



Global Trust Association®

Certified Project Management Professional (ISO21502)





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About Us

GTA (Global Trust Association®) is an independent startup, with the aim of providing tools to the training industry so that through professional certifications, both professionals and organizations can obtain greater recognition and value, enhancing talent.

Through our rigorous certification scheme aligned with **ISO/IEC 17024**, **GTA** ensures that professionals who pass our certification exams actually have relevant knowledge regarding each subject evaluated.

After passing the audits by **BSI (British Standards Institution)** **GTA** has the **ISO 20000**, **ISO 27001** and **ISO 9001** certifications supporting its accreditation, management, support and attention processes, the management of certification exams and professional training through its digital platform, the development of content, exams and training structures of a professional nature.



Digital Immersion

Has your organization
**already started its "Digital
Transformation Journey"?**

Practices and Processes that **provide**
Professionals in all fields, with
knowledge and skills necessary in
Digital Technologies.

Digital Immersion

Digital Transformation, a reality.

Undoubtedly, **Digital Transformation** is part of the social, political and above all business language. **Digital Transformation** is an absolutely **TANGIBLE** reality for any organization.

Digital Transformation involves, in addition to extensive use of technology, **a change in culture of companies.**

According to the IDG report "**State of Digital Business Transformation**" (2019), **of the 8 main factors** detected as challenges by respondents, **3 originate in people**, 3 in technology and 2 in other aspects. **The management of cultural change** (people factor) **and the adequacy of the workforce**, therefore, should be weighed, at least, **on a par with the management of technological change, or even more.**

Digital Immersion

Has your organization already started its "**Digital Transformation Journey**"?

According to IDG's "**State of Digital Business Transformation**" report (2019), only 48% of companies have adopted a "1st Digital Approach", and **24% are in the execution phase.**

As an organization, whether public or private but more intensely in private organizations, enduring over time is an essential goal along with maximizing profits. For this, and given the current conditions in all sectors of activity, planning and starting the "Digital Transformation Journey" is a basic need, which does not admit more delay.

Within the **digital ecosystem**, people are the fundamental pillar that supports the rest

Companies, Organizations, Institutions and Technology, rest on the pillar of people, therefore "Digital Transformation is only possible through People"

Digital Immersion

Digital Immersion of people, the **basis of the Digital Transformation of companies.**

Having teams with the right knowledge, competencies and skills is essential for the "Digital Transformation Journey" to be quickly adopted in the organization ensuring the success of the Digital Strategy.

Leveraging the Transformation with professionals outside the organization who act as catalysts is as important as implementing a Digital Immersion program for the people who make up the organization, since they are the ones who "live the culture" in addition to being responsible for the support of all the internal and external processes of the organization.

Digital Immersion

The **Professionals** with the best **future.**

Today's work environment, which encompasses professionals and organizations, is very competitive and volatile. According to Dell's **"EMERGING TECHNOLOGIES IMPACT ON SOCIETY & WORK IN 2030"** (2020) report, **85% of the jobs that will be available in 2030 have not yet been invented.**

The prediction of professions that will disappear in the coming years, although imprecise due to the volume of predictions of different institutions, becomes a reality.

According to the World Economic Forum's **Future of Jobs Report 2020**, these are the professions that are increasing in demand and those that are declining.

That is why the debate between whether a generalist professional is better than a specialized one, or vice versa, finds the answer in **T-Shaped professionals.**



<https://www.imf.org/external/pubs/ft/fandd/2020/12/WEF-future-of-jobs-report-2020-zahidi.htm>

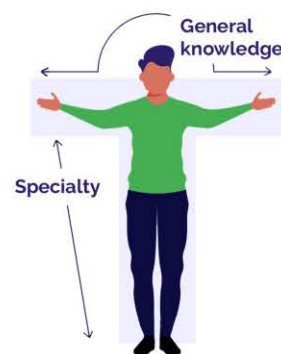


Digital Immersion

What characterizes a **T-Shaped** professional?

T-Shaped professionals are fundamentally characterized by having **general knowledge in different areas**, but being **specialized in one in particular**.

