

(PMBOK)

AB&S Co.,Ltd.

Prepared by Joon Cheol Koh

Project Management

1.

1.1

- (J.P Lewis)
- (J.M Juran)
-

1)

- ❖ (Temporary) – .
- ❖ (Unique) – (가).
- ❖ (Progressive elaboration) – .

1.

2)

- (:)
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3)

- . ➤ 가 .
- 가 . ➤ .
- . ➤ .
- . ➤ .
- . ➤ .

1.

1.2

1)

(Shake holder)

(Skill),

- PMBOK

2)

(Core)

가(), (), ()

(Facility)

, , , , (/)

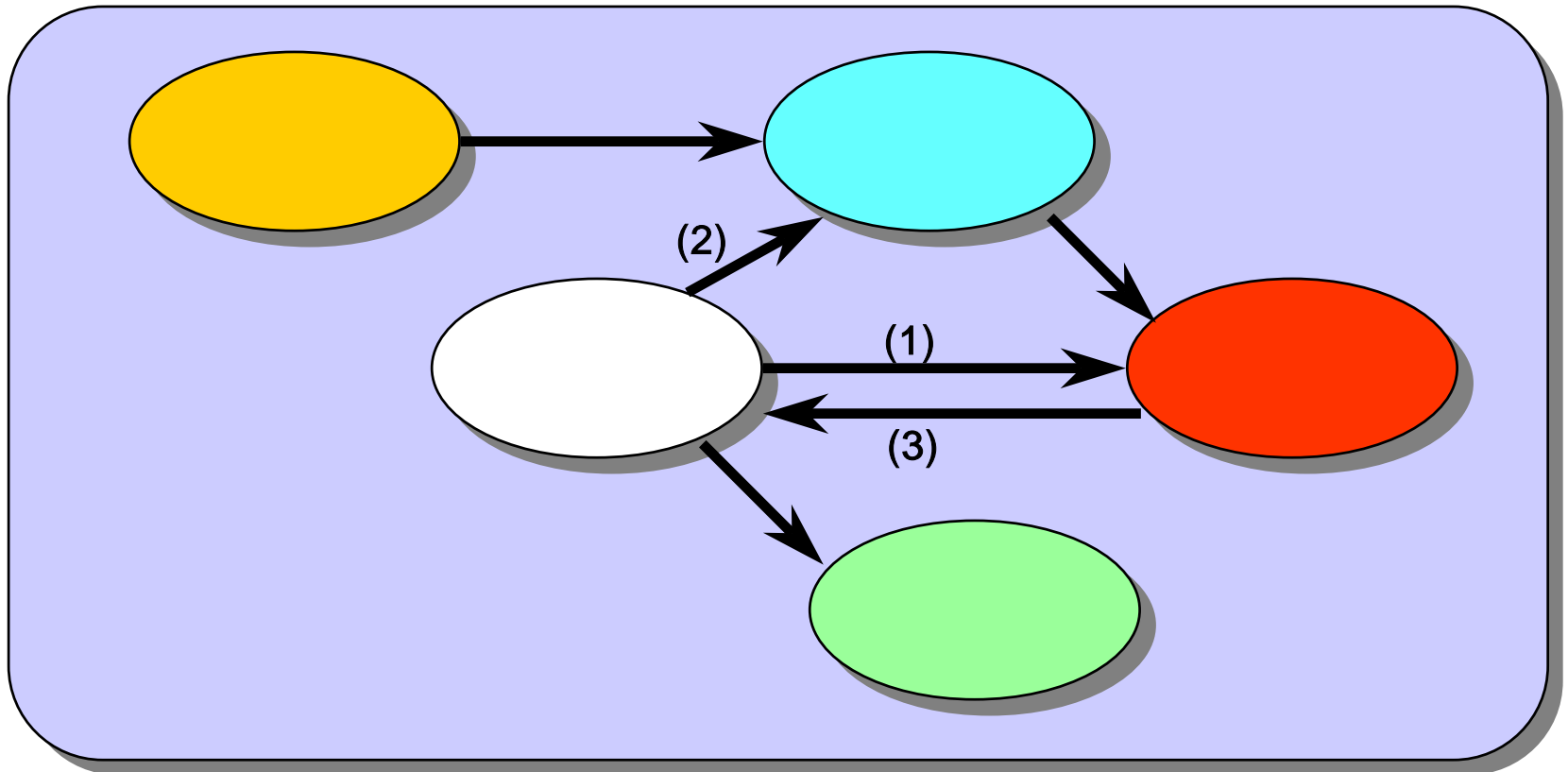
1.

3)

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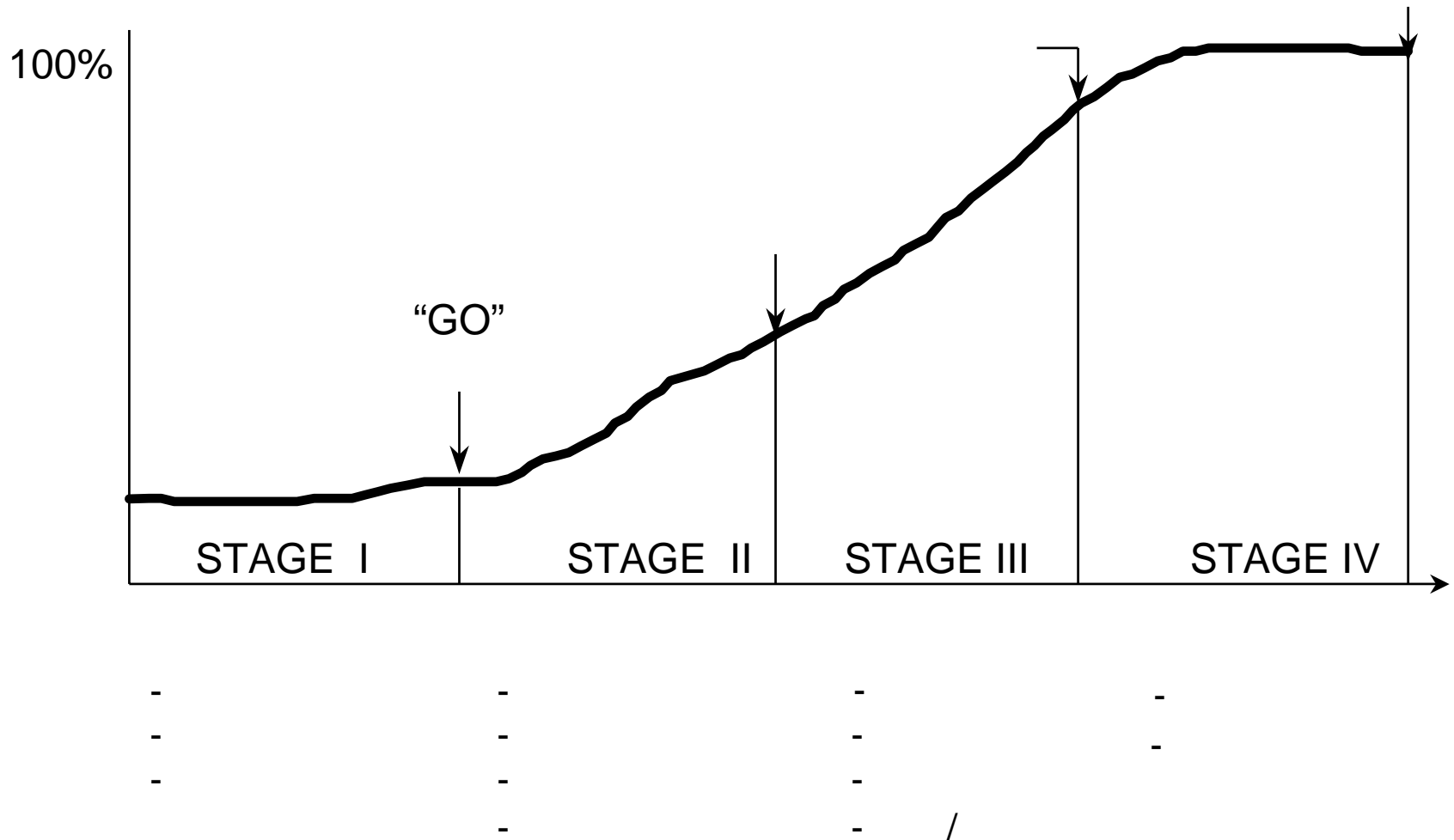
1.

1.3



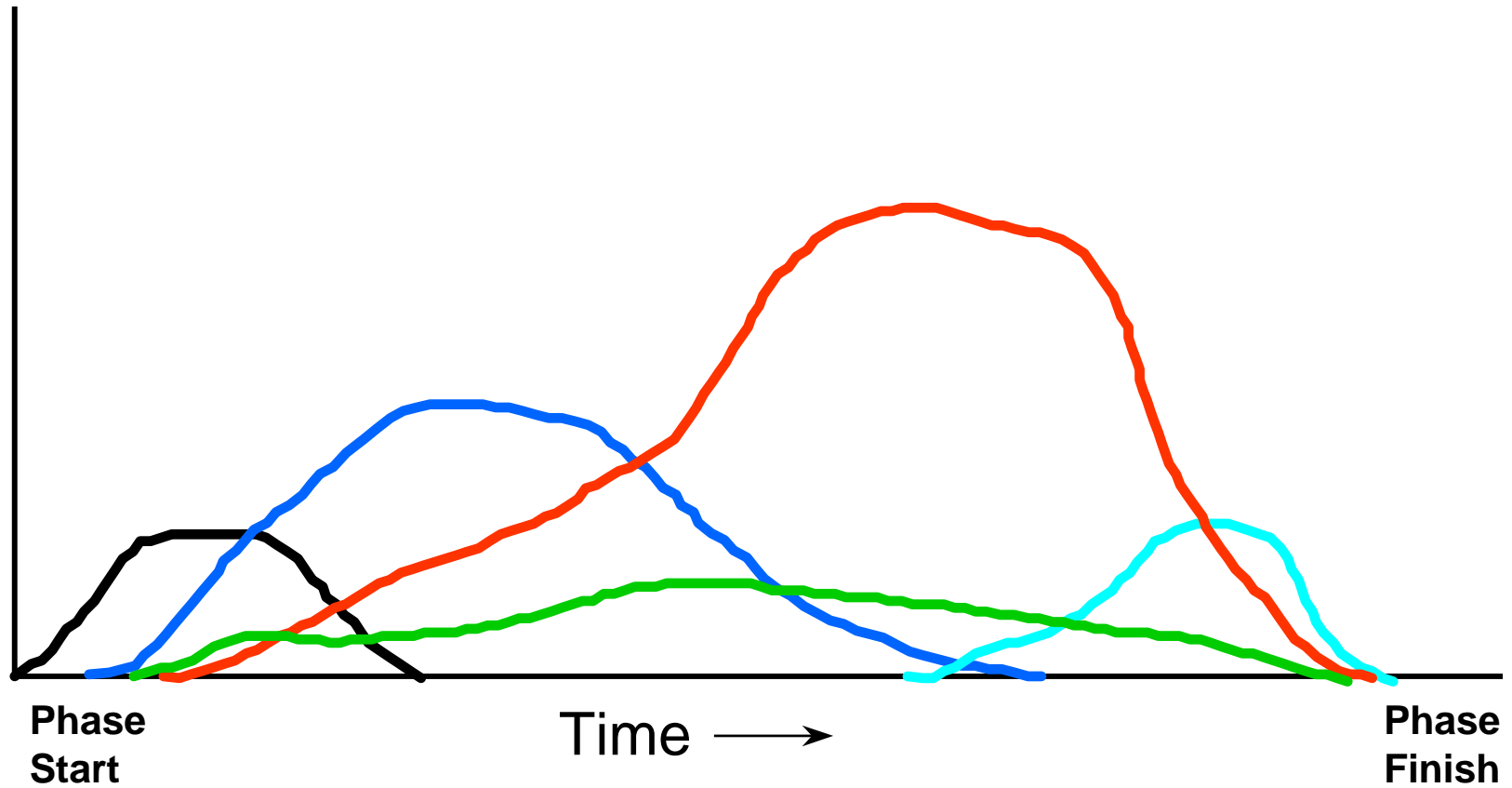
1.

1)



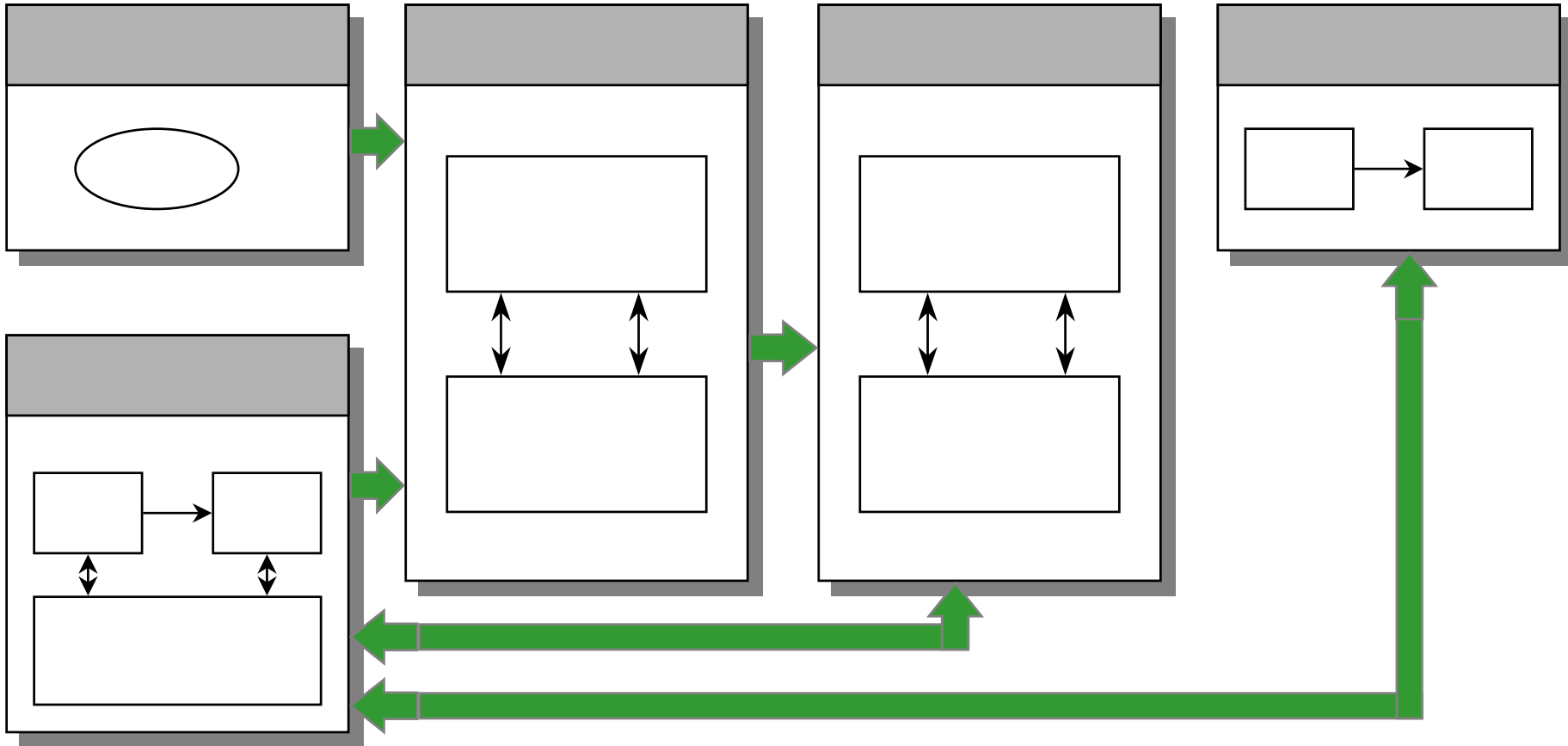
1.

