Rita's Process Chart™: By Process Categories

Use Rita's Process Chart to Know: Where am I in the Project Management Process?

First let's summarize the current PMI direction for project management. PMI's Exam Content Outline (ECO) and the PMBOK® Guide, Eighth Edition, are organized around principles, focus areas, and performance domains rather than prescriptive processes. Although the PMBOK® Guide, Eighth Edition no longer emphasizes named knowledge areas, PMI has stated that the eighth edition adds to rather than negates the more process-driven sixth (and other editions) of the PMBOK® Guide.

The five Process Groups and ten Knowledge Areas continue to be important organizing principles, taken from the PMBOK® Guide, Sixth Edition. Essentially, for the exam, it is still important to be able to answer: "Where am I in the Project Management Process?" so understanding your project management activities in this context will help you answer many questions correctly. Rita's Process Chart can help you here. The use of non-prescriptive principles is a good direction that PMI is taking, since methods within organizations vary and change so much. Yet Rita's Process Chart remains an extremely useful tool in understanding how to manage a project from start to finish. And it speaks well to the Process Groups and Knowledge Areas.

For your review, here are the Process Groups and Knowledge Areas.

As you study Rita's book and other RMC Materials, it is useful for you to review the following versions of Rita's Process Chart. Each is shaded to emphasize the activities related to a knowledge area named on the chart, and within the context of a process group. For example, review the shaded areas of the chart for Integration Management and answer the question: "Where am I in the project management process" in the context of integration management. Do the same as you study the Scope knowledge area, and so on. Keep in mind that while these knowledge areas may appear like separate entities to manage on their own, they are not. They are interrelated and must be balanced together with other factors affecting project decisions.

Focus Areas is the current term. The Eighth Edition renamed the five Process Groups as five Focus Areas, and Focus Area is what PMI uses now — it appears throughout the Eighth Edition, while Process Group has largely dropped out of it. So when you meet Process Group in this chart, in the Prep Book, or in an older question, read it as Focus Area. Nothing else changed: the same five, in the same order — Initiating, Planning,

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Executing, Monitoring and Controlling, and Closing — so the chart is navigated exactly as it always was.

Focus Areas and Knowledge Areas

Focus Area (5)	Knowledge Area (10)	
Initiating	Integration	Resources
Planning	Scope	Communications
Executing	Schedule	Risk
Monitoring and Controlling	Cost	Procurement
Closing	Quality	Stakeholders

Integration Management

INITIATING	PLANNING (This is the only process group with a set order.)	EXECUTING	MONITORING & CONTROLLING	CLOSING
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Determine company culture and existing systems	Define and prioritize requirements	Produce product deliverables (product scope)	Measure performance against performance measurement baseline	Complete final procurement closure
Collect processes, procedures, and historical information	Create project scope statement	Gather work performance data	Measure performance against other metrics in the project management plan	Gain final acceptance of product
Divide large projects into phases or smaller projects	Assess what to purchase and create procurement documents	Request changes	Analyze and evaluate data and performance	Complete financial closure
Understand business case and benefits management plan	Determine planning team	Implement only approved changes	Determine if variances warrant a corrective action or other change request(s)	Hand off completed product
Uncover initial requirements, assumptions, risks, constraints, and existing agreements	Create WBS and WBS dictionary	Continuously improve; perform progressive elaboration	Influence factors that cause change	Solicit customer's feedback about the project
Assess project and product feasibility within the given constraints	Create activity list	Follow processes	Request changes	Complete final performance reporting
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Identify stakeholders and determine their expectations, interest, influence, and impact	Estimate activity durations and costs	Acquire final team and physical resources	Update project management plan and project documents	
Request changes	Determine critical path	Manage people	Inform stakeholders of all change request results	
Develop assumption log	Develop schedule	Evaluate team and individual	Monitor stakeholder	