Therefore, they are **professionals who**, although they have very specific knowledge, skills and competences in an area, **can**, in the same way, **contribute and collaborate in areas that are not of their specialty**.



Digital Immersion

GTA Digital Immersion.

To help you **Lead** the **"Digital Transformation Journey"** of your organization, and start your **Digital Immersion** as a professional, whatever your field, we have designed a set of professional routes in order to help you choose the training and certification that best suits your interest.

Digital Inmersión Leader.

At **GTA** we have considered all these factors and created the **"Digital Immersion Leader"** certifications.

As a professional, these certifications **enable you to lead the Digital Transformation in your organization**.

As an organization you need **qualified professionals** to lead the necessary changes in the multiple areas in which **Digital Transformation** has an impact.

Find out which certifications will automatically provide you with a **"Digital Immersion Leader"** certificate.

“ Digital Transformation
for organizations.
Digital Immersion
for people.

”

**All the information and routes of
Digital Immersion in...**



<https://globaltrustassociation.org/digital-immersion/>



GTA Certified Cyber Security Management Professional (ISO27032)

PROJECT MANAGEMENT PROFESSIONAL ISO 21502

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Module 01

General Introduction

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Module 01

General Introduction

Introduction to Project Management.

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Introduction to Project Management

Project Definition - Compliant with ISO 21502, clause 3.20, based on ISO/TR 21506:2018:

“Temporary effort to achieve one or more defined objectives”.

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Introduction to Project Management

Definition of a Project - According to other sources:

- **ISO 21500:2012:** “A project is a single set of processes consisting of coordinated and controlled activities, with start and end dates, that are carried out to achieve project objectives”.
- **PMBOK® Guide Sixth Edition:** “A project is a temporary effort undertaken to create a unique product, service or outcome.”.
- **Managing Successful Projects with Prince2® 2017 Edition:** “A temporary organization that is created for the purpose of delivering one or more commercial products in accordance with an agreed business case.”.



Introduction to Project Management

ISO 21502, clause 4: Project Management Concepts

- Describes the concepts related to the general and individual practices applied in project management. As described in clauses 6 and 7 of the standard.
- A project can be stand-alone or part of a programme or portfolio, and can cross boundaries within an organization and between organizations.



PROJECT MANAGEMENT PROFESSIONAL ISO 21502

Introduction to Project Management

ISO 21502, clause 4.1.2: Projects

Organizations perform work to achieve specific objectives. Generally, this work can be classified into operations or projects. Operations and projects basically differ in the following ways:

Projects:

- Projects are temporary and focus on retaining or adding value or capacity for a sponsoring organization, stakeholder or client.

Operations:

- operations are conducted through continuous activities and can focus on sustaining the organization, e.g., by delivering repeatable products and services.



Introduction to Project Management

ISO 21502, clause 4.1.2: Projects

The objective of a project:

May be accomplished through a combination of deliverables, outputs, outcomes and benefits, depending on the context of the project and the direction provided through governance.

Should contribute to outcomes and benefit realization for stakeholders, including the sponsoring organization, other internal and external organizational stakeholders, customers and their stakeholders.



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Introduction to Project Management

ISO 21502, clause 4.1.2: Projects

Characteristics and Factors that Differentiate Projects

Although many projects have similar characteristics, each project is unique.

Differences between projects can occur in factors such as, but are not limited to:

- objectives;
- context;
- desired results;
- outputs provided;
- affected stakeholders;
- resources used;
- complexity;
- constraints;
- processes or methods used.

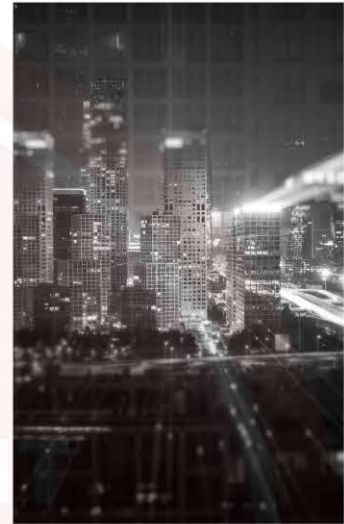


Introduction to Project Management

ISO 21502, clause 4.1.3: Project Management

Project management integrates the practices included in this document to direct, initiate, plan, monitor, control and close the project, manage the resources allocated to the project and motivate the people involved in the project to achieve the project objectives.