2)



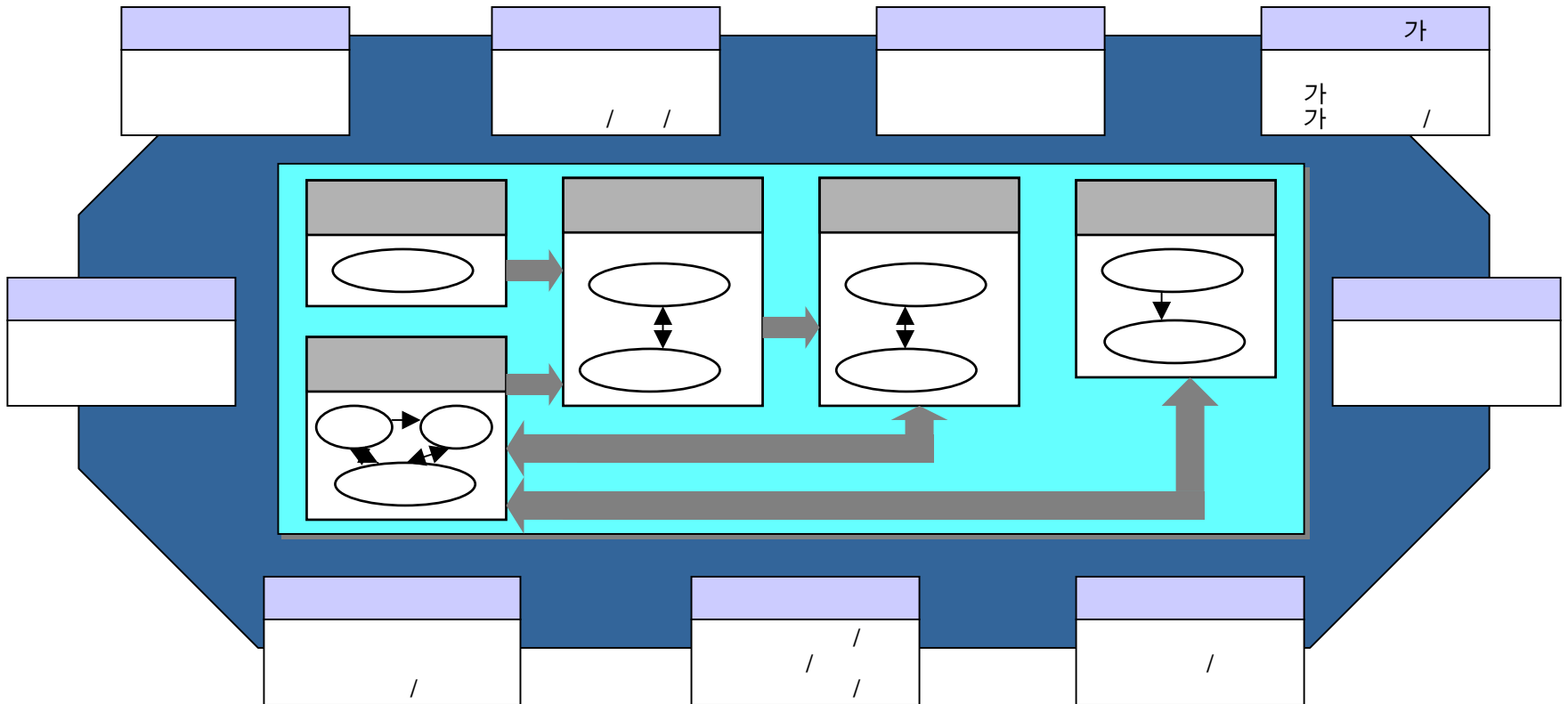
1.

3)



1.

4)



2.

2.1

PM2.0

가
(If you have no plan, you have no control)

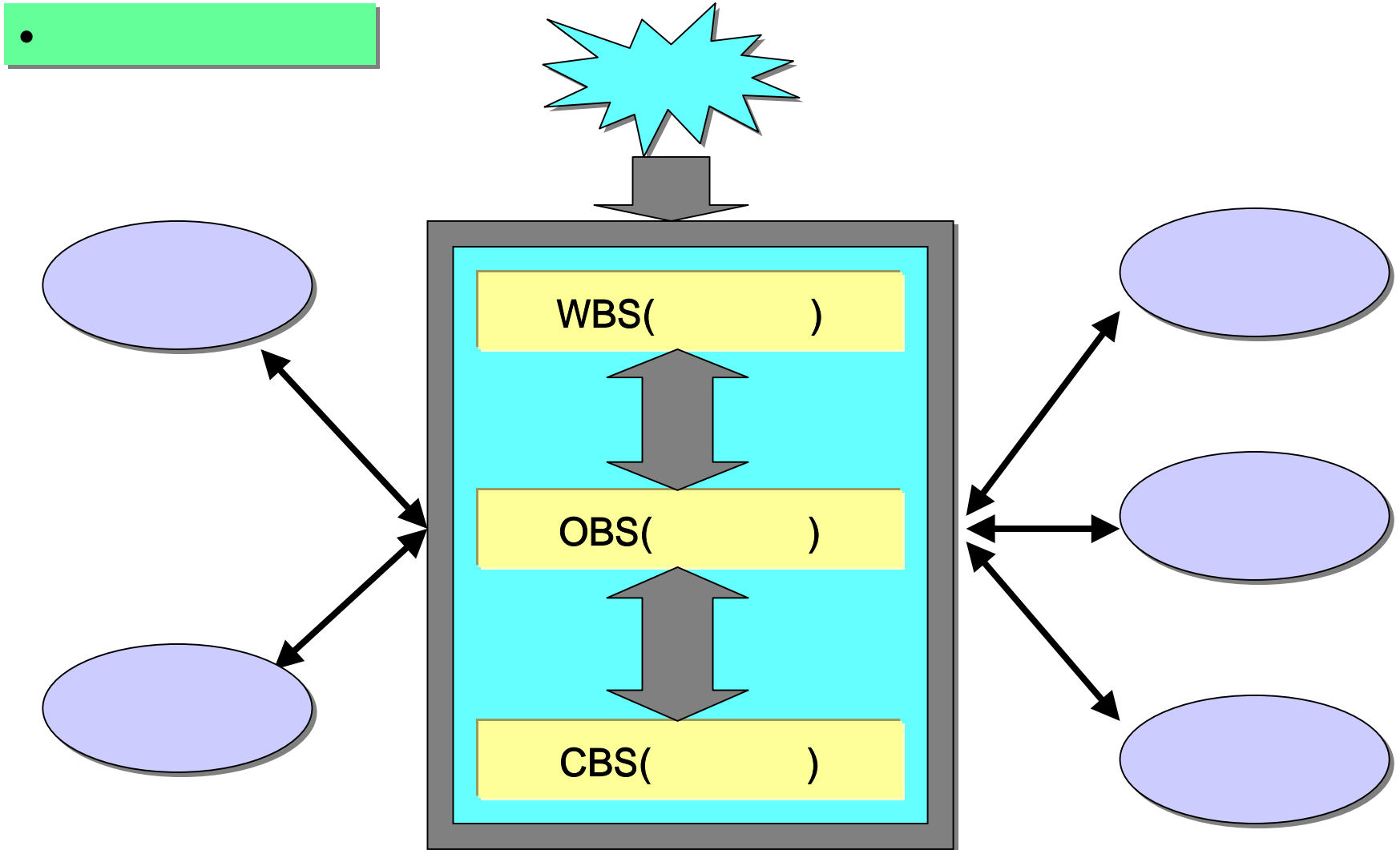
PM2.1

PM2.2

PM2.3

- ☐
 - ☐
 - ☐
 - ☐
 - ☐ WBS(Work Breakdown Structure)
 - ☐ WBS
 - ☐
 - ☐
 - ☐
- (/)
- ,
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2.



2.

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1)

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2)

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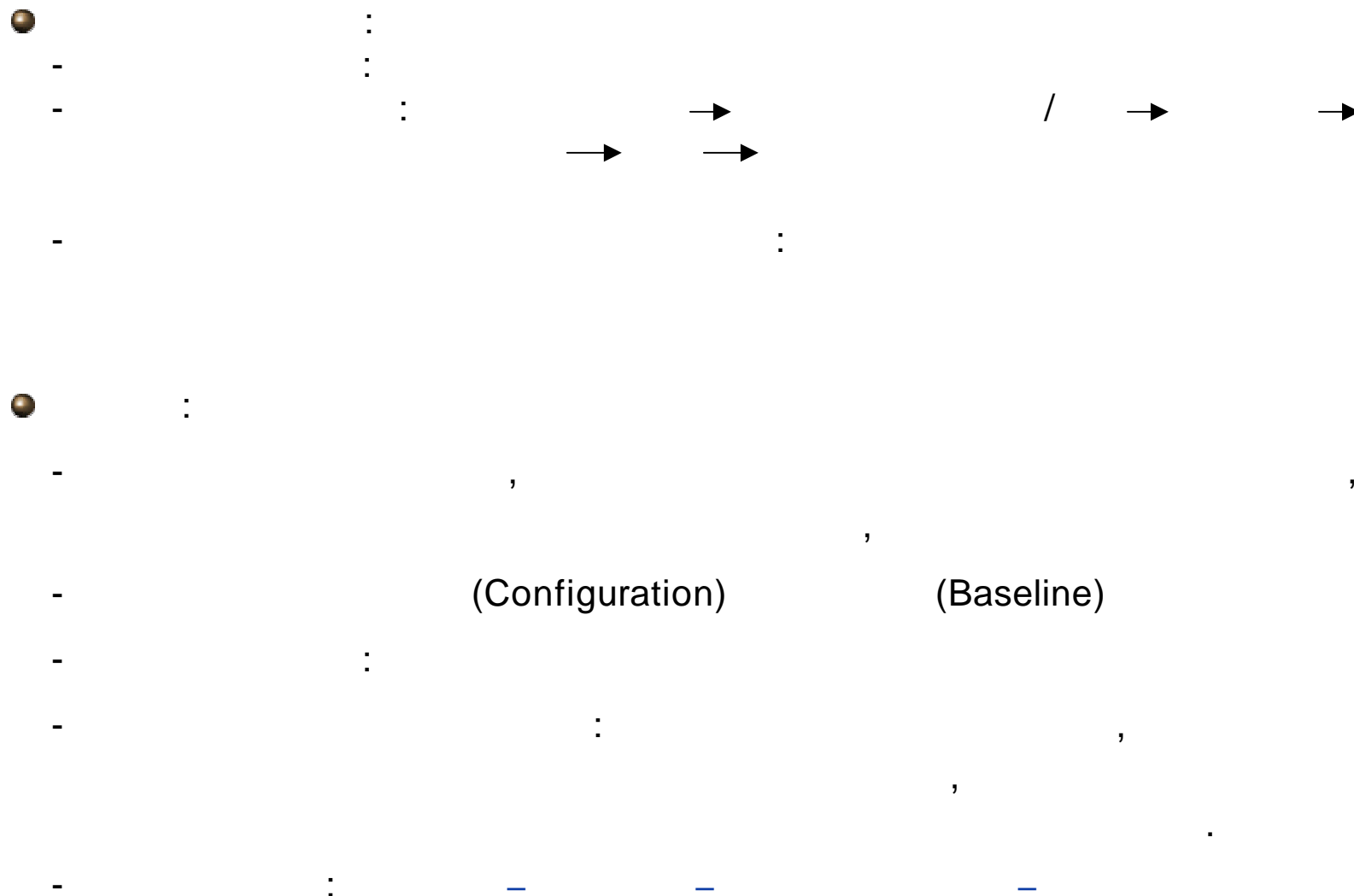
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3)

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2.



2.

1) :
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2) :
- : , , ,

3) : ,
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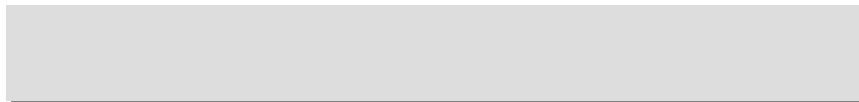
4) : ,
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- : 1 (), 2 (), 3 ()

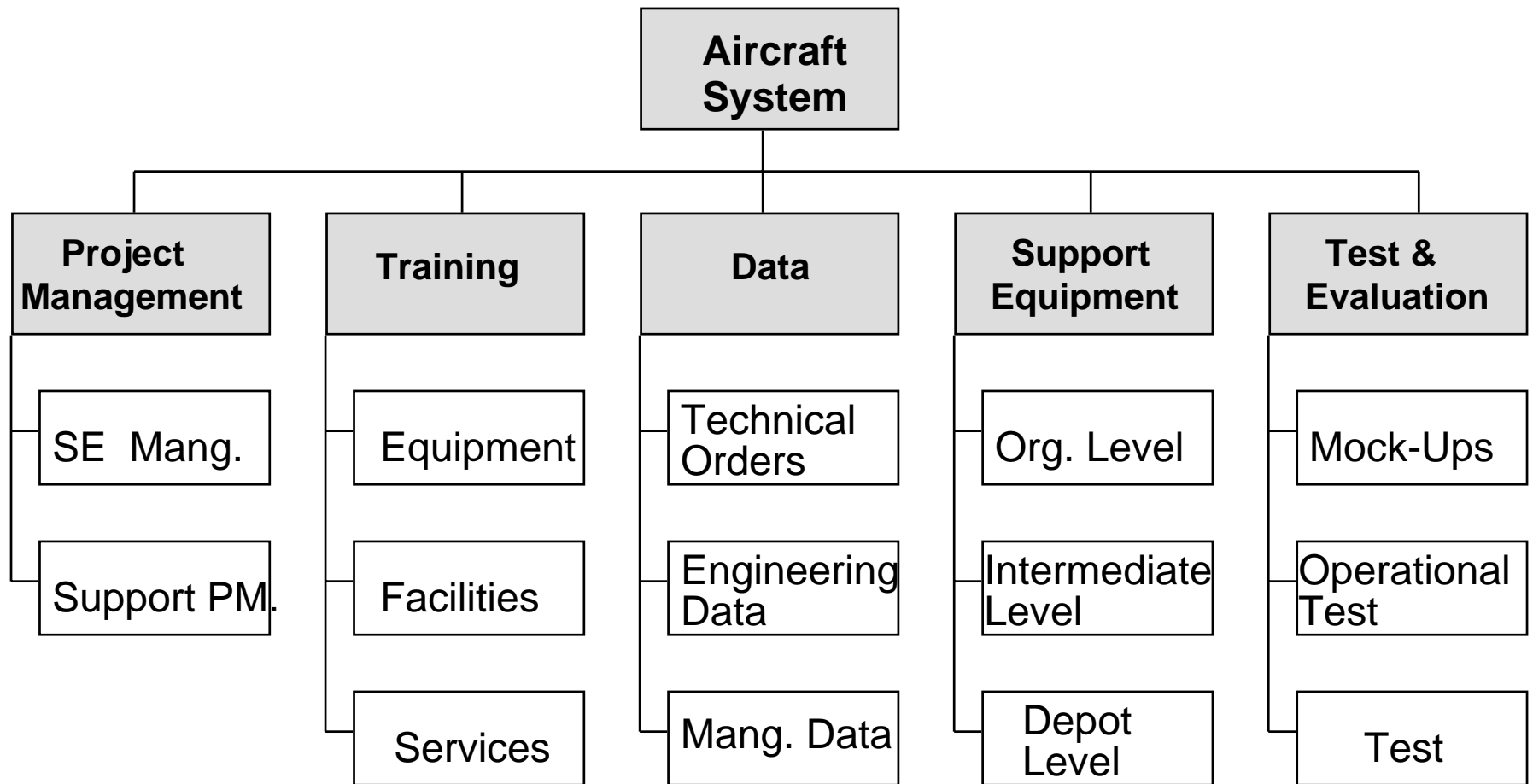
2.



1 ()			,	,
2 ()	,		가	, 가
3 ()	,		가	,

2.

(WBS)



2.

1.

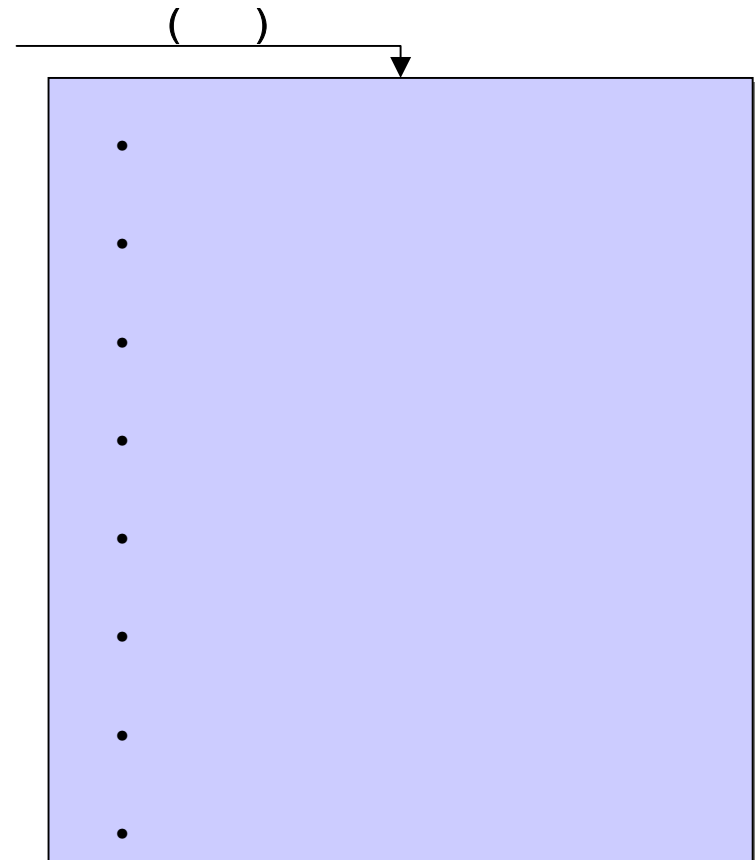
- 1) PM
- 2) , , , .
- 3) .
- 4) (TL 9000)
 - a)
 - b)
 - c)
 - d) , ,
 - e) ,
 - f) , ,
 - g) (: , , ,)
 - h) (: , , ,)
 - i) , (: , , ,)
 - j)
 - k) (: , ,)
 - l) , ,
 - m)
 - n)
 - o) , , , , 가
 - p)

2.

*

(PMBOK)

- / :
- :
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-
- WBS
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- 가
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-
-
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2.

- 5) 가 가 .
6) , .

2.

- 1) PM .
2) , PM
3) -
4) - () () .
5) - , , , .
6) - , .
7) - 가 ,

3.