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		performance; provide training	engagement	
Develop stakeholder register	Develop budget	Hold team-building activities	Confirm configuration compliance	
	Determine quality standards, processes, and metrics	Give recognition and rewards	Create forecasts	
	Determine team charter and all roles and responsibilities	Use issue logs	Gain customer's acceptance of interim deliverables	
	Plan communications and stakeholder engagement	Facilitate conflict resolution	Perform quality control	
	Perform risk identification, qualitative and quantitative risk analysis, and risk response planning	Release resources as work is completed	Perform risk reviews, reassessments, and audits	
	Go back—iterations	Send and receive information, and solicit feedback	Manage reserves	
	Finalize procurement strategy and documents	Report on project performance	Manage, evaluate, and close procurements	
	Create change and configuration management plans	Facilitate stakeholder engagement and manage expectations	Evaluate use of physical resources	
	Finalize all management plans	Hold meetings		
	Develop realistic and sufficient project management plan and baselines	Evaluate sellers; negotiate and contract with sellers		
	Gain formal approval of the plan	Use and share project knowledge		
	Hold kickoff meeting	Execute contingency plans		
	Request changes	Update project management plan and project documents		

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Scope Management

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Schedule Management

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Cost Management

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Resource Management

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Communications Management

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Risk Management

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Develop stakeholder register	Develop budget	Hold team-building activities	Confirm configuration compliance	
	Determine quality standards, processes, and metrics	Give recognition and rewards	Create forecasts	
	Determine team charter and all roles and responsibilities	Use issue logs	Gain customer's acceptance of interim deliverables	
	Plan communications and stakeholder engagement	Facilitate conflict resolution	Perform quality control	
	Perform risk identification, qualitative and quantitative risk analysis, and risk response planning	Release resources as work is completed	Perform risk reviews, reassessments, and audits	
	Go back—iterations	Send and receive information, and solicit feedback	Manage reserves	
	Finalize procurement strategy	Report on project performance	Manage, evaluate, and close	

This resource complements information in Rita Mulcahy's™ *PMP® Exam Prep* book, 12th edition. If you are preparing for the PMP® exam, consider contacting RMC Learning Solutions® at info@rmcls.com to find the best prep strategy *for you*.

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	and documents		procurements	
	Create change and configuration management plans	Facilitate stakeholder engagement and manage expectations	Evaluate use of physical resources	
	Finalize all management plans	Hold meetings		
	Develop realistic and sufficient project management plan and baselines	Evaluate sellers; negotiate and contract with sellers		
	Gain formal approval of the plan	Use and share project knowledge		
	Hold kickoff meeting	Execute contingency plans		
	Request changes	Update project management plan and project documents		

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Stakeholder Management

INITIATING	PLANNING (This is the only process group with a set order.)	EXECUTING	MONITORING & CONTROLLING	CLOSING
Select project manager	Determine development approach, life cycle, and how you will plan for each knowledge area	Execute work according to the project management plan	Take action to monitor and control the project	Confirm work is done to requirements
Determine company culture and existing systems	Define and prioritize requirements	Produce product deliverables (product scope)	Measure performance against performance measurement baseline	Complete final procurement closure
Collect processes, procedures, and historical information	Create project scope statement	Gather work performance data	Measure performance against other metrics in the project management plan	Gain final acceptance of product
Divide large projects into phases or smaller projects	Assess what to purchase and create procurement documents	Request changes	Analyze and evaluate data and performance	Complete financial closure
Understand business case and benefits management plan	Determine planning team	Implement only approved changes	Determine if variances warrant a corrective action or other change request(s)	Hand off completed product
Uncover initial requirements, assumptions, risks, constraints, and existing agreements	Create WBS and WBS dictionary	Continuously improve; perform progressive elaboration	Influence factors that cause change	Solicit customer's feedback about the project
Assess project and product feasibility within the given constraints	Create activity list	Follow processes	Request changes	Complete final performance reporting
Create measurable objectives and success criteria	Create network diagram	Determine whether quality plan and processes are correct and effective	Perform integrated change control	Index and archive records
Develop project charter	Estimate resource requirements	Perform quality audits and issue quality reports	Approve or reject changes	Gather final lessons learned and update knowledge bases
Identify stakeholders and determine their expectations, interest, influence, and impact	Estimate activity durations and costs	Acquire final team and physical resources	Update project management plan and project documents	
Request changes	Determine critical path	Manage people	Inform stakeholders of all change request results	
Develop assumption log	Develop schedule	Evaluate team and individual performance; provide training	Monitor stakeholder engagement	
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