

Cross-Walk: PMBOK 5th Edition, Management Volume, and Proposal Development Lifecycle

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PMBOK 5th Edition	Management Volume	Proposal Development Lifecycle
1. Definition of a project [Section 1.2, p. 3; Rita Mulcahy, <i>PMP Exam Prep</i> , 2013, p. 21]		1. Fits definition of a project
2. Portfolio, Subportfolios, Programs, Subprograms, Projects [Section 1.2.1, pp. 4-5]	2. Master Task Order (ID/IQ), Tasks, Subtasks	
3. Five Process Groups (Initiating, Planning [PLAN], Executing [DO], Monitoring & Controlling [CHECK & ACT], Closing) [Section 1.3, p. 5]. PDCA performance management system .	3. Initiating, Planning, Executing, Monitoring & Controlling, Closing	
4. Project constraints (Scope, Quality, Schedule, Budget, Resources, Risks) [Section 1.3, p. 6]	4. Scope, Quality Assurance (alignment with QASP), Schedule, Budget, Resources, Risks	4. Quality, Proposal Development Schedule, B&P Budget, Proposal Resources, Business and Competitive Risks
5. Change Management and Control [Section 1.4, p. 8]	5. Change Management and Control	5. Change Management and Control of proposal content; technical, programmatic, and pricing direction (i.e., solutions); document configuration management
6. Projects and Strategic Planning [Section 1.4.3, p. 10]		6. Proposals should align with corporate Strategic Plan.
7. Project Management Office (PMO) [Section 1.4.4, p. 10]	7. PMO (help gather lessons learned, and make them available to other projects—what was done right, what was done wrong, and what would be done differently if the project could be re-done [Mulcahy, p. 34])	
8. Project Management and Organizational Governance [Section 1.5.2.2, p. 15]	8. Governance, as it relates to Quality, Security, Human Resources	
9. Business value [Section 1.6, p. 15]	9. Delivering business value to the customer	
10. Skills of a Project Manager (Leadership, Team building, Motivation, Communication, Influencing, Decision making, Political and cultural awareness, Negotiation, Trust building, Conflict management, Coaching) [Section 1.7.2, pp. 17-18]	10. Leadership, Team building, Motivation, Communication, Influencing, Decision making, Political and cultural awareness, Negotiation, Trust building, Conflict management, Coaching	10. Proposal Manager: Leadership, Team building, Motivation, Communication, Influencing, Decision making, Political and cultural awareness, Negotiation, Trust building, Conflict management, Coaching
11. Organizational culture (Shared vision, mission, values, beliefs, and expectations; Regulations, policies, methods, and procedures; Motivation and reward system; Risk tolerance; View of leadership, hierarchy, and authority relationships; Code of conduct, work ethic, and work hours; Operating environments) [Section 2.1.1, p. 20]	11. Organizational culture (Shared vision, mission, values; Regulations, policies, methods, and procedures; Motivation and reward system)	11. Organizational culture (Shared vision, mission, values, beliefs, and expectations; Regulations, policies, methods, and procedures; Motivation and reward system; Risk tolerance; View of leadership, hierarchy, and authority relationships; Code of conduct, work ethic, and work hours; Operating environments)
12. Organizational communication [Section 2.1.2, p. 21; Section 3.9, p. 61]	12. Organizational communication (plan, manage, and control communications)	12. Organizational communication
13. Organizational structures (Functional, Projectized, Matrixed) [Section 2.1.3, pp. 21-26] <ul style="list-style-type: none"> Enterprise Environmental Factor (EEF) 	13. Organizational structures (Functional, Projectized, Matrixed) <ul style="list-style-type: none"> Reporting relationships Project Manager's role and span of authority 	13. Organizational structures (Functional, Projectized, Matrixed [weak, balanced, strong])
14. Organizational Process Assets (OPAs) [Section 2.1.4, p. 27]	14. Organizational Process Assets (Lessons Learned, Best Practices, published salary survey data, Project	14. Organizational Process Assets—Proposal Knowledge Repository, ISO Process Asset Library (PAL), Proposal

