



Version 6.1 Updated for the 2021
Project Management Professional (PMP)[®] Exam



Crosswind Success Series: PMP[®] Exam Bootcamp Manual

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Version 6.1 aligned with the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK[®] Guide)* - Sixth Edition, Project Management Institute Inc., 2017

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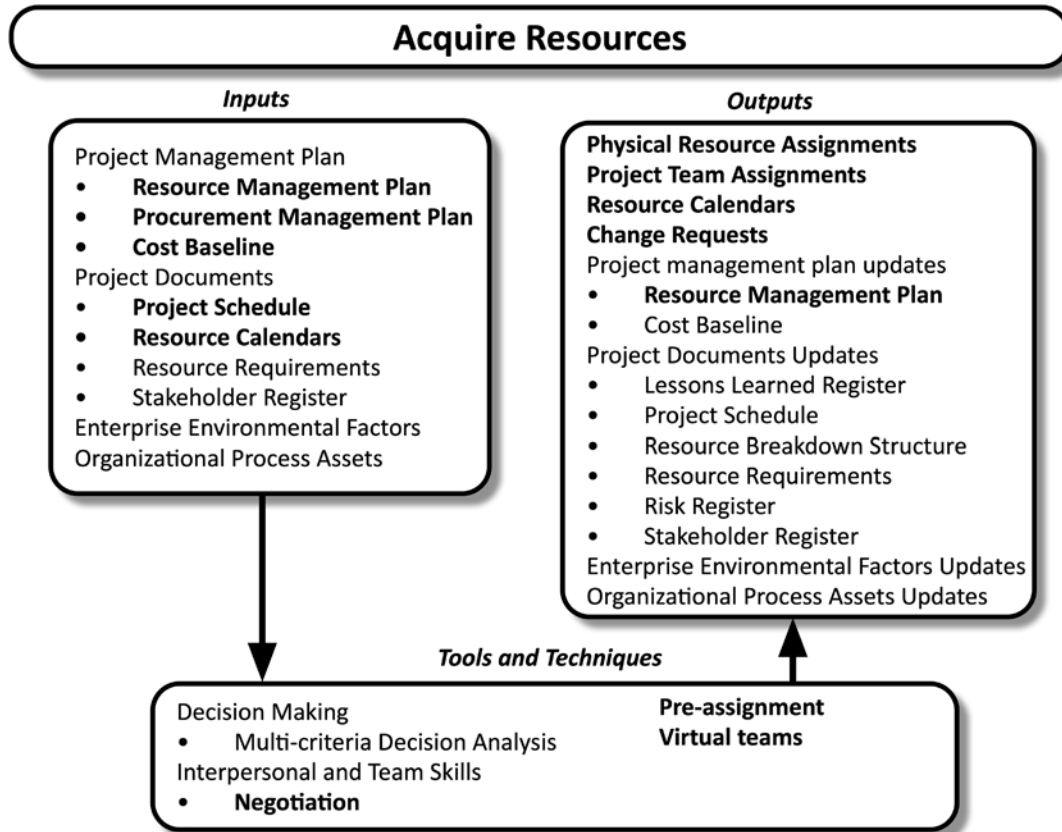


Figure 5-8: Acquire Resources Data Flow Diagram

The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017, Figure 9-8, Page 328

Acquire Resources (Executing)		
Key Inputs	Resource Management Plan	The resource management plan is a component of the project management plan that documents: the manner in which the team and physical resources are determined, quantified, and acquired; resource roles, responsibilities, authorities, and competence (skill and capacity); project organizational charts; team resource management (definition, management, control, and release); team training; team development; and control of physical resources (availability and acquisition).