- 1) PM 가 , .
2) , , , , , .
3) ,

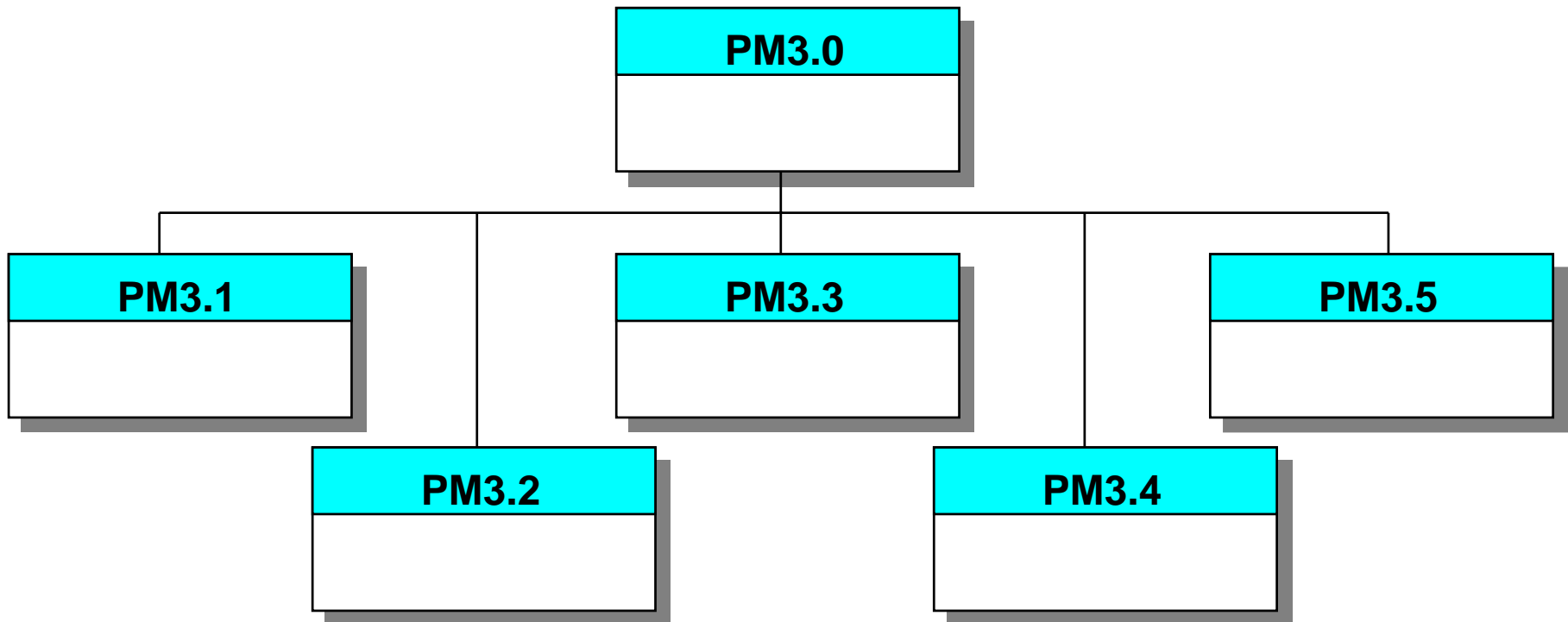
2.

4.

- 1) 가 PM 가 .
 - 2) () .
 - 3) .
 - 가
 - (, ,)
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- , .

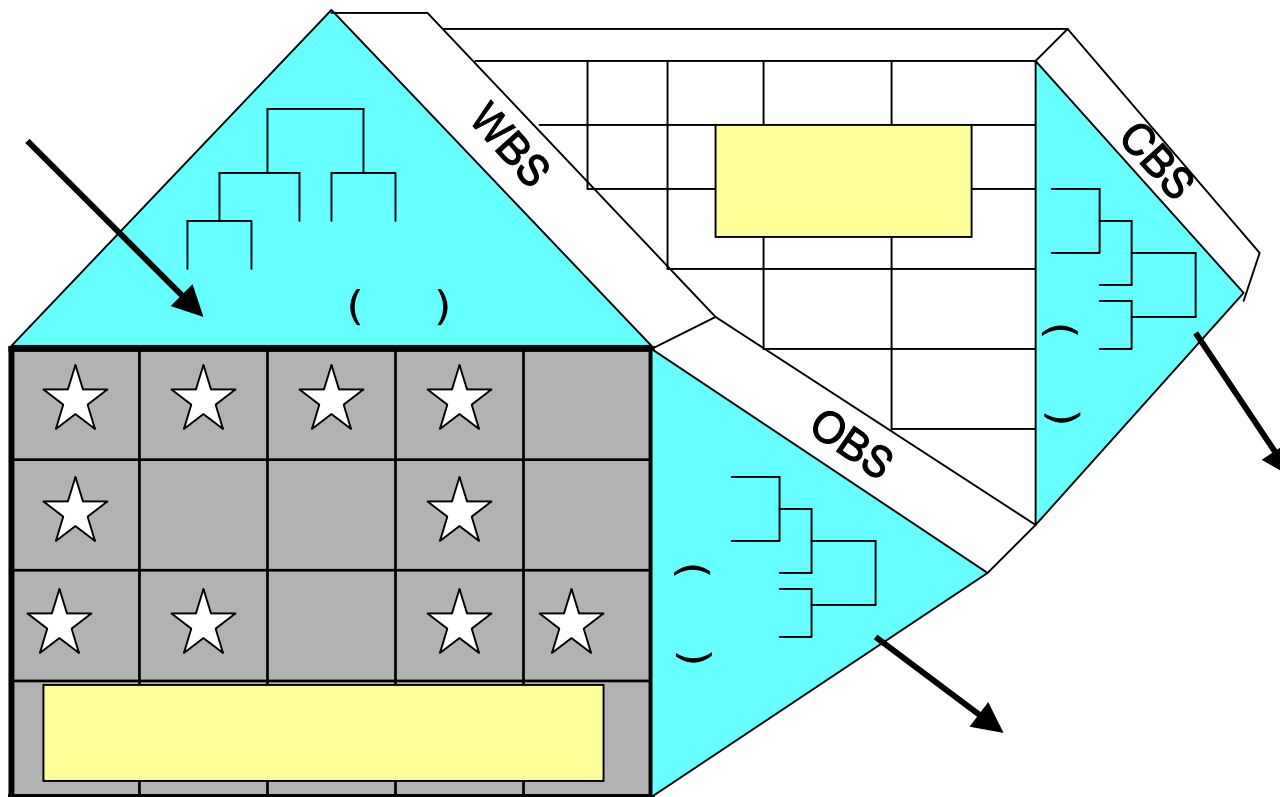
3.

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3.

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3.

3.1

가

- (Formal Document) -Project Charter
-
- , ,
- PM
- 가 .

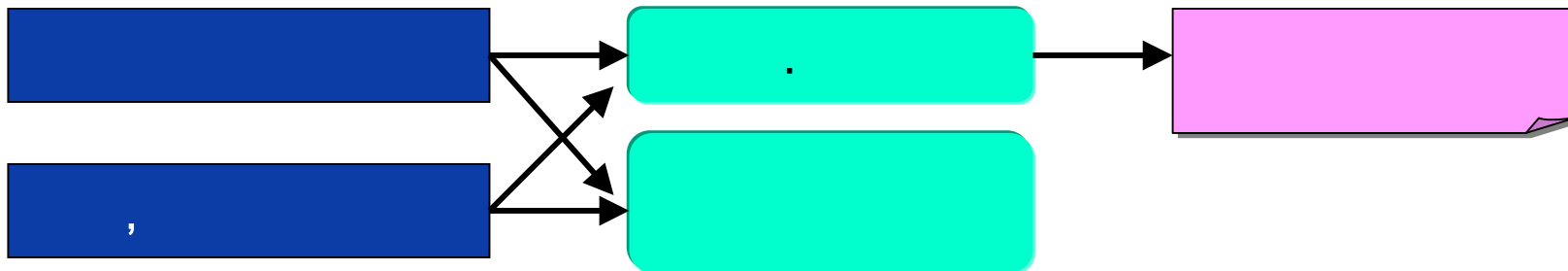


3.

3.2

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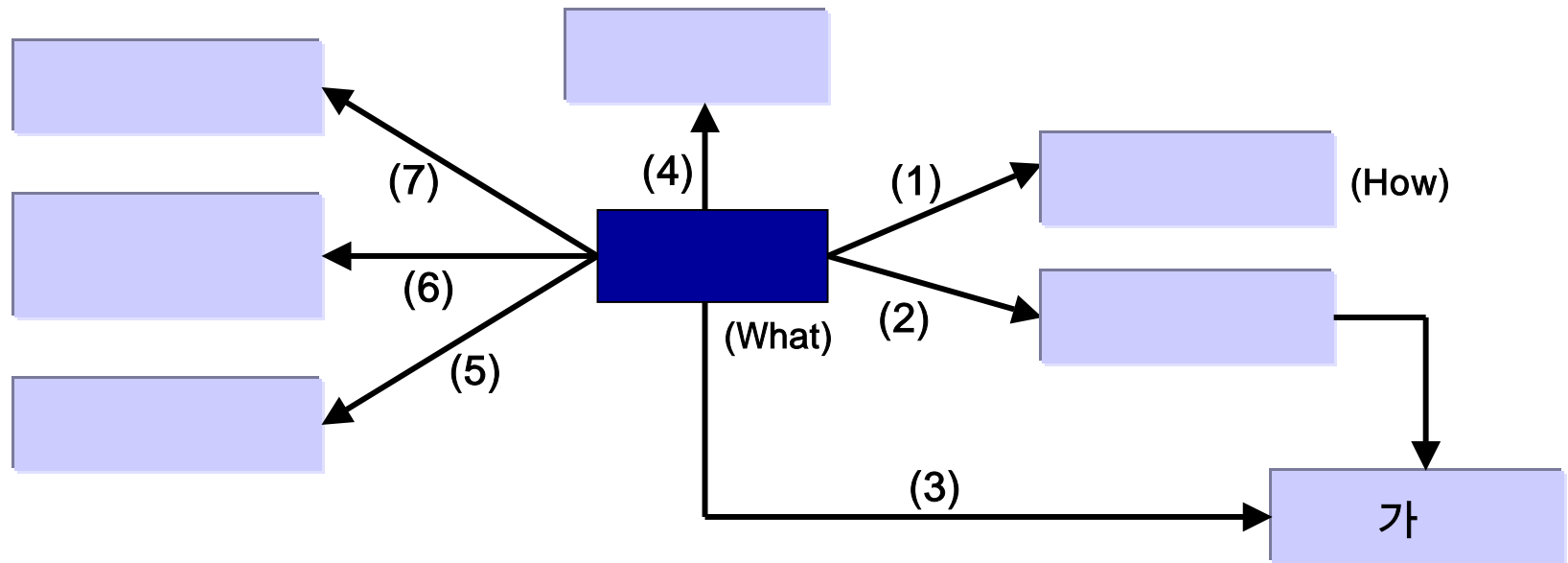


3.

3.3

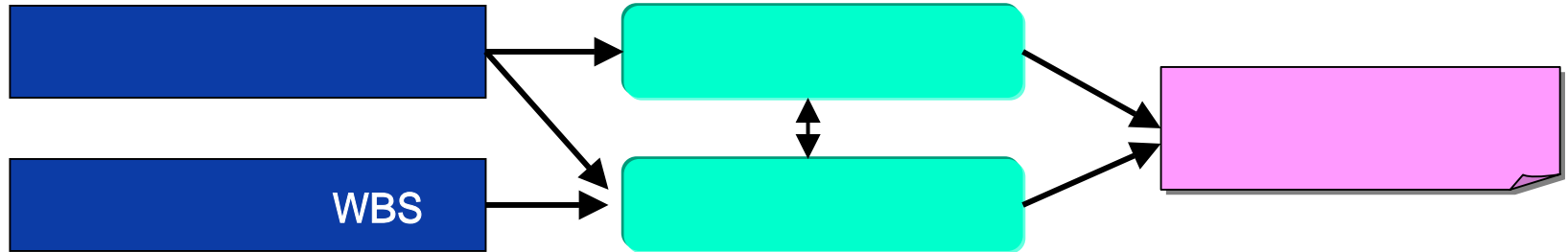
“ 가” “ ” 가
 , 가

“ ”

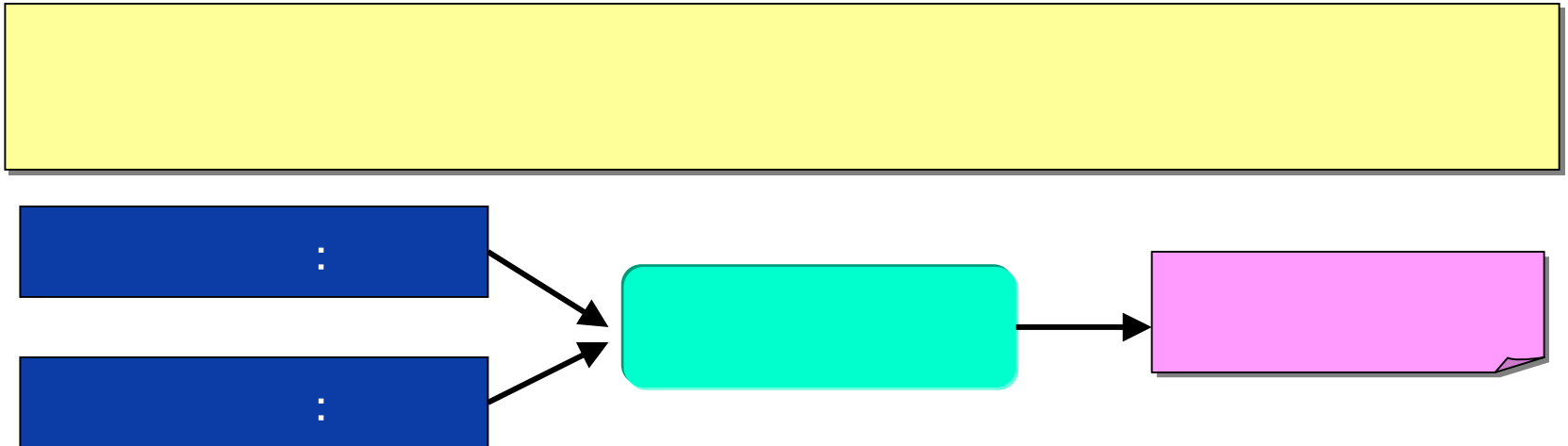


3.

3.3



3.4

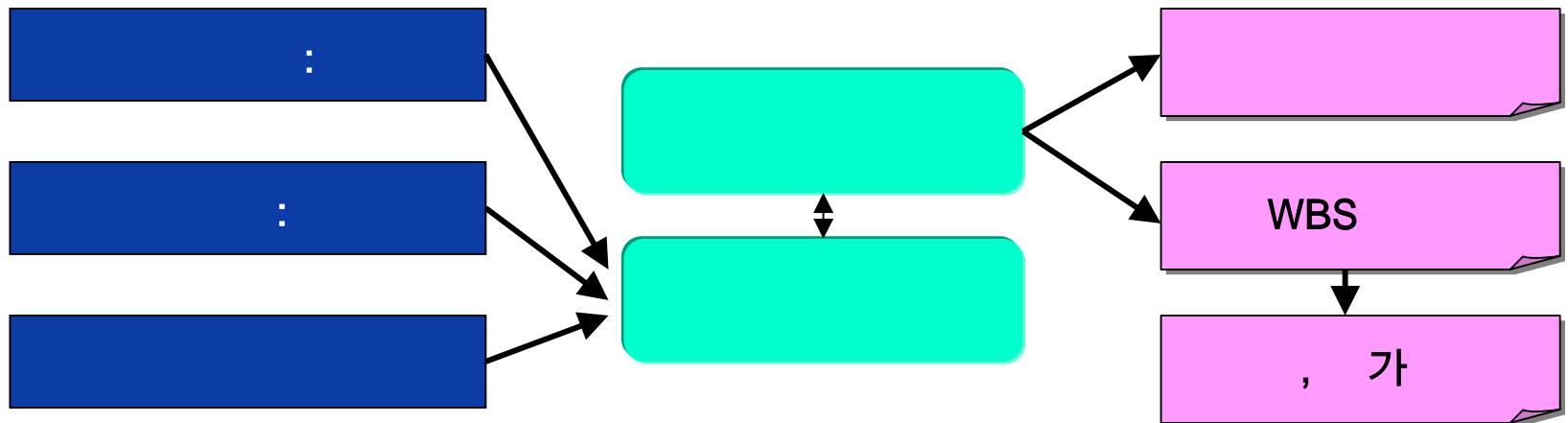


3.

