PBK-035.php
This subject focuses the processes needed to identify, acquire and manage the resources needed to accomplish the work of the project /program.
- 2.7.1. **Temporary list of topics** -
Plan resource management
 - 2.7.2. Estimate resource requirements
 - 2.7.3. Acquire resources
 - 2.7.4. Develop and manage the project team (**see also Section 3**)
 - 2.7.4.1. Time sheeting
 - 2.7.5. Control resources
- 2.8. Communication Management** PMKI-PBK-040.php
This subject covers the processes needed to plan, collect, create, distribute, store, and ultimately archive or dispose of project information in a timely and appropriate manner.
- 2.8.1. **Temporary list of topics** -
Plan communication management
 - 2.8.2. Manage communications
 - 2.8.3. Monitor communications
- 2.9. Risk Management** PMKI-PBK-045.php
This subject covers the processes involved in the identification and management of risk within a project or program to achieve and maintain a risk profile acceptable to the key stakeholders. **Risk theory see: Section 3.**
- 2.9.1. **Temporary list of topics** -
Plan risk management
 - 2.9.2. Define the risks, potential responses and contingencies (risk register)

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2.9.3. Implement risk responses

2.9.4. Monitor risks

2.10. Procurement Management

PMKI-PBK-050.php

This subject covers the processes involved in acquiring goods and services from outside of the performing organisations.

2.10.1. **Temporary list of topics -**

Plan, manage and control the procurement processes

2.10.2. Contract Administration

2.10.3. Basic contract law.

2.11. Stakeholder Management

PMKI-PBK-055.php

This subject covers the processes involved in the identification and engagement of stakeholders from the perspective of a project or program to achieve a successful outcome. **Stakeholder theory and methodologies see: Section 3.**

2.11.1. **Temporary list of topics -**

Plan stakeholder engagement

2.11.2. Identify and assess stakeholders

2.11.3. Engage stakeholders successfully

3. Project Controls and Scheduling

Subjects covered in this section take an in-depth look at the function of project controls and scheduling, in part to support out PMI-SP courses.

Section contains temporary lists.

3.1. Integrated Project Controls

PMKI-SCH-005.php

Project controls is an integrated process that include the data gathering, management and analytical processes used to predict, understand and constructively influence the time and cost outcomes of a project or program through the communication of useful information. This subject focuses on the overall integrated process of 'controlling' a project or program.

3.1.1. **Temporary list of topics -**

3.2. Scheduling Good Practice

PMKI-SCH -010.php

This subject focuses on core scheduling practice and looks at what makes a good schedule, what makes a good planner, and what should they do; the 'good practices' needed to create and manage an effective schedule.

3.2.1. **Temporary link to old page -**

3.3. Schedule Risk Assessment

PMKI-SCH-015.php

Every estimate about a future outcome is uncertain! This subject looks at the effect of uncertainty on schedule predictions and the tools and techniques available to manage the consequences of uncertainty and improve the accuracy of projected completion dates.

3.3.1. **Temporary link to old page -**

3.4. Schedule Quality Assessment

PMKI-SCH-020.php

This subject focuses on the emerging science of measuring schedule quality and

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conformance to 'good practice' and the automated tools that are now available to assist in this process. There is a strong correlation between a well-constructed schedule and a desirable project outcome, applying these concepts will enhance the probability of on-time completion.

3.4.1. [Temporary link to old page](#) -

3.5. Scheduling Methodologies and Approaches PMKI-SCH-025.php

This subject looks at the wide range of scheduling methodologies and approaches to improving CPM scheduling currently available. Traditional 'critical path' scheduling is only one of the ways to develop a useful and effective schedule, and in many situations it is far from optimal.

3.5.1. [Temporary list of topics](#) -

3.6. Scheduling Software and Tools PMKI-SCH-030.php

This subject takes a look at the range of scheduling software and tools available to use (many free). Where we can, links to the developers web site are provided.

3.6.1. [Temporary link to old page](#) -

3.7. Scheduling books and resources PMKI-SCH-035.php

This subject offers a brief overview of a few of the 1000s of books available in the marketplace. We focus on books we have reviewed, used or written.