Project management should be performed through a set of processes and methods that should be designed as a system and should include the necessary practices for a specific project as described in this document.



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Introduction to Project Management

Project Management - According to other sources

- **PMBOK® Guide Sixth Edition:** "Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. It is achieved through the proper application and integration of the project management processes identified for the project. Project management enables organizations to execute projects effectively and efficiently".
- **Managing Successful Projects with Prince2® 2017 Edition:** "Project management is the planning, delegation, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks".

Introduction to Project Management

ISO 21502, Clause 4: Project Management Concepts

Describes the concepts related to the general and individual practices applied in project management. As described in clauses 6 and 7 of the standard.

A project can be stand-alone or part of a programme or portfolio, and can cross boundaries within an organization and between organizations.



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Introduction to Project Management

ISO 21502, Clause 4: Project Management Concepts

Organizational strategy should be used to identify, document and evaluate opportunities, threats, weaknesses and strengths, which can help inform future actions. Selected opportunities and threats can be further examined and justified in a business case.

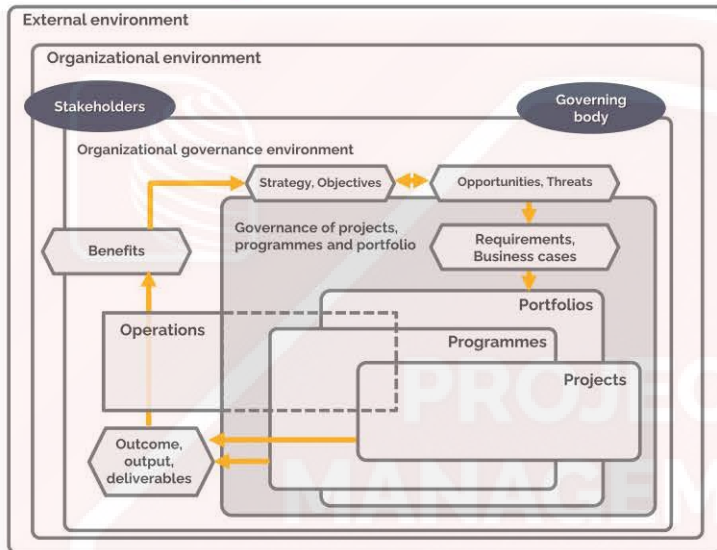
A business case may result in the initiation of one or more projects.

Project outputs are expected to generate results, which should generate benefits for the sponsoring organizations, as well as for internal or external stakeholders.



Introduction to Project Management

Project Management in the Context of Government and Programme and Portfolio Management



The figure illustrates a context and environment within which a project can exist

Dashed lines in the table of operations indicate that operations may extend to projects, programmes and portfolios (dashed lines may be referred to as "other related work").

Nota: Adaptado de la ISO 21502:2020 (p. 5)

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Questions?

Module 01

General Introduction

Exploring ISO 21502

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Exploring ISO 21502

ISO 21502

“Provides guidance on project management concepts and practices that are important and impact the successful execution of a project”.



Exploring ISO 21502

To whom the standard is addressed

Target Audience	Interest
Executive Management/Senior Management.	Proporcionar una mejor comprensión de la gestión de proyectos y ayudarles a prestar el apoyo y la orientación adecuados a los gestores de proyectos y a las personas que trabajan en ellos;
Individuos con responsabilidad sobre:	Governance, direction, assurance, audit and management of projects, such as project sponsors, project boards, auditors and project managers;
Project managers and project team members.	To have a common basis on which to understand, carry out, compare, evaluate and communicate the practices used in your project;
Developers of national or organizational project management standards, processes and methods.	