3.5

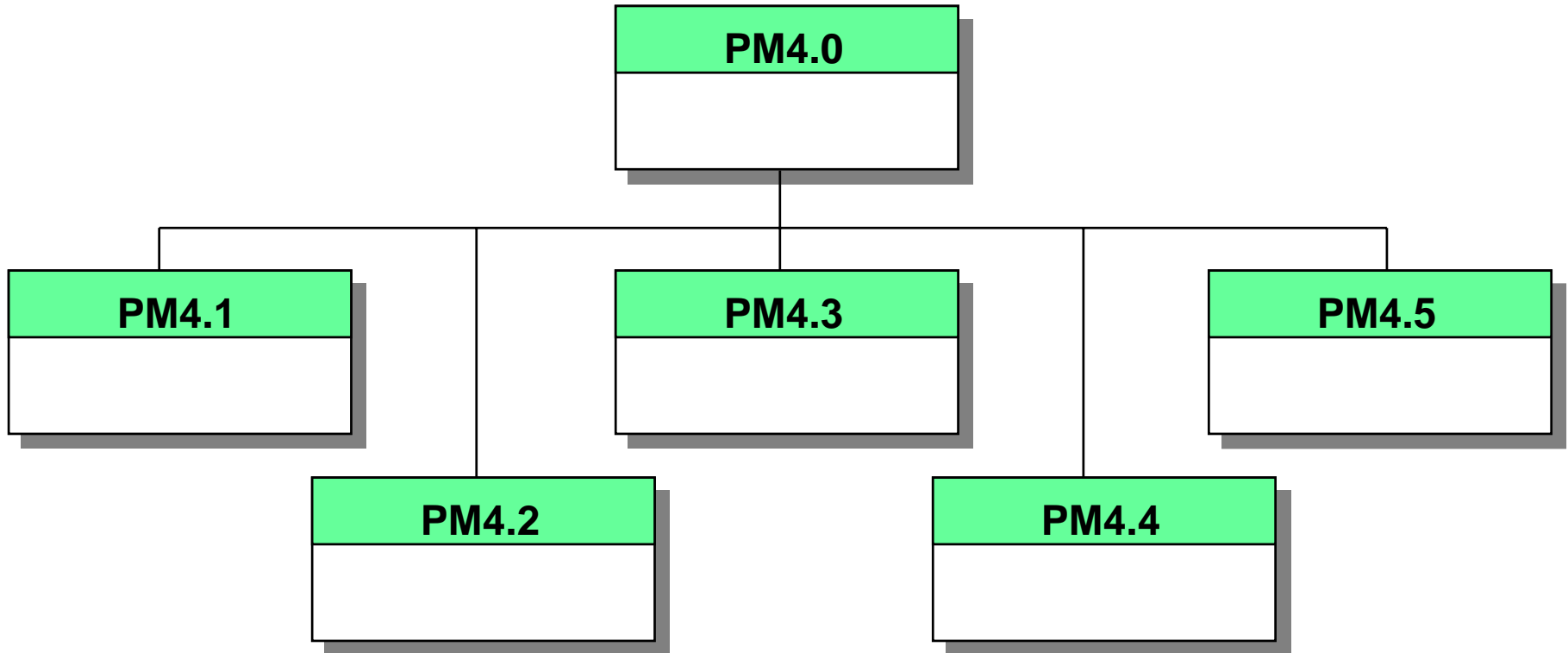
가 가

- 가 (1)
- 가 (2) (3)



4.

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4.

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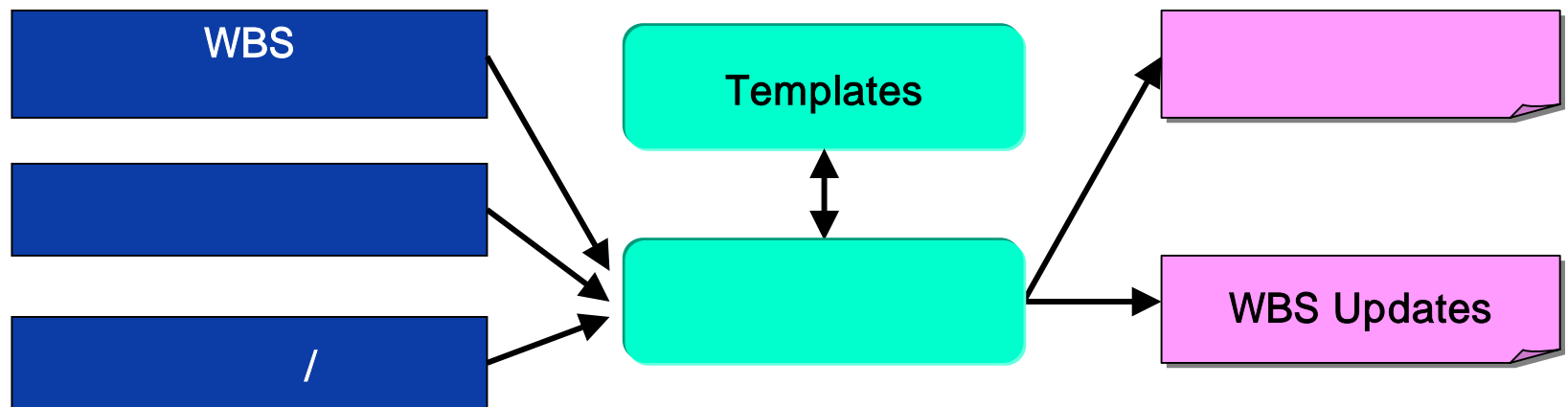
- PERT/CPM, Gantt Chart



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4.

4.1



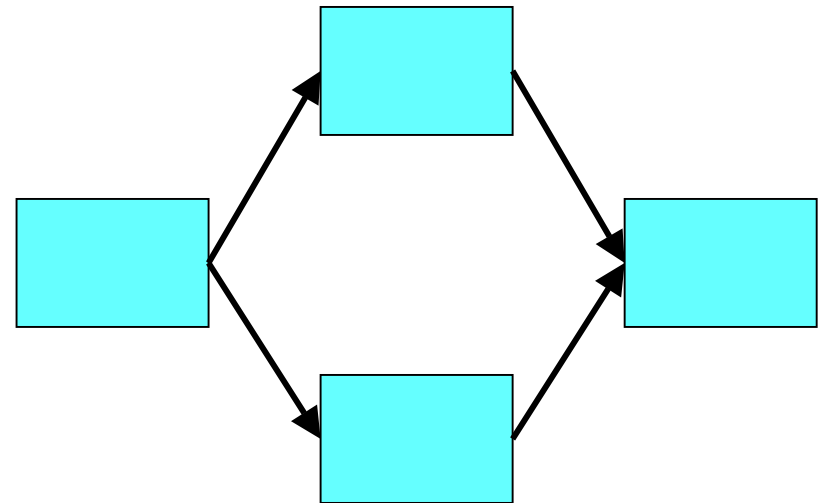
4.

4.2



➤ Diagram

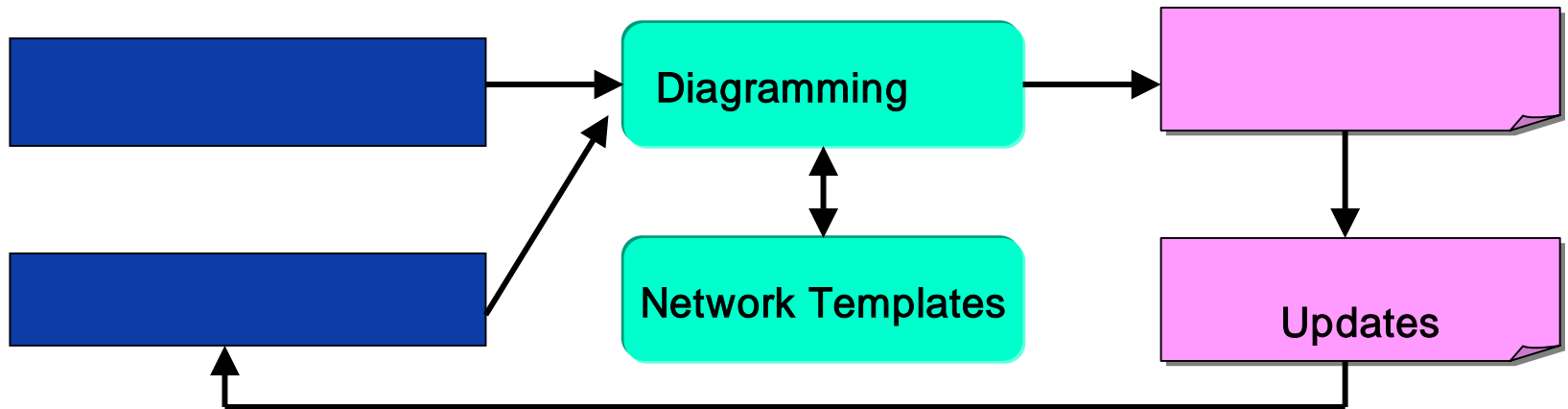
ID			
1		5	
2		6	1
3		5	1
4		7	2, 3



4.

4.2

- ❑ FS(Finish to Start) : 가
- ❑ FF(Finish to Finish) :
- ❑ SS(Start to Start) :
- ❑ SF(Start to Finish) :



4.

4.3

(

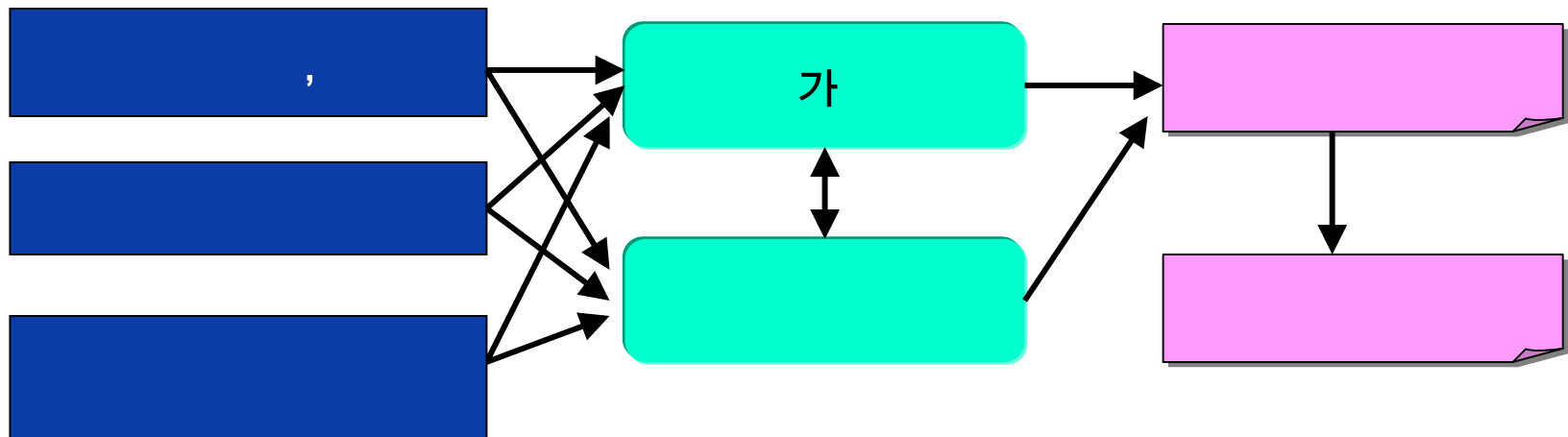
)

- PERT(Program evaluation and review technique)
- CPM(Critical path method)

PERT	CPM
<p>3가 ()</p> <p>$= (p + 4m + o)/6$</p> <p>(p: , m: , o:)</p> <p>$:(p - o)/6$</p>	<p>()</p>
.	
	가 1가

4.

4.3



4.

4.4

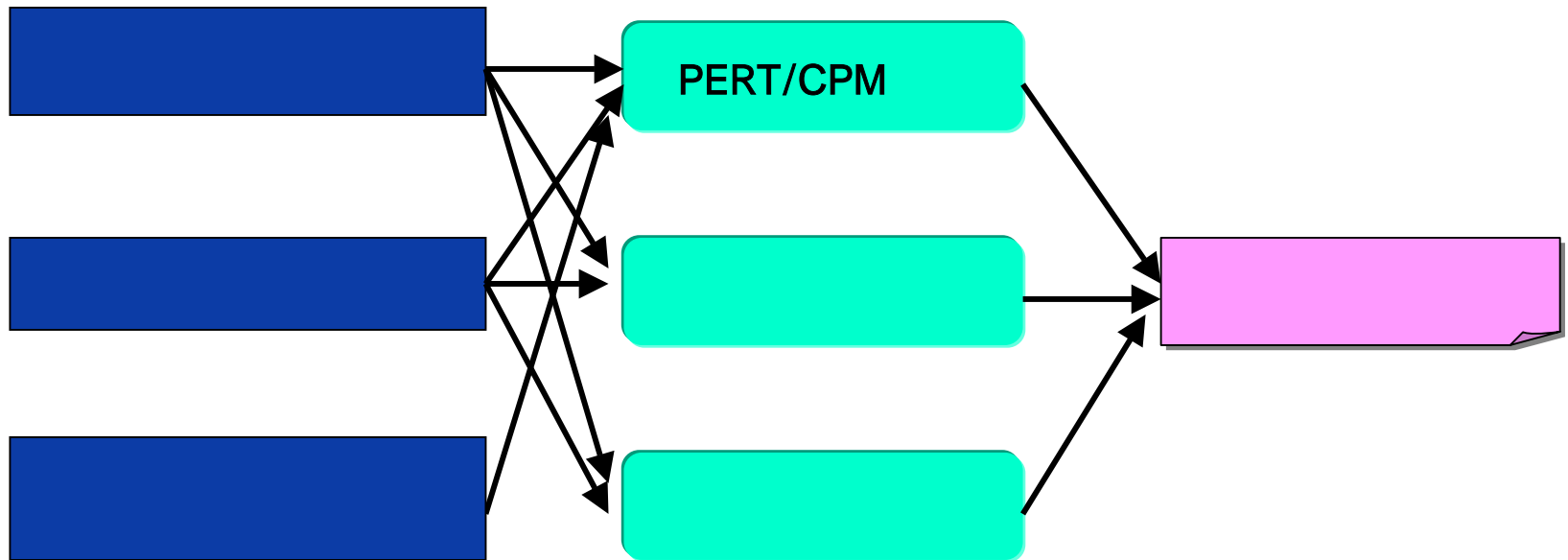
“ ” “ ”



Chart		
PERT/CPM	- -	-Work flow .
Gantt Chart		
Milestone Chart		

4.

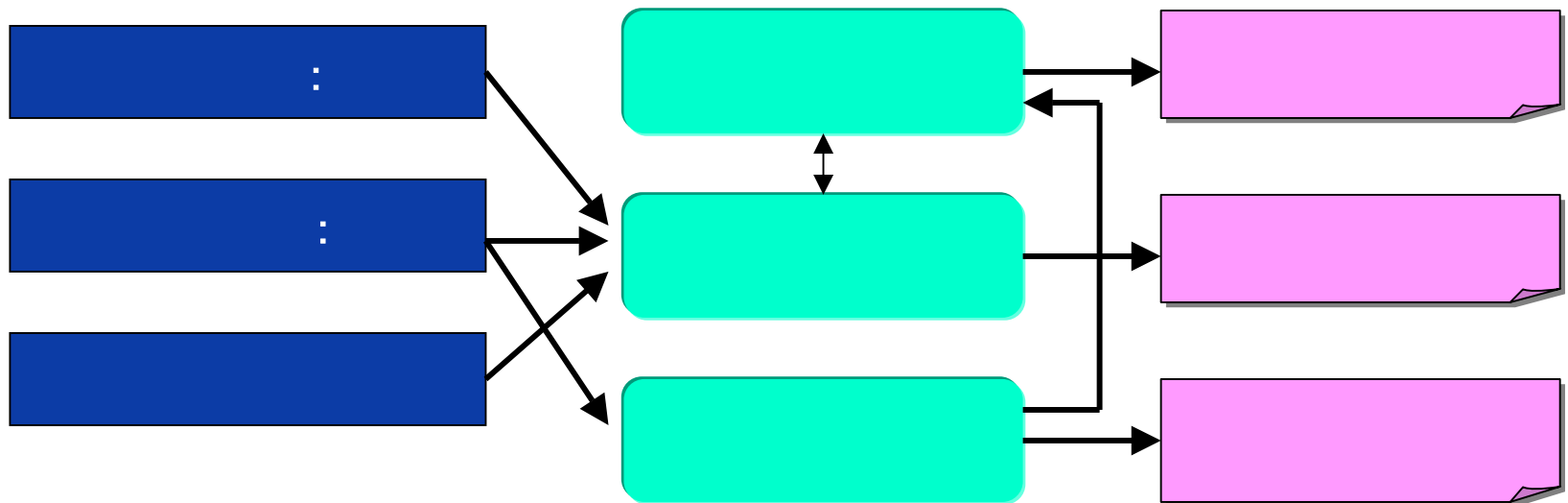
4.4



4.