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<ul style="list-style-type: none"> Inputs to most planning processes 	Management Information System, Deltek, contract deliverables) <ul style="list-style-type: none"> Accessing corporate resources 	Library, FOIAed materials. "success stories," resumes, past performance citations, CPARS/PPIRS reports
15. Project Stakeholders [Sections 2.2, 2.2.1, pp. 30-33; Section 3.9, p. 61; Section 5.2.1.5, p. 113; Section 13.1.3.1, p. 398]	15. Project Stakeholders (plan, manage, and control stakeholder engagement) <ul style="list-style-type: none"> Stakeholder Register 	15. Stakeholders—Executive leadership, Business Development, Operations, Finance, Legal, Recruiting, Human Resources, Marketing Outreach, Board of Directors, Competitors, Employees, Contingent Hires, Teaming partners/subcontractors (plan, manage, and control stakeholder engagement)
16. Composition of Project Teams (Dedicated, Part-Time) [Section 2.3.1, pp. 37-38]	16. Composition of Project Teams (Dedicated, Part-Time)	16. Composition of Project Teams (Dedicated, Part-Time, Consultants/1099s)
17. Project Lifecycle [Section 2.4, p. 38]		17. Proposal development t lifecycle (part of the overarching Business Development lifecycle)
18. Impact of Variable Based on Project Time (Cost of change) [p. 40]		18. Blue Team is more important than Red Team.
19. Adaptive Life Cycles (Agile or Change-Driven) [Section 2.4.2.4, p. 46]	19. Adaptive Life Cycles (Agile or Change-Driven)	19. Adaptive Life Cycles (Agile or Change-Driven)—Task Order RFPs
20. Business case [Section 4.1.1.2, p. 69]		20. Business case—Bid/No Bid decision should be based upon a validated business case analysis. Proposals as business cases for both the company and the customer.
21. Expert judgment [Section 4.2.1.1, p. 76]		21. Expert judgment—Bases of Estimate (BOEs)
22. Deliverables [Section 4.3.3.1, p. 84]	22. Deliverables	22. Deliverables—draft work products, proposal modules for review
23. Group Creativity Techniques [Section 5.2.2.4, p. 115]		23. Group Creativity Techniques—Brainstorming, mind mapping, affinity diagramming
24. Group Decision-Making Techniques [Section 5.2.2.5, p. 115]		24. Group Decision-Making Techniques
25. Prototypes [Section 5.2.2.8, p. 116]		25. Prototypes—of graphic concepts, or proposal modules
26. Context Diagrams [Section 5.2.2.10, p. 117]	26. Context Diagrams	26. Context Diagrams
27. Create WBS [Section 5.4, p. 125]	27. Create WBS (define activities, decomposition [dividing and sub-dividing the project scope and project deliverables into smaller, more manageable parts], estimate costs, identify risks)	
28. WBS Dictionary [Section 5.4.3.1, p. 132]	28. WBS Dictionary	
29. Requirements Traceability Matrix [Section 5.5.1.3, p. 134]	29. Requirements Traceability Matrix (mapping technical requirements to Organizational Structure)	29. Requirements Traceability Matrix (Cross-reference matrix)
30. Variance Analysis (determining the cause and degree of difference between the baseline and actual performance) [Section 5.6.2.1, p. 139]	30. Variance Analysis (determining the cause and degree of difference between the baseline and actual performance)	
31. Dependencies [p. 144; Section 6.3.2.2, pp. 157-158]	31. Dependencies	31. Dependencies

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32. Rolling Wave Planning [p. 149]	32. Rolling Wave Planning (work to be accomplished in the near-term planned in detail, while future work planned at a higher level)	
33. Project Time Management—Define Activities (Sequence activities, Estimate activity resources, Estimate activity durations, Develop schedule) [Section 6.2, p. 150]	33. Project Time Management—Define Activities (Sequence activities, Estimate activity resources, Estimate activity durations, Develop schedule)	33. Project Time Management—Define Activities (Sequence activities, Estimate activity resources, Estimate activity durations, Develop schedule)
34. Precedence Diagramming Method four types of dependencies or logical relationships) [Section 6.3.2.1, p. 156; Section 11.2.3.1, p. 327] <ul style="list-style-type: none"> • Finish-to-Start (FS) • Finish-to-Finish (FF) • Start-to-Start (SS) • Start-to-Finish (SF) 	34. Precedence Diagramming Method	34. Precedence Diagramming Method
35. Project Schedule Network Diagrams [Section 6.3.3.1, pp. 159-160]	35. Project Schedule Network Diagrams	35. Project Schedule Network Diagrams
36. Risk Register [Section 6.4.1.5, p. 163] <ul style="list-style-type: none"> • Risk Watch List [Northern Virginia Community College (NVCC) Class] • Risk Urgency Assessment [NVCC Class] • Risk Audits [NVCC Class] 	36. Risk Register	
37. Bottom-Up Estimating [Section 6.4.2.4, p. 164]	37. Bottom-Up Estimating	37. Bottom-Up Estimating—B&P estimation
38. Resource Breakdown Structure [Section 6.4.3.2, p. 165]	38. Resource Breakdown Structure	38. Resource Breakdown Structure
39. Resource Calendars [Section 6.5.1.5, p. 168]	<ul style="list-style-type: none"> • Capacity to meet workload fluctuations and accelerated schedules 	39. Resource Calendars—Proposal Directive
40. Analogous Estimating [Section 6.5.2.2, p. 169]		40. Analogous Estimating—B&P estimation
41. Three-Point Estimating (Most likely, Optimistic, Pessimistic) [Section 6.5.2.4, p. 170]		41. Three-Point Estimating (Most likely, Optimistic, Pessimistic)— P_{win}
42. Critical Path Method (CPM) [Section 6.6.2.2, pp. 176-177]	42. Critical Path Method (CPM) <ul style="list-style-type: none"> • Task prioritization 	42. Critical Path Method (CPM)
43. Resource Leveling [Section 6.6.2.4, p. 179]		
44. What-If Scenario Analysis [Section 6.6.2.5, p. 180]	44. What-If Scenario Analysis	44. What-If Scenario Analysis—response to RFP amendments, additional validated competitors, weather insofar as delivery pathways, allows “pivoting” in the face of disruption
45. Schedule Compression [Section 6.6.2.7, p. 181]		45. Schedule Compression <ul style="list-style-type: none"> • Fast Tracking—rolling reviews (performing activities in parallel)
46. Project Schedule [Section 6.6.3.2, pp. 182-184] <ul style="list-style-type: none"> • Milestone Charts 	46. Project Schedule <ul style="list-style-type: none"> • Milestone Charts • Capacity to meet workload fluctuations and 	46. Project Schedule <ul style="list-style-type: none"> • Milestone Charts