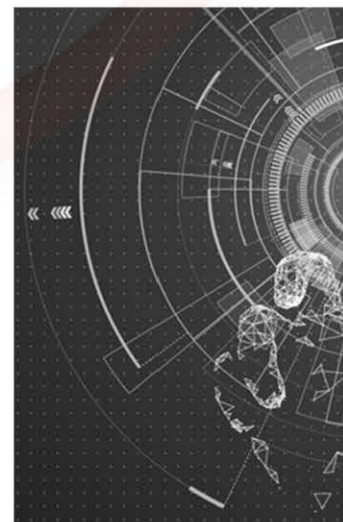
General Introduction

Exploring ISO 21502

Utility for Stakeholders

In addition, this document may also be useful for people involved in supporting:

- The governance, direction and management of portfolios and programs;
- Project teams, programme and project offices or similar organizational structures;
- The academic study of project, programme and portfolio management;
- Functions related to project management, such as finance, accounting, human resource management, procurement and legal.



Exploring ISO 21502

Structure of ISO 21502

Clauses	
Introduction (vii)	6 Integrated Project Management Practices (18)
1 Scope (1)	6.1 Overview 6.2 Pre-Project Activities 6.3 Overseeing a Project 6.4 Directing a Project 6.5 Initiating a Project 6.6 Controlling a Project 6.7 Managing Delivery 6.8 Closing or terminating a Project 6.9 Post-Project Activities...
2 Normative references (1)	
3 Terms and definitions (1)	
4 Project Management Concepts (4)	7 Management Practices for a Project (26)
4.1 Overview 4.2 Context 4.3 Project Governance 4.4 Project Life Cycle 4.5 Project Organization and Roles 4.6 Competencies of project personnel	7.1 General Review 7.2 7.3 Benefits Management 7.4 Scope Management 7.5 Resource Management 7.6 Schedule Management 7.7 Cost Management 7.8 Risk Management 7.9 Issues Management 7.10 Change Control 7.11 Quality Management 7.12 Stakeholder engagement 7.13 Communication Management 7.14 Managing Organizational and societal change 7.15 Reporting 7.16 Information and Documentation Management 7.17 Procurement 7.18 Lessons Learned.
5 Prerequisites for formalizing project management (16)	
5.1 General Review 5.2 Considerations for Implementing Project Management 5.3 Continuous Improvement of the Project Management Environment 5.4 Alignment with Organizational Processes and Systems	Annex A Project management processes based on practices

Exploring ISO 21502

Scope - Clause 1

This document provides:

- High-level descriptions of practices that are considered to work well and produce good results in the context of project management.
- This document does not provide guidance on the management of programmes or portfolios. Topics relating to general management are addressed only within the context of project management.



Exploring ISO 21502

Scope - Clause 1

Provides guidelines for project management.

It is applicable to any type of organization:

- Public.
- Private.
- Charitable.

It is applicable to any type of project, regardless of its:

- Purpose and delivery approach.
- Life cycle model used.
- Complexity and size.
- Cost or duration



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Exploring ISO 21502

Scope - Clause 1

Consider that the "delivery approach" may refer to any method or process appropriate to the type of results, as follows:

- Predictive.
- Incremental.
- Iterative.
- Adaptive.
- Hybrid.
- Including agile approaches.



Exploring ISO 21502

Terms and Definitions - Clause 3

Description of basic project management concepts used in the standard:

Organizational / Business Environment	
▪ Governance	▪ Principles, policies and framework by which an organization is directed and controlled.
▪ Project governance	▪ Principles, policies and procedures by which a project is authorized and directed to accomplish agreed objectives..
▪ Business case	▪ Documented justification to support decision making about the commitment to a project, programme or portfolio.
▪ Benefits	▪ Created advantage, value or other positive effect.
▪ Project assurance	▪ Planned and systematic actions necessary to provide confidence to the sponsoring organization and project sponsor that a project is likely to achieve its objectives.
▪ Stakeholder	▪ Person, group or organization that has interests in, or can affect, be affected by, or perceive itself to be affected by, any aspect of a project, programme, or portfolio.
▪ Sponsor	▪ Person responsible for obtaining the resources and executive decisions to enable success.