4.5

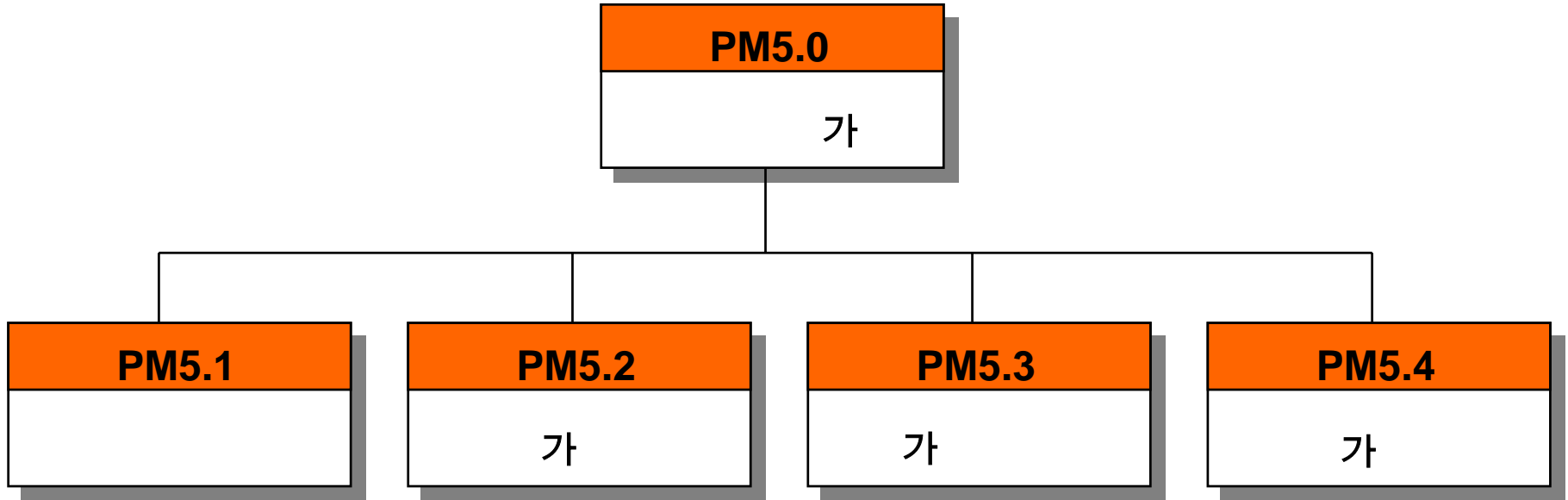
(Critical Path)



5.

가

- 가



☐ 3 : , ,
☐ 가 : - , ,
 - ,

5.

가

• 가



가

1) : (, ,) ,

2) 가 :

3) 가 :

4) 가 :

5.

가

5.1

WBS



가 3

1) : , ,

2) : , , ,
가 .

3) : , ,

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가 : , ,



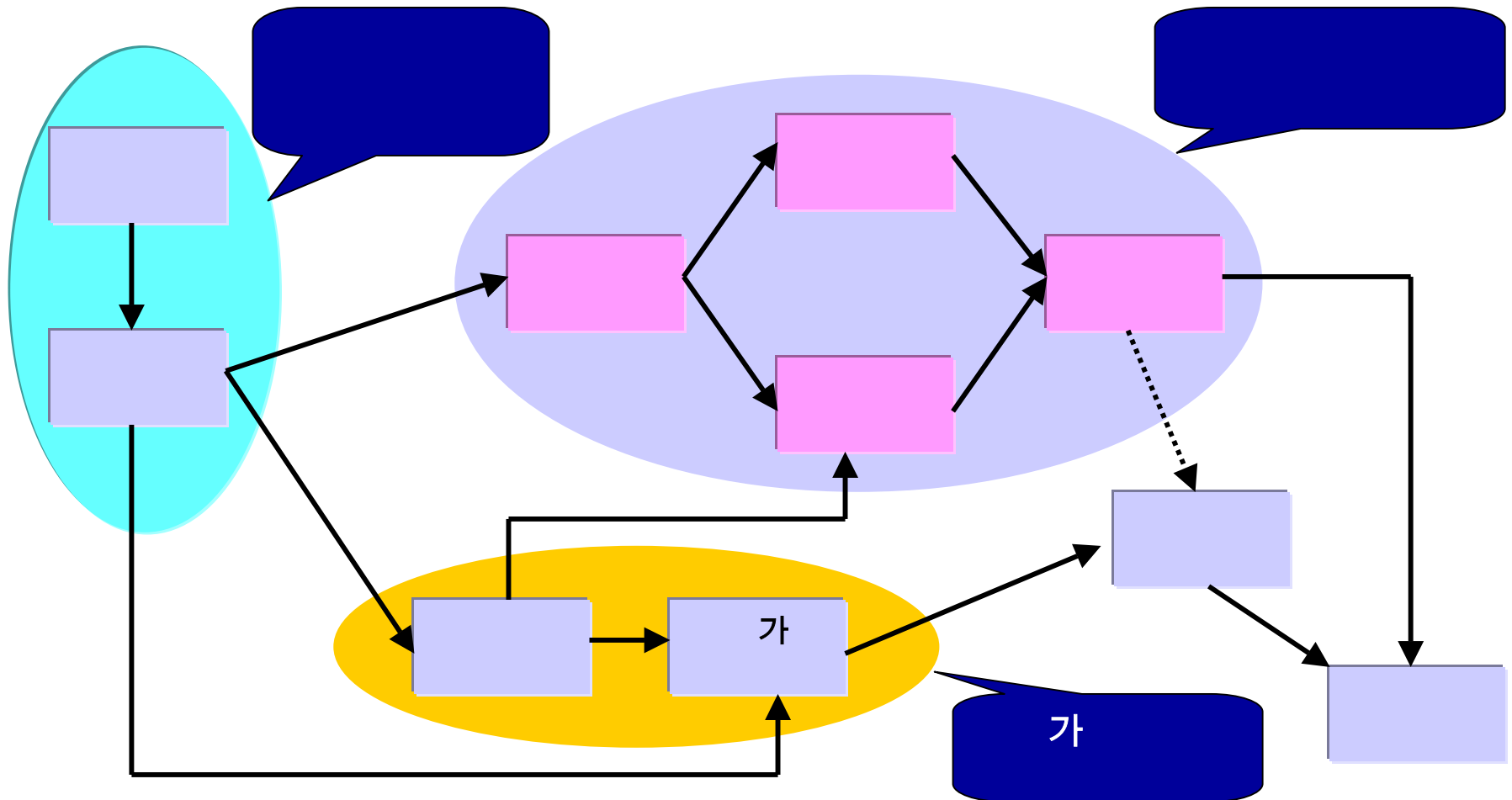
: COCOMO , ,

5.

가

• Core

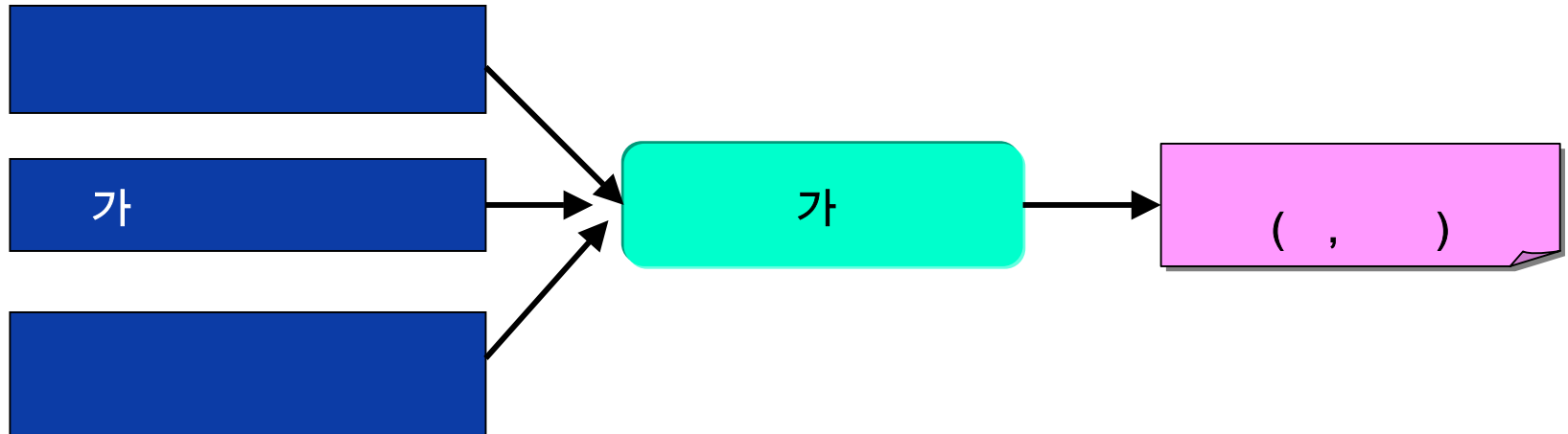
가



5.

가

5.1



5.

가

5.2 가

가 .



1) Payback period :

2) Net present value(NPV) : 가
() .

3) Internal rate of return(IRR) : 가 (NPV) 0
()

4) Benefit cost ratio(BCR) :

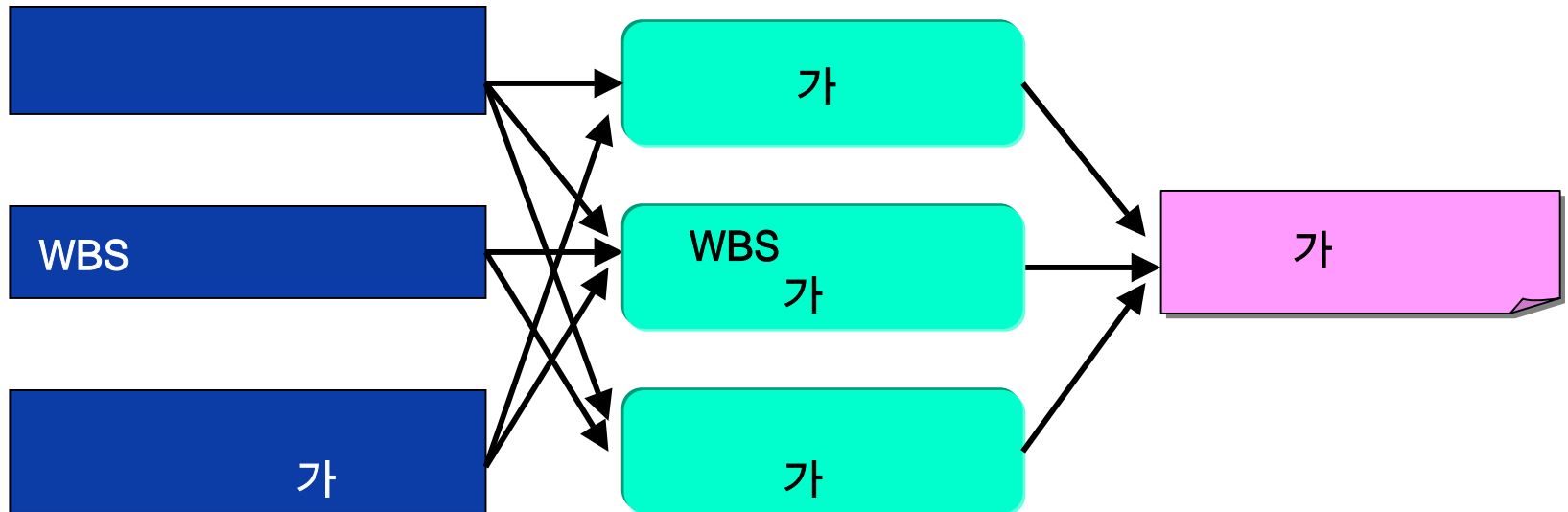


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5.

가

5.2 가



가

5.3 가

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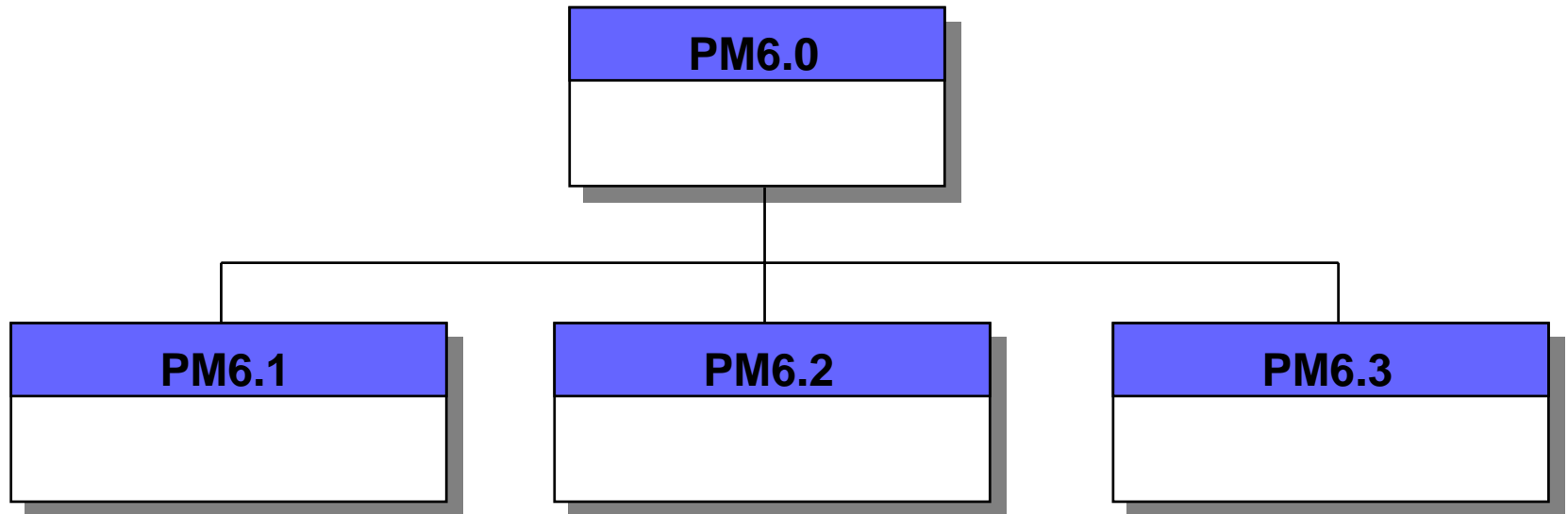
가

■

- cost baseline
- 가 : ,

6.

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ISO/IEC 9126

- (Functionality), (Reliability), (Usability)
- (Efficiency), (Maintainability), (Portability)

6.

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가



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6.

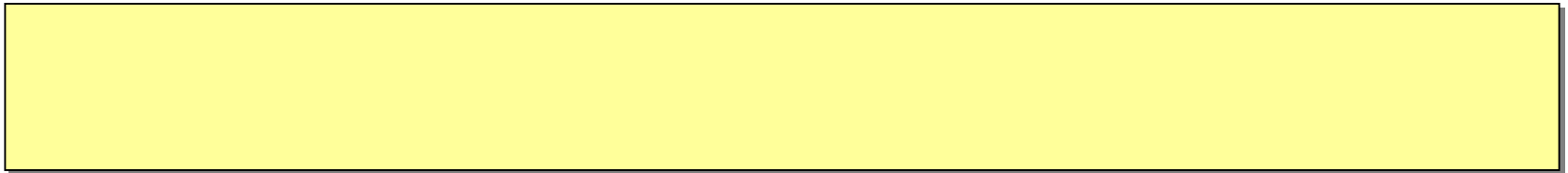
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6.

6.1

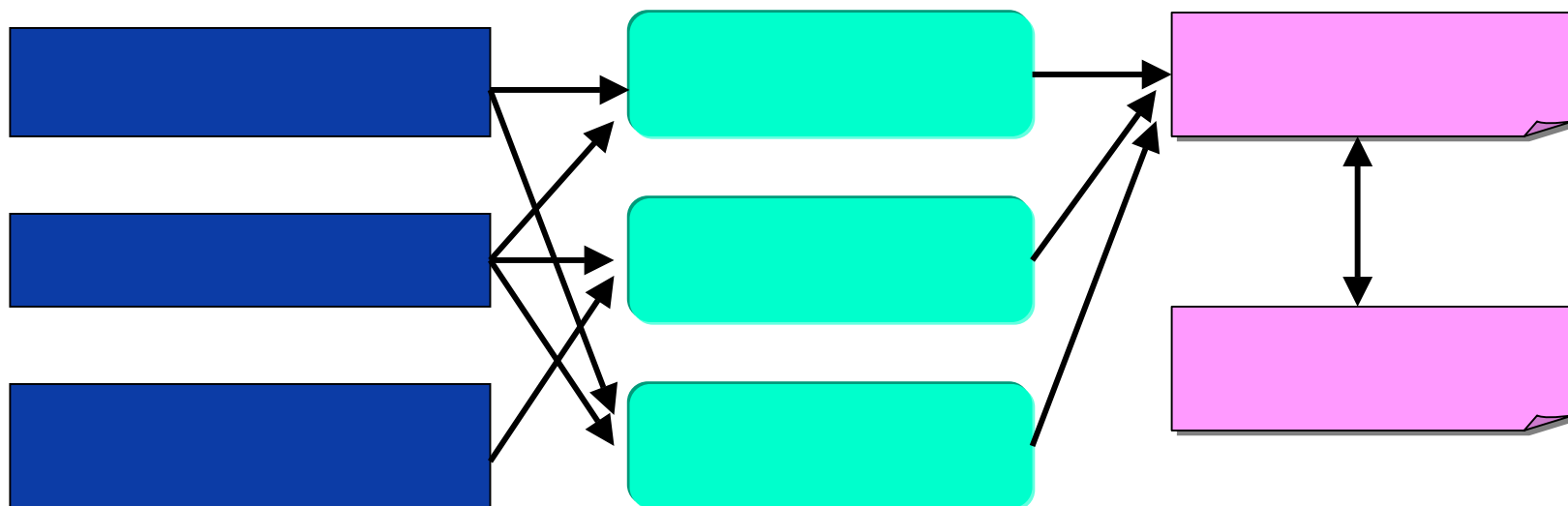


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가	가 , 가	,
		, ,
		,

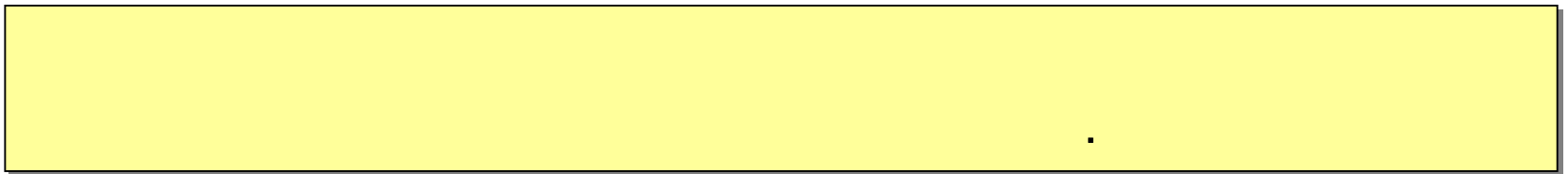
6.