3.7.1. [Temporary link to old page](#) -

3.8. Earned Value & Earned Schedule PMKI-SCH-040.php

Earned Value Management (EVM) has proven itself to be one of the most effective performance measurement and feedback tools for managing projects. This subject looks at EV from a business management perspective.

3.8.1. [Temporary link to old page](#) -

3.9. Risk Management PMKI-SCH-045.php

Risk management deals with both the positive and negative effect of uncertainties that matters. This subject focuses on the technical aspects of risk, taking into account the risk tolerance of people affected.

3.9.1. [Temporary link to old page](#) -

4. People Skills & Advanced PM Techniques Subjects covered in this section focus on two areas, personal skills and competencies needed by project and program managers, and specialised functions and approaches that go beyond the core project management processes covered in section 2: [Section contains temporary lists.](#)

People and soft skills section: Project and program managers achieve project success through the work of, and support from, the project team and other stakeholders. Effective managers use a balance of technical, interpersonal, and conceptual skills that help them analyse situations and

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interact with other people appropriately; this sub-section focuses on those key personal characteristics (soft skills) needed by a successful manager at any level in an organisation.

- 4.1. Ethics** PMKI-TPI-005.php
This subject underpins all of the others. A strong ethical framework is vital for personal success influencing our actions and decisions. Ethics govern the conduct of a person and are founded on the collective view of a profession, organisation, or society.
- 4.1.1. **Temporary list of topics** -
- 4.2. Competencies & Interpersonal Skills** PMKI-TPI-010.php
A competent person is capable of applying knowledge effectively to achieve a desired outcome. This section looks at competency and some of the key characteristics and skills a competent manager requires to be effective.
- 4.2.1. **Temporary list of topics** -
PM Characteristics
- 4.2.2. Scheduler characteristics
- 4.2.3. Decision making
- 4.3. Leadership & Motivation** PMKI-TPI-015.php
This subject looks at the personal attributes needed by a person to lead a group of people towards achieving a common goal, and some of the many facets of effective leadership, including motivation.
- 4.3.1. **Temporary list of topics** -
- 4.4. Qualifications** PMKI-TPI-020.php
This subject looks at project and program management qualifications, their importance in the current job marketplace, and their effectiveness in identifying competent people.
- 4.4.1. **Temporary list of topics** -

Advanced Tools & Techniques section: this subsection focuses on a number of project management capabilities in which we have high levels of expertise. The subjects discussed below go beyond the core skills needed for general project or program management and to pass your PMP exam (these are covered in section 2). Each of the subject areas below are designed for people seeking expertise respective disciplines.

- 4.5. Agile Approaches to Managing Product Development** PMKI-TPI-070.php
Agile is a way of developing software and other 'soft products' focused on flexibility and adapting to changing user or customer requirements to maximise value. This subject looks at the practical application of Agile in a business environment.
- 4.5.1. **Temporary list of topics** -
- 4.6. Stakeholder Engagement** PMKI-TPI-075.php
Projects are managed by people, for people and everyone is a stakeholder. This subject

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moves beyond the basics to look at how organisations can build stakeholder engagement into their DNA and create a successful, sustainable outcome.

4.6.1. **Temporary link to old page** -
Stakeholder Circle: http://www.mosaicprojects.com.au/Stakeholder_Circle.html

4.6.2. **SRMM**

4.7. **Claims and Forensic Analysis** PMKI-TPI-080.php

Many projects end up in various forms of dispute over time, money quality and/or scope. This subject looks at the causes of project failure and how to manage disputes when they arise.

4.7.1. **Temporary list of topics** -

Causes of project failure

4.7.2. Forensic cost analysis and reporting

4.7.3. Forensic time analysis and reporting

4.7.4. Claims & Expert Witness

4.7.5. Casewatch listing: Casewatch publications are a brief topical report on recent Australian cases in the construction, development, and project industries.

- Old html page (still to be updated),

5. **Industries, General & References**

Subjects covered in this section include a focus on specific industries, the history of project management, general references and links to PPP definitions and vocabulary and other useful links.

Section contains a single temporary list linked to pages still to be upgraded.

