

# ISO 21500:2012-09 (E)

## Guidance on project management

---

### Contents

Page

|                                                                              |    |
|------------------------------------------------------------------------------|----|
| Foreword .....                                                               | iv |
| Introduction .....                                                           | v  |
| 1 Scope .....                                                                | 1  |
| 2 Terms and definitions .....                                                | 1  |
| 3 Project management concepts .....                                          | 2  |
| 3.1 General .....                                                            | 2  |
| 3.2 Project .....                                                            | 3  |
| 3.3 Project management .....                                                 | 4  |
| 3.4 Organizational strategy and projects .....                               | 4  |
| 3.5 Project environment .....                                                | 5  |
| 3.6 Project governance .....                                                 | 6  |
| 3.7 Projects and operations .....                                            | 6  |
| 3.8 Stakeholders and project organization .....                              | 6  |
| 3.9 Competencies of project personnel .....                                  | 7  |
| 3.10 Project life cycle .....                                                | 8  |
| 3.11 Project constraints .....                                               | 8  |
| 3.12 Relationship between project management concepts and processes .....    | 8  |
| 4 Project management processes .....                                         | 9  |
| 4.1 Project management process application .....                             | 9  |
| 4.2 Process groups and subject groups .....                                  | 9  |
| 4.3 Processes .....                                                          | 13 |
| Annex A (informative) Process group processes mapped to subject groups ..... | 31 |