6.1

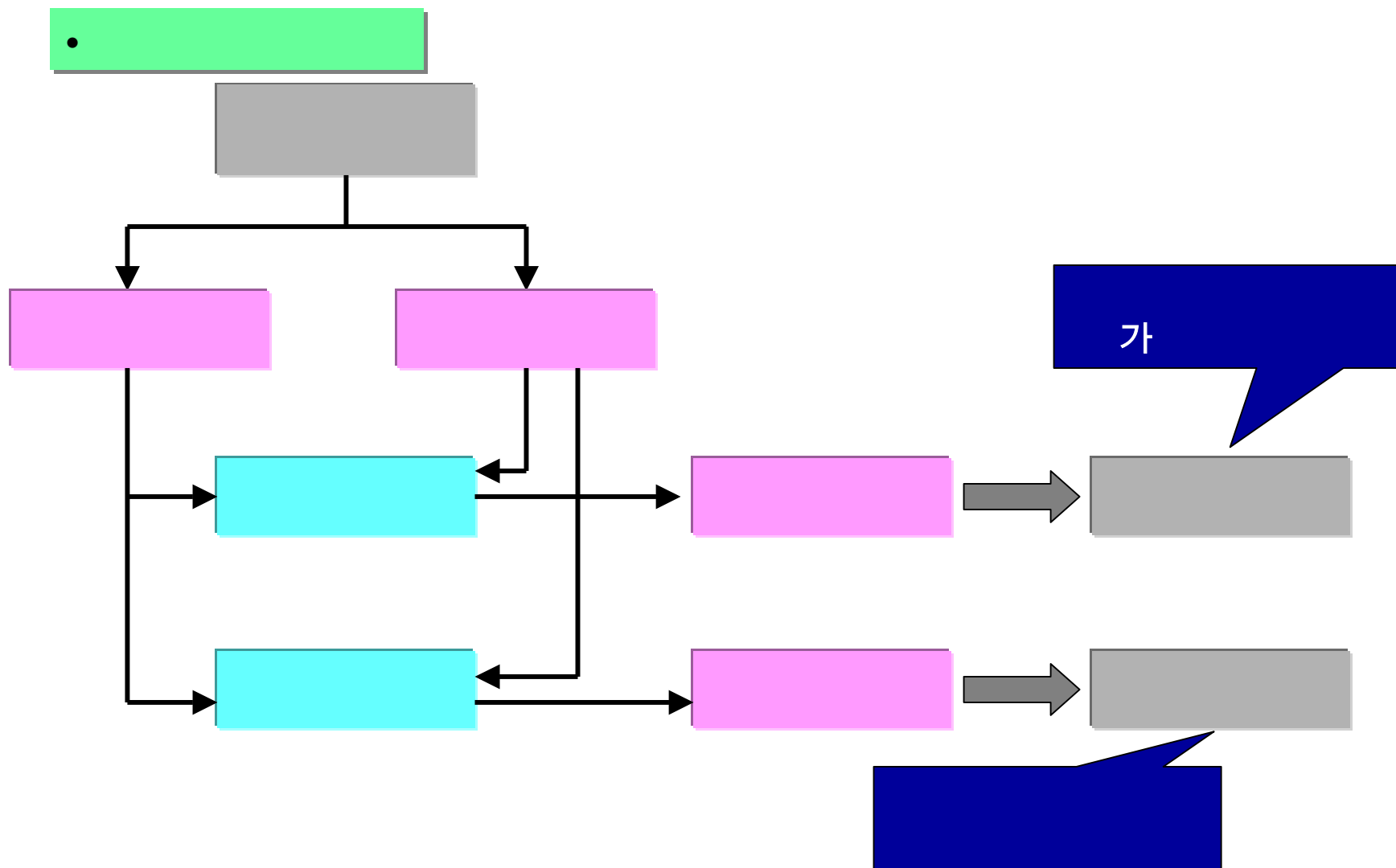


6.

6.2



6.



6.

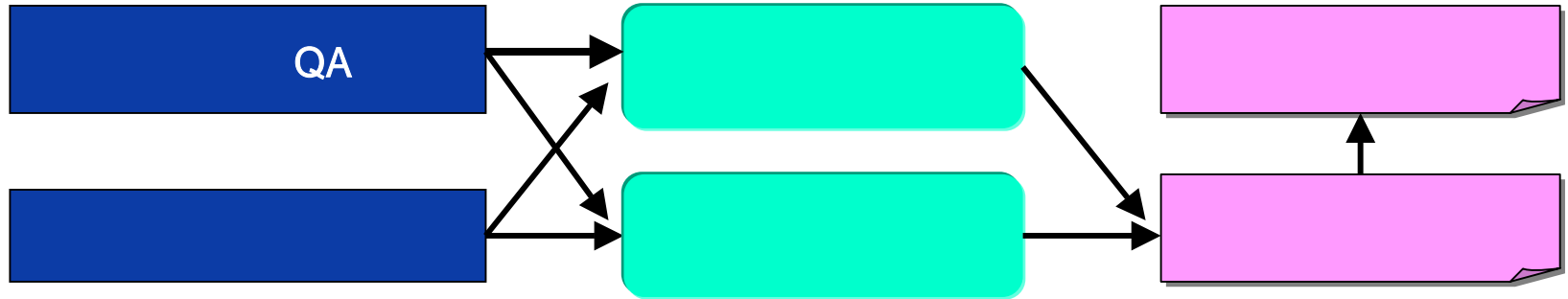
6.3

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	Provide confidence	Eliminate nonconformance
()	Project	Project Results
	Quality Improvement	Rework
Tools	Quality audit	Inspection

6.

6.3

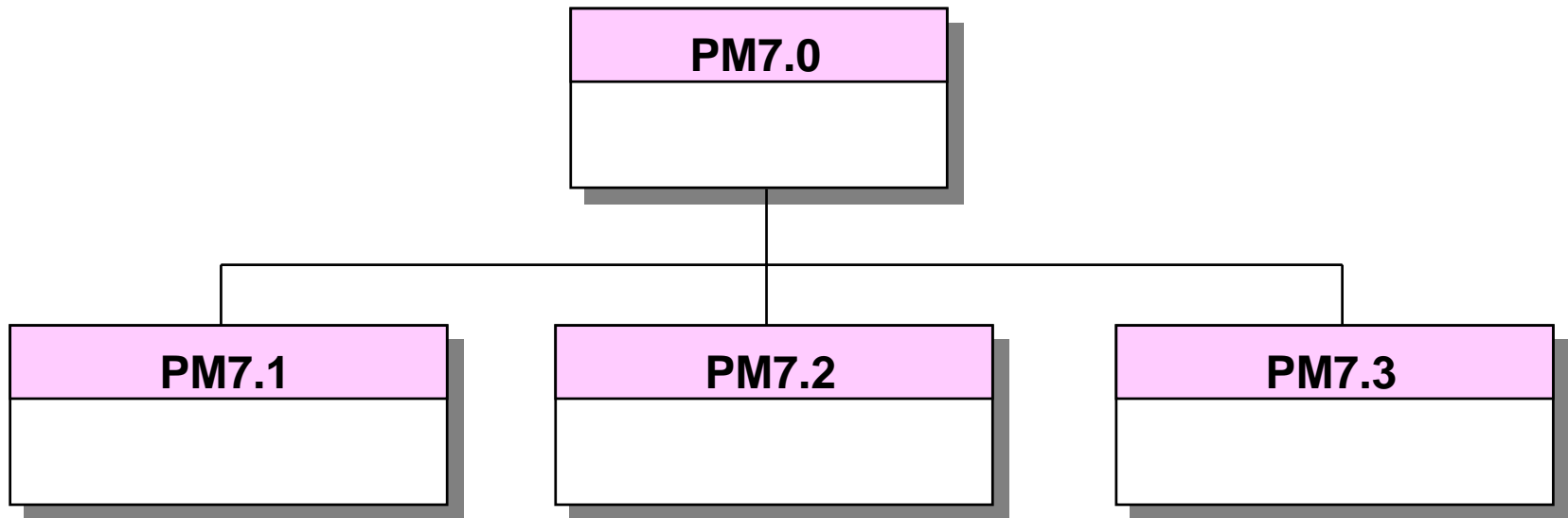


-

Input	Performance reports	Work results
Tool	Performance Measurement	(QC 7 Tools)
Output	Corrective Actions	Quality Improvement

7.

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- : , , , ,

7.

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1) : , ,

2) :

3) :



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7.

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		0 ~ 25%	15 ~ 60%	50 ~ 95%	85 ~ 100%
	PL	PL	PM	PM	PM

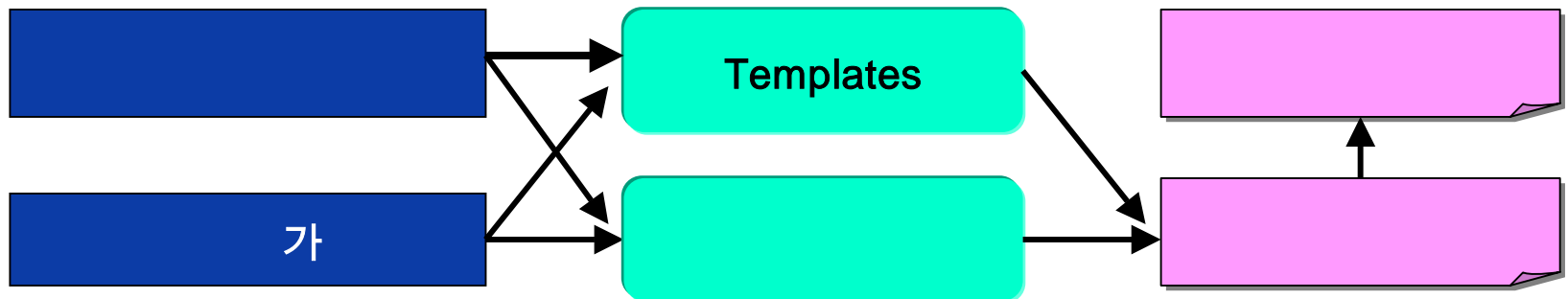
7.

7.1

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- 1) : ()
- 2) : ()
- 3) : 가 ()



7.

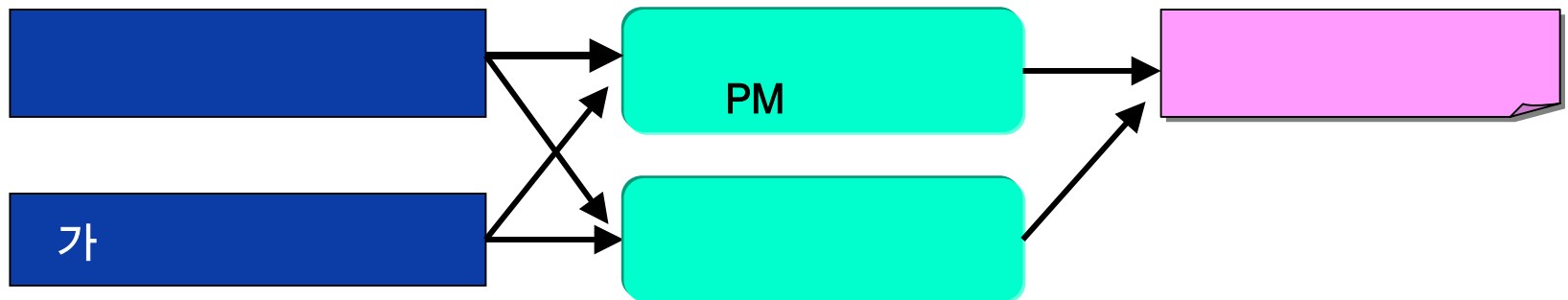
7.2



- 가 가 가
- 가
-

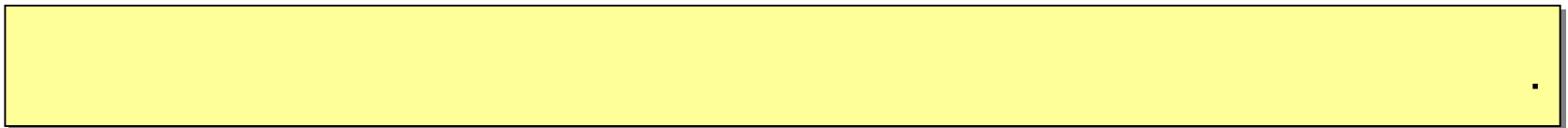


- PM 가
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7.

7.3



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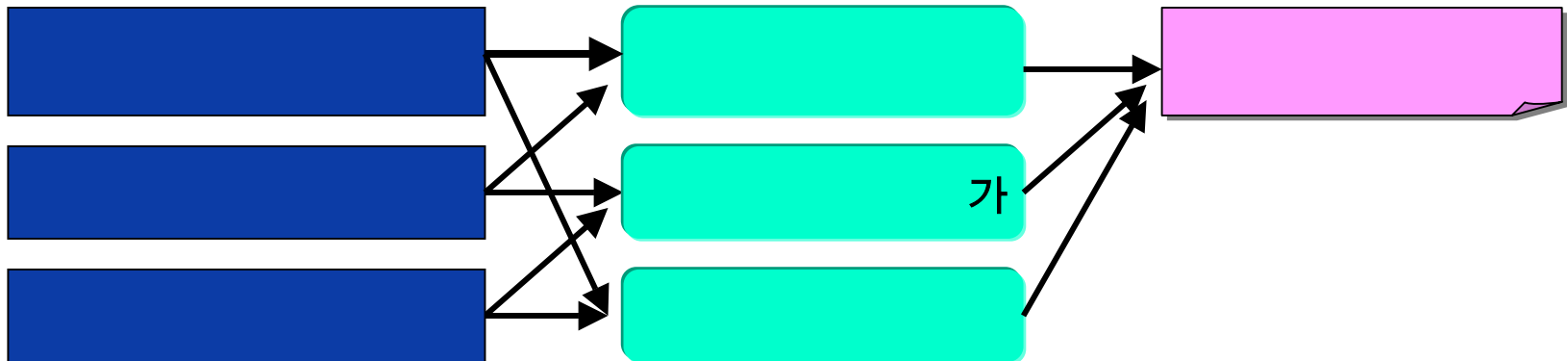
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7.

7.3

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가



가



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7.

7.3

• Kick-off

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-
- (commitment)

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- Maslow : 5
가 가 .
- Herzberg : 가 .
- :
- : , , , .
- :

7.

7.3

• 7

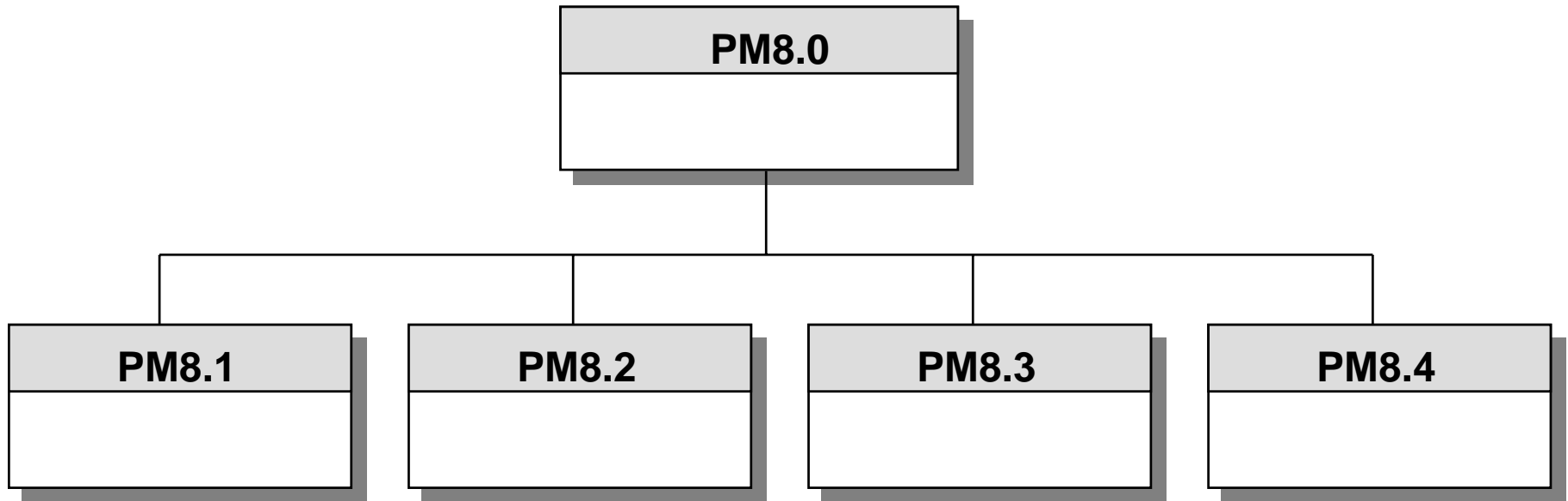
- (Schedule) : , 가 .
- : .
- : ()
- Technical Options : , .
- : .
- 가 : WBS 가 .
- (Personality) : .