Industry Section

5.1. **Construction and Engineering** PMKI-XTR-005.php

Aspects of project controls and management specific to the construction and engineering industries.

5.1.1. **Temporary link to old page** -

BIM

5.1.2. CIOB resources

5.2. **Software & IT projects** PMKI-XTR-010.php

Aspects of project controls and management specific to the ICT industries.

5.2.1. Agile (see 3.14 above)

5.2.2. **Subject still to be developed**

General and Reference Section

5.3. **Papers of general interest** PMKI-XTR-025.php

Interesting and useful papers that do not have a 'home' elsewhere in this taxonomy.

5.3.1. **Temporary list of topics** - ??

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5.4. Current Paper listing

Site_Map-Papers.php

Alpha numeric listing (title and link only) of:

- 5.4.1. Published papers and presentations
- 5.4.2. White papers
- 5.4.3. Articles

5.5. Retired papers

PMKI-XTR-035.php

Superseded papers from the last 20 years on topics that have evolved, have dropped out of the modern view of project management, or have been updated.

- 5.5.1. **Temporary link to old page** -
Old html page (still to be updated)

5.6. PM Vocabulary & Lexicons

PMKI-XTR-040.php

Project management suffers from a lack of precision in the definition of terms. We do not intend to create yet another listing! This subject links to a number of reputable lexicons and vocabularies.

- 5.6.1. **Subject still to be developed** -

5.7. PM reference sites and blogs we like

PMKI-XTR-045.php

This page links out to reputable reference sites and blogs we own, contribute to, like and respect. If you have not found something you need in the PMKI, there's a good chance you will on one of these sites..... All of the links are annotated to make choosing your next destination easy.

- 5.7.1. **Temporary list of topics** -
Old html page (still to be updated)
- 5.7.2. Reciprocal links

6. Project Management History

Subjects covered in this section look at the origins of modern project management and the evolution of aspects of project controls from 4000 BCE to the present. Many of the papers contain original research. **Section contains temporary lists linked to pages still to be upgraded.**

6.1. The Development of Modern Project Management

PMKI-ZSY-005.php

This subject looks at the origins of modern project management and its evolution into a profession.

- 6.1.1. Origins, and trends in, modern project management
- 6.1.2. The development of project management credentials
- 6.1.3. The evolution of construction management

6.2. The History of Ancillary Project Management Concepts

PMKI-ZSY-010.php

This subject looks at the origins of diverse range of ancillary factors used in PM such as calendars, numbers, and arbitration.

- 6.2.1. The origins of numbers, calendars and calculations
- 6.2.2. The development of general management theory
- 6.2.3. The history of dispute management and arbitration

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- 6.3. The Evolution of Governance & Ethics** PMKI-ZSY-015.php
This subject looks at the development of the concepts of governance, ethics and integrity from a project management perspective.
6.3.1. The evolution of ethics and integrity
6.3.2. The origins and development of governance
- 6.4. The History of Project Controls** PMKI-ZSY-020.php
This subject provides a general overview of the development of project control techniques from bar charts through to modern optimisation and integration (BIM). The origins of specific techniques are discussed as separate subjects below.
6.4.1. The history of scheduling
6.4.2. The history of Earned Value and Cost Controls
6.4.3. Developments in the creation and use of controls information
- 6.5. Henry L Gantt (and why bar charts are not 'Gantt Charts')** PMKI-ZSY-025.php
This subject looks at the important contribution of Henry L. Gantt to the development of modern management and the charts he used in his work.
6.5.1. Henry L. Gantt's work and contribution to management
6.5.2. Gantt's books and publications (original texts)
- 6.6. The Origins of CPM, PDM and PERT Schedules** PMKI-ZSY-030.php
This subject looks at the origins of the CPM, PDM and PERT network diagramming techniques and calculations.
6.6.1. Origins of CPM (Critical Path Method and AoA)
6.6.2. Origins of PDM (Precedence Diagramming Method and AoN)
6.6.3. Origins and limitations of PERT
- 6.7. Project Management History Resources** PMKI-ZSY-035.php
This subject provides annotated links to books, websites and other resources focused on documenting the history of project management.
6.7.1. Project management history books
6.7.2. Project management history websites
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