Acquire Resources (Continued)		
Key Inputs (Cont.)	Procurement Management Plan	The procurement management plan is a component of the project management plan that documents the manner in which bidding is done and the sources and availability of funding are established if financed externally. The plan can include guidance for: the procurement related roles and responsibilities of stakeholders; constraints and assumptions; the need for independent estimates; the coordination of procurement with project processes; the management of risks; the legal jurisdiction and currency type for making payments; prequalified sellers, if applicable; metrics for contract management; and a timetable of key activities.
	Cost Baseline	The cost baseline is the authorized version of the time-phased budget for the project, excluding management reserves, and subject to change control. It is evolved from a summation of approved budgets for specific schedule activities. Cost estimates are aggregated by work packages, then into higher components of the work breakdown structure (WBS), and then for the entire project. Because the cost estimates included in the cost baseline are linked to schedule activities, a time-phased view of the cost baseline is enabled. It is usually depicted as an S-curve. If the project uses earned value management (EVM), the cost baseline is known as the performance measurement baseline. Changes to the scope, resources, or cost estimates, if severe, can result in a revised cost baseline.
	Project Schedule	The project schedule is the product of a schedule model containing linked activities and their planned dates, durations, milestones, and resources. The schedule is utilized to identify when resources need to be available and acquired based on the start and finish dates of applicable activities.
	Resource Calendars	Resource calendars delineate project resource accessibility and are referenced to ensure a reliable schedule. Both the availability of each resource and schedule constraints, such as holidays, time zones, vacations, and work hours, must be considered.

Acquire Resources (Continued)		
Key Tools & Techniques	Negotiation	Negotiation is the art of reaching a mutual agreement and is a very important skill in relation to resource management. Not only do many projects rely on negotiation for resource acquisition, the team may need to negotiate with functional managers regarding the availability of a resource, with other project teams to assign or share a specialized or scant resource, and with external entities (organizations, vendors, suppliers, contractors) to provide team and/or physical resources.
	Pre-assignment	Pre-assignment occurs when physical or team resources are identified in advance. This typically transpires if the project is dependent on the specialized knowledge or skill of a particular person or if resources are determined as part of a competitive proposal.
	Virtual Teams	Virtual teams, those who work toward the same purpose with little or no face-to-face meetings, communicate using e-mail, conferencing (video and/or audio), web-based meetings, and/or social media. The use of virtual teams often requires additional communication planning so that conflict resolution protocols are adequately developed, expectations are clear, cultural differences are understood, the appropriate people are included in the decision-making process, and credit for achievements is shared. The model for virtual teams enables: forming teams that are geographically diverse, working with geographically diverse experts, working with people who have mobility limitations, working with people subject to different shifts, and/or circumventing cancellation or delay of projects due to travel expenses.
Key Outputs	Physical Resource Assignments	Physical resources include infrastructure, facilities, equipment, and other non-personnel items required to complete the project. Documentation for physical resource assignments typically include the resource breakdown structure and the project schedule.
	Project Team Assignments	Project team resources are project related personnel. Documentation for project team assignments typically include a project team directory, project organizational charts, and project schedules.

Acquire Resources (Continued)		
Key Outputs (Cont.)	Resource Calendars	Resource calendars delineate project resource accessibility and are referenced to ensure a reliable schedule. Both the availability of each resource and schedule constraints, such as holidays, time zones, vacations, and work hours, must be considered. Resource calendars are updated to reflect acquired resources.
	Change Requests	Change requests are requests for modification that have not been formally approved through the change control process. Modifications to the schedule, resource breakdown structure, or other impacted components of the project management plan may be requested.
	Resource Management Plan	The resource management plan is a component of the project management plan that documents: the manner in which the team and physical resources are determined, quantified, and acquired; resource roles, responsibilities, authorities, and competence (skill and capacity); project organizational charts; team resource management (definition, management, control, and release); team training; team development; and control of physical resources (availability and acquisition).

Situational Question and Real World Application

If the Acquire Resources process is not executed effectively, staff and other resources could be improperly assigned and the schedule could be incorrect, resulting in work that is inadequate and untimely. Additionally, related documentation could be incorrect resulting in ineffective communication and confusion regarding work hand-offs.

5.3.1. Halo Theory

According to the Halo Theory, people make good project managers regardless of background training in project management, simply because they are good in their fields. The theory also implies that people who do not excel in their fields would not make good project managers.

This theory is put into practice when someone is promoted to a project manager from a technical or hands-on position and hasn't had the opportunity to receive any project management training. The results are typically negative.



The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017, Pages 328-335