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2003-10-24

8.

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8.

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1) : 가, , 가

2) : . 가
가

3) : , , ,

4) : , ,

8.

8.1

가 .

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- 가 가 ?
- 가 가 ?
- 가 ?
- 가 가 ? / 가 ?
- 가 ?



8.

8.2

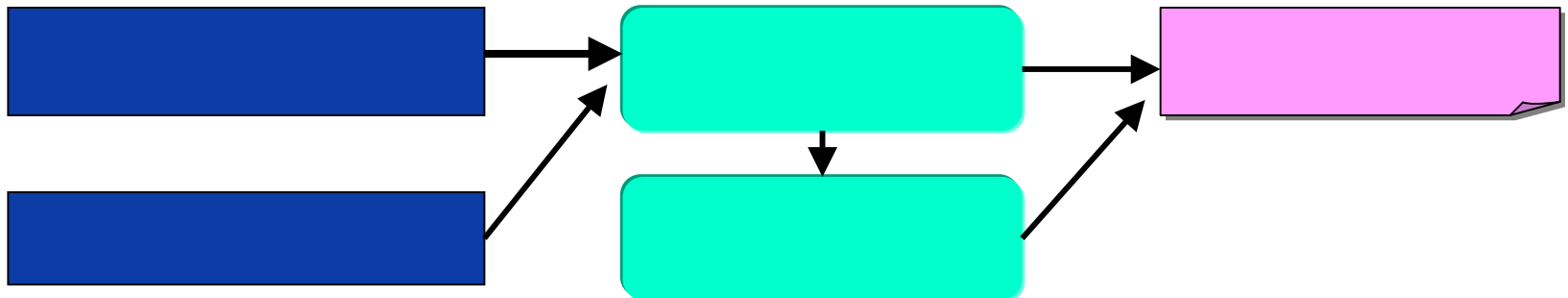
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8.

8.3

가

가

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- status report :
- progress report :
- forecasting :
- variance report :
- earned value :

가

가

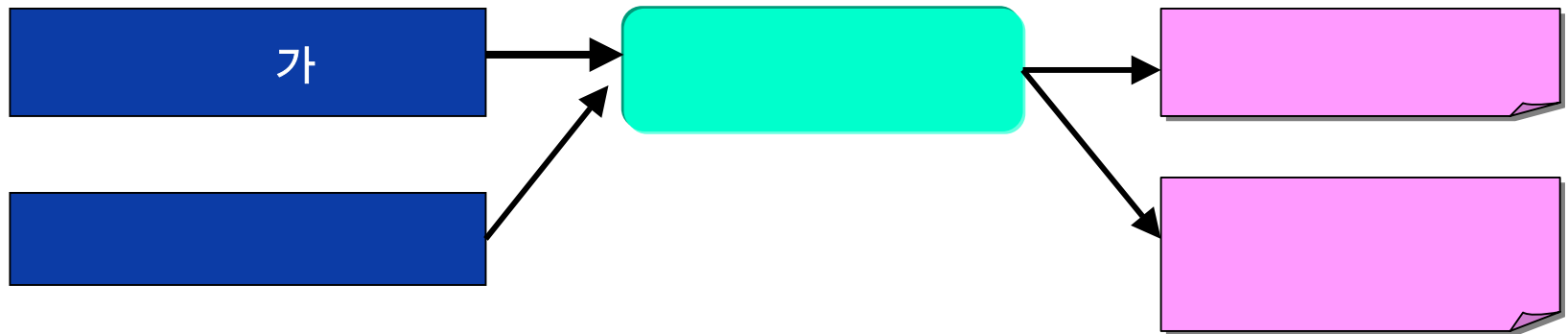


8.

8.4

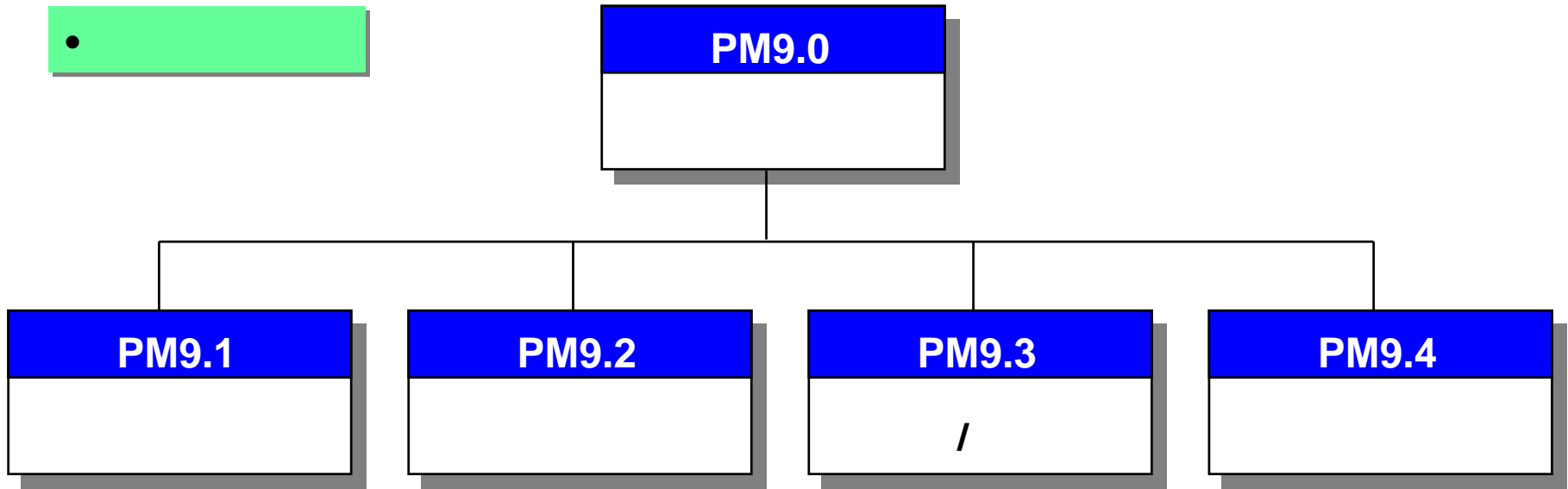
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-
- Lessons Learned archives
-
-



9.

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5 가	<input type="checkbox"/>	:	
	<input type="checkbox"/>	:	
	<input type="checkbox"/>	가 :	가
	<input type="checkbox"/>	:	
	<input type="checkbox"/>	:	

9.

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9.

9.1

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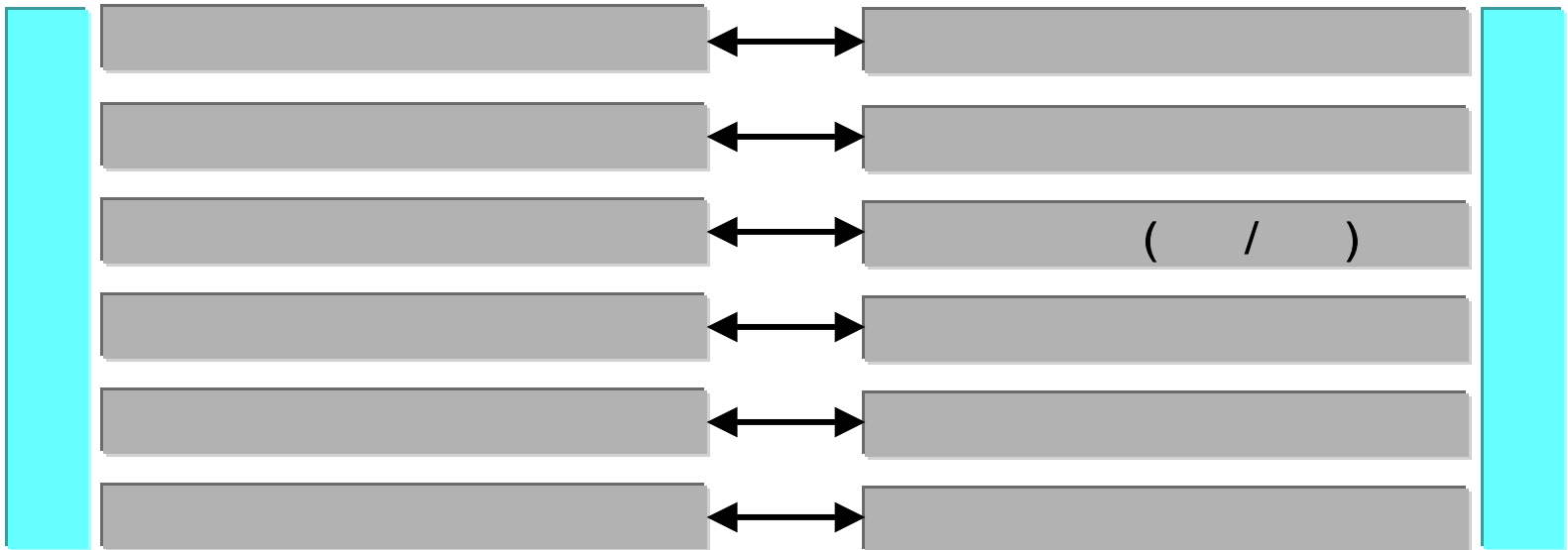
- : , ,
- :
- :
- (thresholds) : (trigger) 가
- : 가
- :
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9.

9.1



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9.

9.2

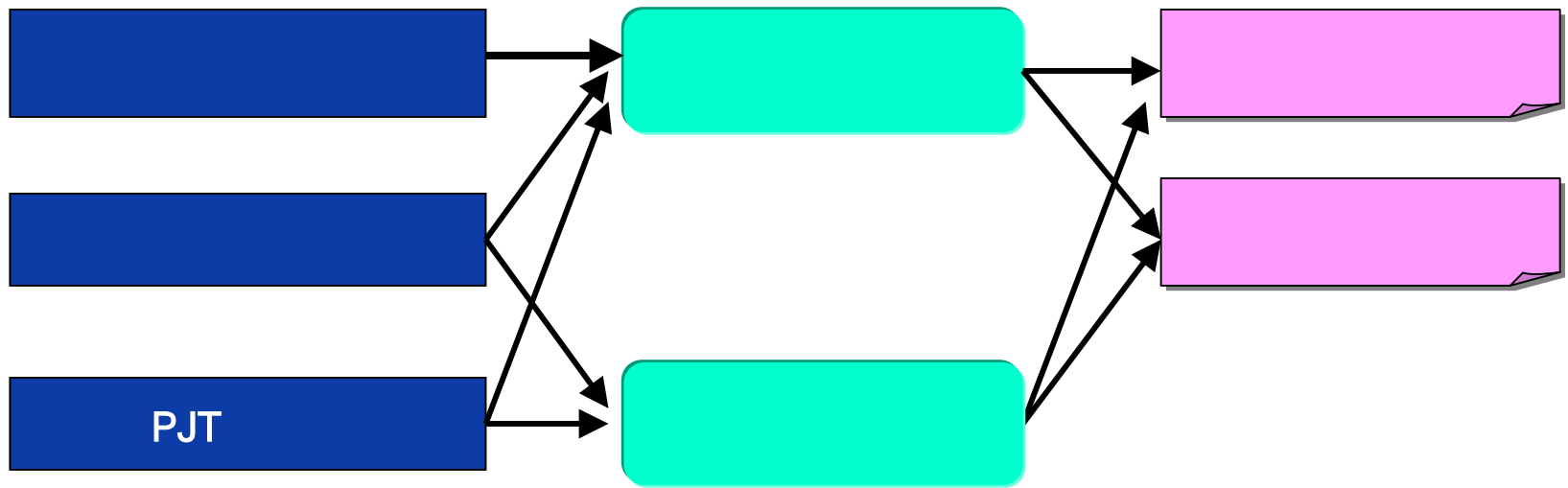
가, , , 가 .

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- 가 : 가 가 가
- :
- : , , 가
- 가
- : , ,
- : ID , ,

9.

9.2



9.

9.3

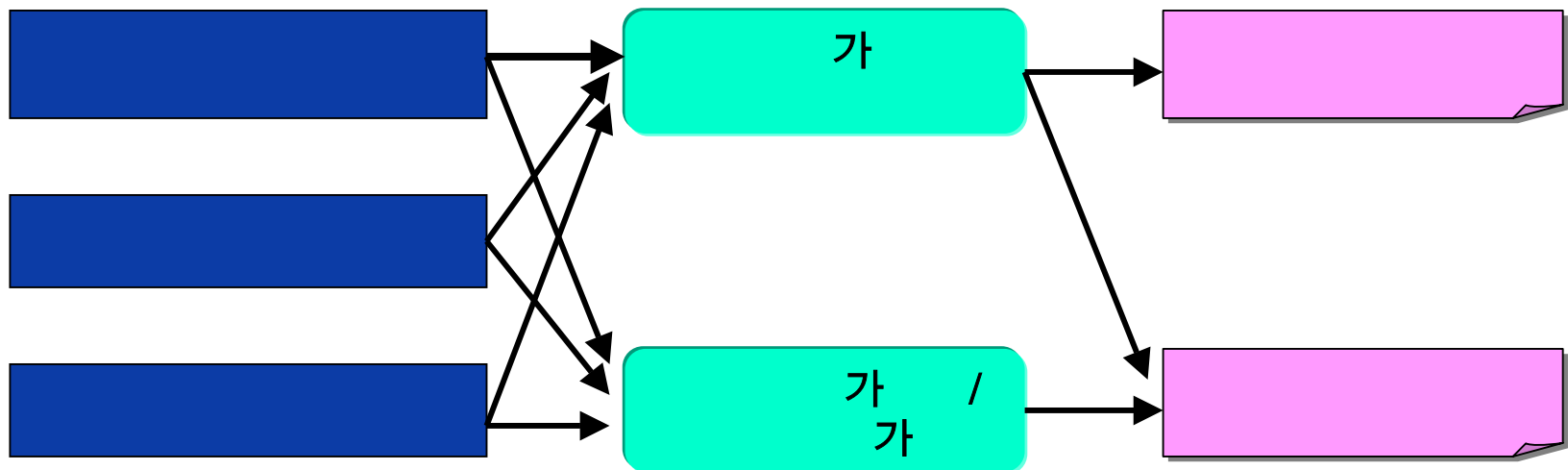
(RISK Exposure)

가 .

-

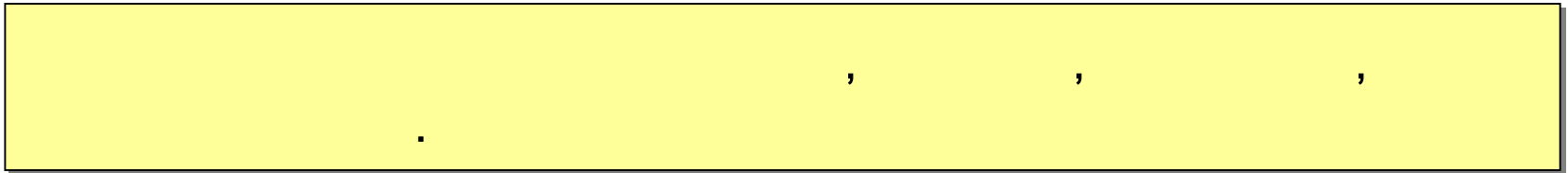
➤ 가 : 가 가

➤ : 가



9.

9.4

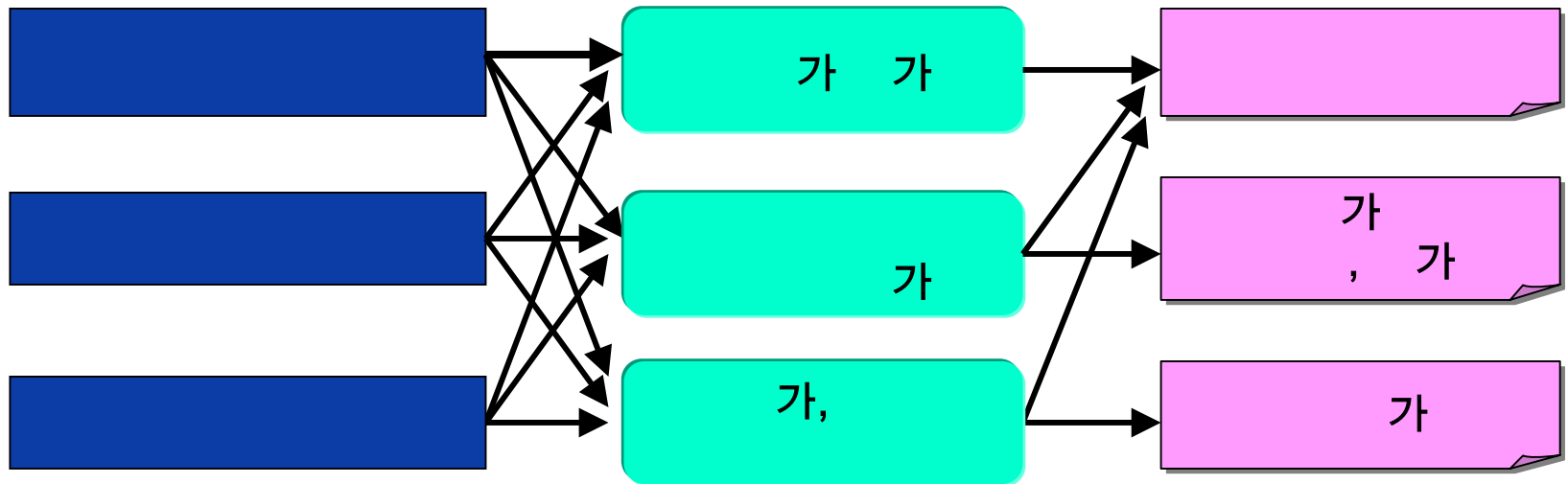


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- : 가 가
- (sensitivity analysis) :
- :
- (simulation) : , 가

9.