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	accelerated schedules	
47. Trend Analysis [Section 6.7.2.1, p. 188]	47. Trend Analysis	47. Trend Analysis—proposal success rates, Source Selection Statements (SSS)
48. Earned Value Management (EVM) [Section 7.4.2.1, p. 217] <ul style="list-style-type: none"> • Budget at Completion (BAC) • Earned Value (% completion x BAC) • Planned Value (PV): what the project should be worth at this point in the schedule period. • Actual Cost (AC) • Cost Performance Index (CPI) = EV/Actual Cost (AC). <1 means customer is receiving less than they are spending. CPI: sunk costs. • Schedule Performance Index (SPI) = EV/PV. <1 means the project is behind schedule. • Cost Variance (CV) = (EV – AC). Negative number means the project is over budget. • Schedule Variance (SV) = (EV – PV). Negative number means the project is behind schedule. • Estimate at Completion (EAC) – BAC/CPI • To-Complete Performance Index (TCPI) based on BAC = (BAC – EV)/(BAC – AC). How efficient the project will need to be to complete the work. >1 mean the project team must work more efficiently. TCPI: future performance. TCPI based on EAC = (BAC – EV)/(EAC – AC). EAC is new cost baseline. Subtract for variances, divide for indices. 	48. Earned Value Management	
49. Schedule Variance (SV) [Section 7.4.2.1, p. 218]	49. Schedule Variance (SV)	
50. Cost Variance (CV) [Section 7.4.2.1, p. 218]	50. Cost Variance (CV)	
51. Schedule Performance Index (SPI)—measure of schedule efficiency [Section 7.4.2.1, p. 219]	51. Schedule Performance Index (SPI)—measure of schedule efficiency	
51. Cost Performance Index (CPI)—measure of cost efficiency of budgeted resources [Section 7.4.2.1, p. 219]	51. Cost Performance Index (CPI)—measure of cost efficiency of budgeted resources	
52. Forecasting [Section 7.4.2.2, p. 220] <ul style="list-style-type: none"> • Estimate at Completion (EAC) • Budget at Completion (BAC) • Estimate to Complete (ETC) 	5.2 Forecasting <ul style="list-style-type: none"> • Estimate at Completion (EAC) • Budget at Completion (BAC) Estimate to Complete (ETC)	5.2 Forecasting—B&P planning, communication with executive stakeholders
53. Cost-Benefit Analysis [Section 8.1.2.1, p. 235]	53. Cost-Benefit Analysis	53. Cost-Benefit Analysis—decisions regarding editing, proofreading as related to B&P
54. Quality Metrics (describes a project attribute, and	54. Quality Metrics (describes a project attribute, and	