Exploring ISO 21502

Terms and Definitions - Clause 3

Description of basic project management concepts used in the standard:

Governance of Projects, programme and portfolios	
▪ Portfolio	▪ Collection of portfolio components, grouped to facilitate their management to meet strategic objectives.
▪ Portfolio component	▪ Project, programme, portfolio or other related work.
▪ Programme	▪ Group of program components managed in a coordinated way to realize benefits.
▪ Programme Component	▪ Project, programme or other related work.
▪ Project	▪ Temporary endeavour to achieve one or more defined objectives.
▪ Project life cycle	▪ Defined set of phases from the start to the end of a project.
▪ Project management	▪ Coordinated activities to direct and control the accomplishment of agreed objectives.

Exploring ISO 21502

Terms and Definitions - Clause 3

Description of basic project management concepts used in the standard:

Project Management: Initiation Direction Planning	
▪ Project scope	▪ Authorized work to accomplish agreed objectives.
▪ Critical path	▪ Sequence of activities that determine the earliest possible completion date for a project or phase.
▪ Baseline	▪ Reference basis for comparison against which performance is monitored and controlled.
▪ Opportunity	▪ Risk occurrence that would have a favourable impact.
▪ Threat	▪ Risk occurrence that would have a negative impact.
▪ Work Breakdown Structure (WBS)	▪ Decomposition of the defined scope of a project or programme into progressively lower levels consisting of elements of work.
▪ Work package	▪ Group of activities that have a defined scope, deliverable, timescale and cost.

Exploring ISO 21502

Terms and Definitions - Clause 3

Description of basic project management concepts used in the standard:

Project Management: Control Delivery Closure	
▪ Control	▪ comparison of actual performance with planned performance, analysing variances and taking appropriate corrective and preventive action as needed.
▪ Configuration management	▪ Application of procedures to control, correlate and maintain documentation, specifications and physical attributes.
▪ Change request	▪ Documentation that defines a proposed alteration to a project.
▪ Issue	▪ Event that arises during a project requiring resolution for the project to proceed.
▪ Corrective action	▪ Direction and activity for modifying the performance of work to bring performance in line with a plan.
▪ Preventive action	▪ Action to eliminate the cause of a potential nonconformity or other potential undesirable situation.
▪ Deliverable	▪ Unique and verifiable element that is required to be produced by a project.
▪ Output	▪ Aggregated tangible or intangible deliverables that form the project result.
▪ Outcome	▪ Change resulting from the use of the output from a project.

Exploring ISO 21502

ANNEX A - Project Management Process Based on Practices

Provides information regarding:

- a) How this document evolved from ISO 21500: 2012 by providing a mapping between the process-based framework in ISO 21500: 2012 and the practice-based framework in this document (see Table A.1). It also shows the processes and concepts of ISO 21500 with equivalent references to ISO 21502.
- b) How this document can be used as a basis for developing a process-based project management framework, assuming a one-to-one correspondence between the processes in ISO 21500: 2012 and the practices in this document (see Table A.2).



Exploring ISO 21502

Complementary Standards

Complementary Standards	
ISO 21500:2021	Project, programme and portfolio management — Context and concepts
ISO 21502:2020	Project, programme and portfolio management — Guidance on project management
ISO 21503:2017	Project, programme and portfolio management — Guidance on programme management
ISO 21504:2015	Project, programme and portfolio management — Guidance on portfolio management
ISO 21505:2017	Project, programme and portfolio management — Guidance on governance
ISO/TR 21506:2018	Project, programme and portfolio management — Vocabulary
ISO 21508:2018	Earned value management in project and programme management
ISO 21511:2018	Work breakdown structures for project and programme management
ISO/WD TS 21512	Earned Value Management (EVM) in Project and Programme Management — Implementation Guide
ISO 10006:2017	Quality management — Guidelines for quality management in projects

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Questions?

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Module 02

Context and Environment for Project Management

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Module 02

Context and Environment for Project Management

Context of a Project

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**This is just a sample of the official
manual**

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