9.4



9.

9.5

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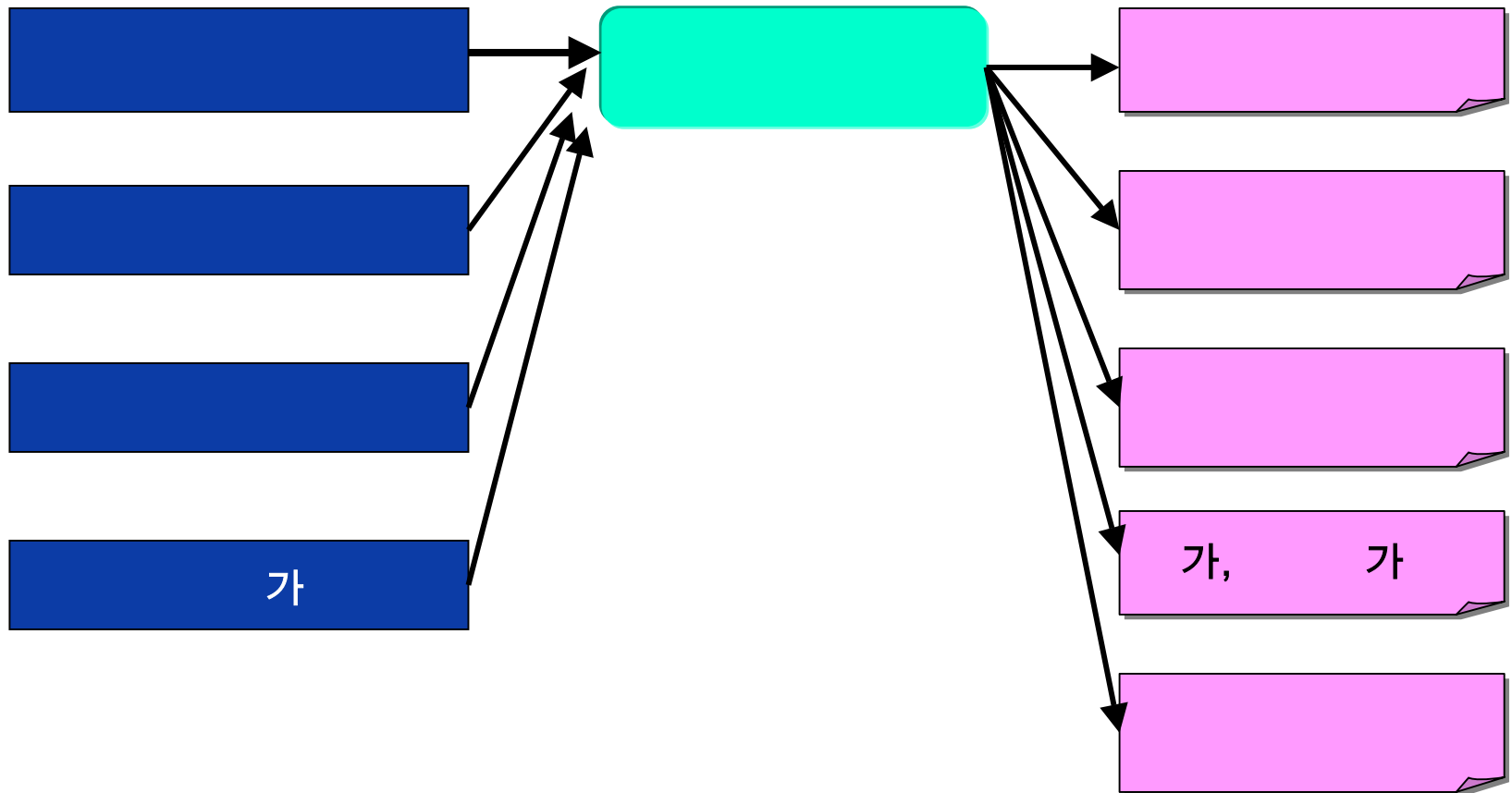


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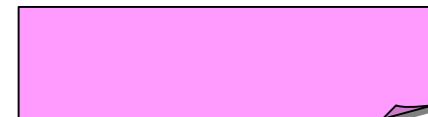
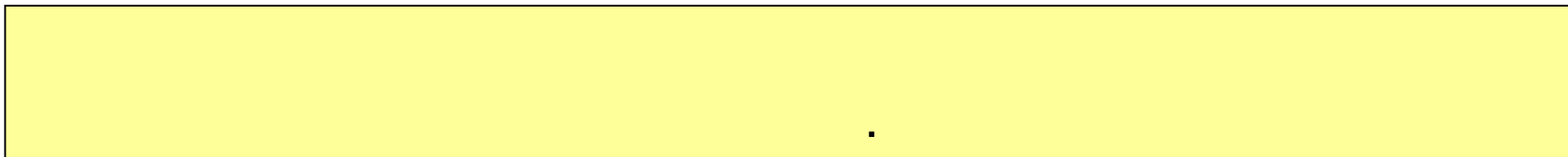
9.

9.5



9.

9.6

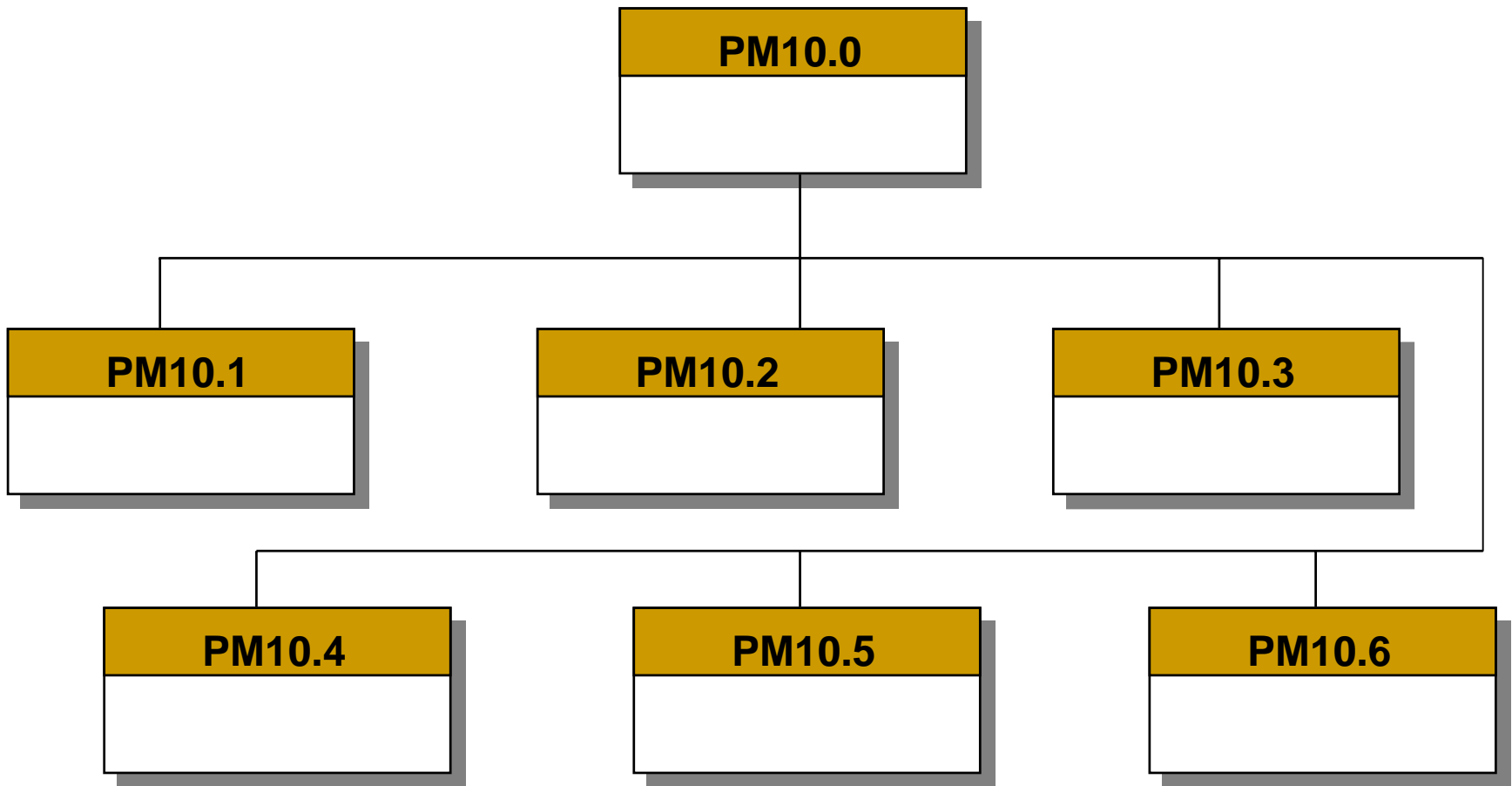


* ITO가



10.

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10.

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1) : ,

2) :

3) : , ,

4) :

5) :

6) :

10.

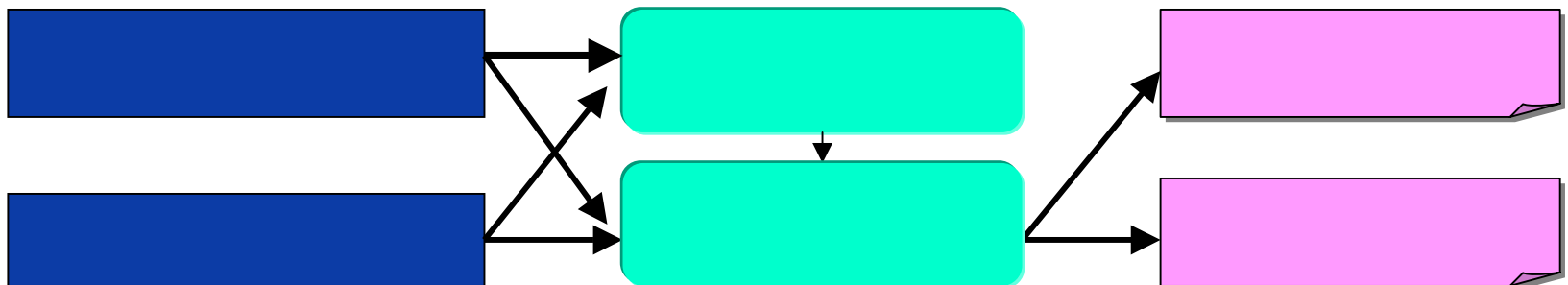
10.1

-



가

가



10.

10.2

- (RFP)



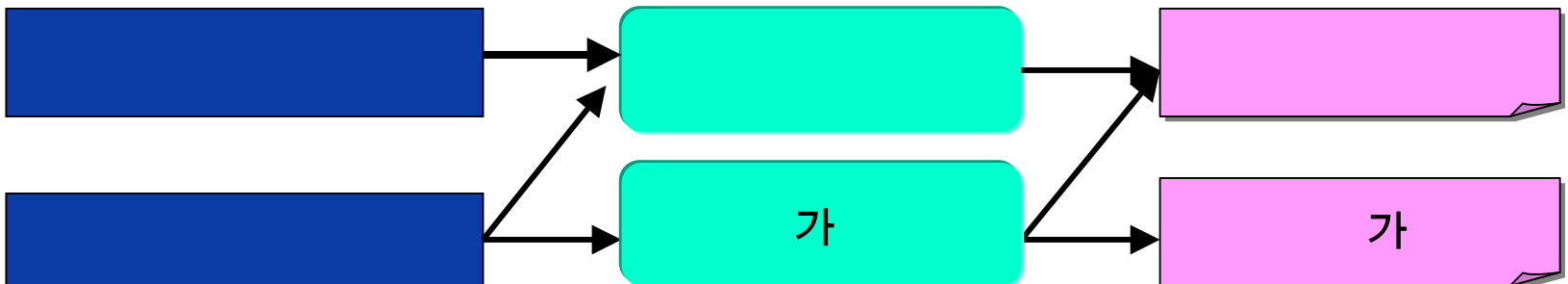
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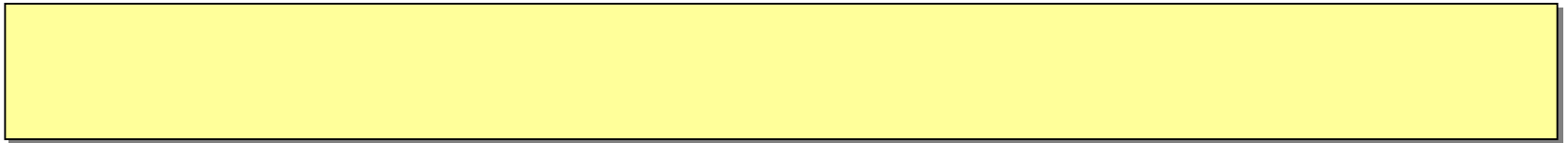
- 가

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10.

10.3



10.

10.4

가

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➤ Weighting system : 가

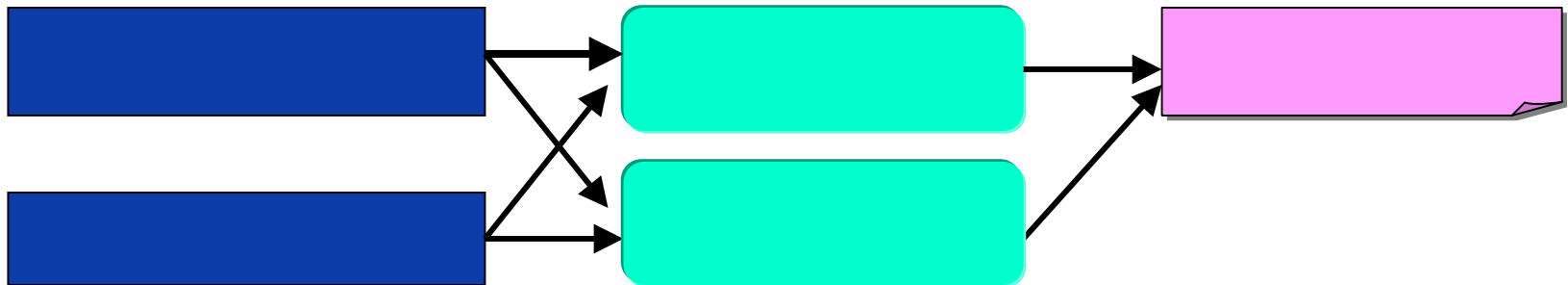
가

➤ Screening system :

➤ Independent estimates :

가

가

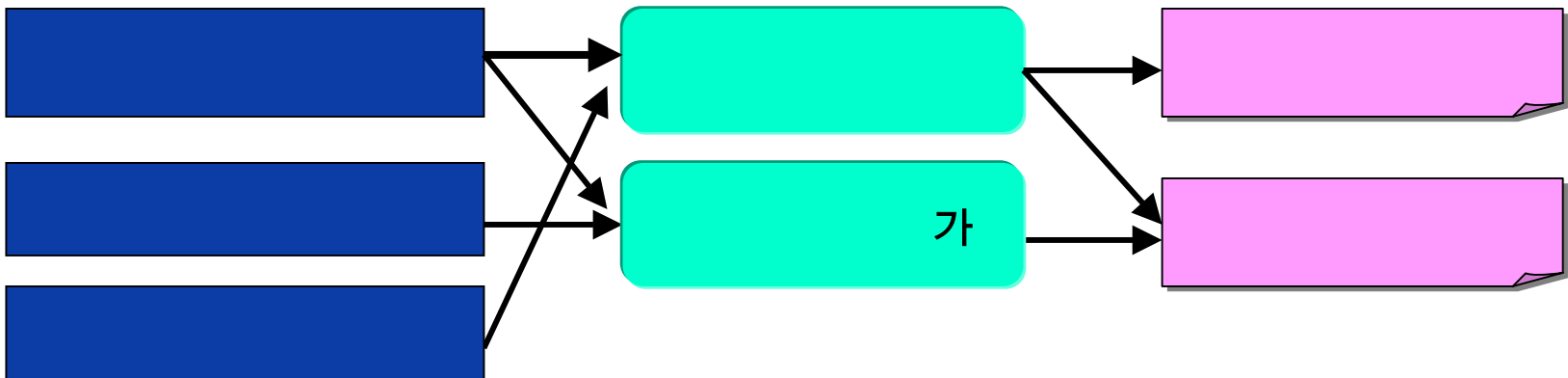


10.

10.5

가

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10.

10.6

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