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how the control quality process will measure it) [Section 8.1.3.3, p. 242]	how the control quality process will measure it)	
55. Quality Assurance (auditing the quality requirements and the results of quality measurements to ensure that appropriate quality standards and operational definitions are used. Key benefit: facilitates the improvement of quality processes; focuses on prevention . <i>How well are we following standards processes identified during planning?</i>) [Section 8.2, pp. 242 – 244]	55. Quality Assurance (auditing the quality requirements and the results of quality measurements to ensure that appropriate quality standards and operational definitions are used. Key benefit: facilitates the improvement of quality processes.)	55. Quality Assurance (auditing the quality requirements and the results of quality measurements to ensure that appropriate quality standards and operational definitions are used. Key benefit: facilitates the improvement of quality processes.)—formal proposal review cycles.
56. Quality Control (process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.) [Section 8.3, p. 248]	56. Quality Control (process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.)—continuous process improvement.	56. Quality Control (process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.)—continuous proposal process improvement.
57. Change Requests [Section 8.3.3.5]	57. Change Requests	57. Change Requests—recommendations that are collated and deconflicted the emerge from formal reviews.
58. Hierarchical-type charts and Matrix-Based Charts [Section 9.1.2.1, p. 261, p. 262]	58. Hierarchical-type charts and Matrix-Based Charts	58. Hierarchical-type charts and Matrix-Based Charts
59. Virtual Teams [Section 9.2.2.4, p. 271]		59. Virtual Teams
60. Multi-Criteria Decision Analysis (Availability, Cost, Experience, Ability, Knowledge, Skills, Attitude) [Section 9.2.2.5, pp. 271-272]		60. Multi-Criteria Decision Analysis (Availability, Cost, Experience, Ability Knowledge, Skills, Attitude)
61. Training [Section 9.3.2.2, p. 275]	61. Training, cross-training, and technical refresh practices and associated funding	61. Training
62. Colocation [Section 9.3.2.5, p. 277]		62. Colocation—physical warroom
63. Recognition and Rewards [Section 9.3.2.6, p. 277]	63. Recognition and Rewards	63. Recognition and Rewards—Spot Awards and Proposal Win Bonuses
64. Issue log [Section 9.4.1.4, p. 281]	64. Issue log—modify communication	64. Issue log—modify training and communication
65. Conflict Management [Section 9.4.2.3, pp. 282-283]	65. Conflict Management	65. Conflict Management
66. Communication Methods [Section 10.1.2.4, p. 294] <ul style="list-style-type: none"> • Interactive • Push • Pull 	66. Communication Methods <ul style="list-style-type: none"> • Interactive • Push • Pull • Technical and contractual interfaces • Problem management and escalation processes 	66. Communication Methods <ul style="list-style-type: none"> • Interactive • Push • Pull (proposal Knowledge Bases)
67. Risk Management Plan [Section 11.1.3.1, pp. 316-318]	67. Risk Management Plan (probability and impact matrix—NASA 5x5)	
68. SWOT Analysis [Section 11.2.2.6, p. 326]		68. SWOT Analysis—support Strategic Planning
69. Quantitative Risk Analysis and Modeling Techniques [Section 11.4.2.2, pp. 338-340] <ul style="list-style-type: none"> • Sensitivity Analysis • Expected Monetary Value Analysis • Monte Carlo Technique (incorporate 	69. Quantitative Risk Analysis and Modeling Techniques <ul style="list-style-type: none"> • Sensitivity Analysis • Expected Monetary Value Analysis • Monte Carlo Technique 	

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probability into analysis)		
70. Risk Audits [section 11.6.2.2, p. 351]	70. Risk Audits	
71. Make-or-Buy Analysis [Section 12.1.2.1, p. 365; Section 12.1.3.5, p. 370; 12.2.1.6, p. 374]	Rationale for teaming	71. Make-or-Buy Analysis—use in-house or freelance proposal support
72. Market Research [Section 12.1.2.3, p. 365]	72. Market Research (for insurance carriers, salary data)	72. Market Research (for proposal consultants and vendors)
73. Statement of Work [Section 12.1.3.2, p. 367; Section 12.2.1.7, p. 374]	73. Statement of Work	73. Statement of Work—PWS, PBWS, SOO
74. Source Selection Criteria [Section 12.1.3.4, pp. 368-3869]	74. Source Selection Criteria	74. Source Selection Criteria
75. Bidder Conferences [Section 12.2.2.1, p. 375]		75. Bidder Conferences
	Project Management Plan—goal is to communicate and document ; use as a guide for future project decisions [NVCC Class]	
	Project documents are the results of applying the Project Management Plan (<i>e.g.</i> , Risk Register, Change Log, Project Calendar) [NVCC Class]	
	RACI : <u>R</u> esponsible, <u>A</u> pproval, <u>C</u> onsulted, <u>I</u> nformed [NVCC Class]	
	Elements of communication <ul style="list-style-type: none"> • Content: 7% • Paralingual (tone and pitch): 38% • Non-Verbal (body language): 55% [NVCC Class] 	Oral Presentations
	Facility and individual security clearances	

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