

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 new Exam Content Outline (ECO), and their *PMBOK Guide®*, *Seventh Edition*, are based on principles specifically not meant to be prescriptive for how to manage a project. Although the *PMBOK® Guide*, *Seventh Edition* no longer emphasizes named knowledge areas, they have stated that the seventh 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.

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

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.



Integration Management

INITIATING

Select project manager

Determine company culture and existing systems

Collect processes, procedures, and historical information

Divide large projects into phases or smaller projects

Understand business case and benefits management plan

Uncover initial requirements, assumptions, risks, constraints, and existing agreements

Assess project and product feasibility within the given constraints

Create measurable objectives and success criteria

Develop project charter

Identify stakeholders and determine their expectations, interest, influence, and impact

Request changes

Develop assumption log

Develop stakeholder register

PLANNING (This is the only process group)

with a set order.)
Determine development

approach, life cycle, and how you will plan for each knowledge area

Define and prioritize requirements

Create project scope statement

Assess what to purchase and create procurement documents

Determine planning team

Create WBS and WBS dictionary Create activity list

Create network diagram

Estimate resource requirements

Estimate activity durations and costs

Determine critical path

Develop schedule

Develop budget

- Determine quality standards, processes, and metrics
- Determine team charter and all roles and responsibilities

Plan communications and stakeholder engagement

Perform risk identification, qualitative and quantitative risk analysis, and risk response planning

Go back—iterations
Finalize procurement strategy

and documents
Create change and

configuration management plans

Finalize all management plans

Develop realistic and sufficient project management plan and baselines

Gain formal approval of the plan

Hold kickoff meeting

Request changes

EXECUTING

Execute work according to the project management plan

Produce product deliverables (product scope)

Gather work performance data

Request changes

Implement only approved changes

Continuously improve; perform progressive elaboration

Follow processes

Determine whether quality plan and processes are correct and effective

Perform quality audits and issue quality report

Acquire final team and physical resources

Manage people

Evaluate team and individual performance; provide training

Hold team-building activities

Give recognition and rewards

Use issue logs

Facilitate conflict resolution

Release resources as work is completed

Send and receive information, and solicit feedback

Report on project performance

Facilitate stakeholder engagement and manage expectations

Hold meetings

Evaluate sellers; negotiate and contract with sellers

Use and share project knowledge

Execute contingency plans

Update project management

plan and project documents

MONITORING & CONTROLLING

Take action to monitor and control the project

Measure performance against performance measurement baseline

Measure performance against other metrics in the project management plan

Analyze and evaluate data and performance

Determine if variances warrant a corrective action or other change request(s)

Influence factors that cause change

Request changes

Perform integrated change control

Approve or reject changes Update project management plan and project documents

Inform stakeholders of all change request results

Monitor stakeholder engagement

Confirm configuration compliance

Create forecasts

Gain customer's acceptance of interim deliverables

Perform quality control

Perform risk reviews, reassessments, and audits

Manage reserves Manage, evaluate, and close

procurements Evaluate use of physical

resources

CLOSING

Confirm work is done to requirements

Complete final procurement closure

Gain final acceptance of product

Complete financial closure Hand off completed product

Solicit customer's feedback about the project

Complete final performance reporting

Index and archive records

Gather final lessons learned and update knowledge bases



Scope Management

INITIATING

Select project manager

Determine company culture and existing systems

Collect processes, procedures, and historical information

Divide large projects into phases or smaller projects

Understand business case and benefits management plan

Uncover initial requirements, assumptions, risks, constraints, and existing agreements

Assess project and product feasibility within the given constraints

Create measurable objectives and success criteria

Develop project charter

Identify stakeholders and determine their expectations, interest, influence, and impact

Request changes

Develop assumption log

Develop stakeholder register

t	
PLANNING	EXECUTING
(This is the only process group with a set order.)	Execute work according to the project management plan
Determine development approach, life cycle, and how you will plan for each	Produce product deliverables (product scope)
knowledge area	Gather work performance dat
Define and prioritize requirements	Request changes
Create project scope statement	Implement only approved changes
Assess what to purchase and create procurement documents	Continuously improve; perform progressive elaboration
Determine planning team	Follow processes
Create WBS and WBS dictionary	Determine whether quality
Create activity list	plan and processes are correct and effective
Create network diagram	Perform quality audits and
Estimate resource requirements	issue quality report
Estimate activity durations and costs	Acquire final team and physic resources
Determine critical path	Manage people
Develop schedule	Evaluate team and individual performance; provide training
Develop budget	Hold team-building activities
Determine quality standards, processes, and metrics	Give recognition and rewards
Determine team charter and all roles and responsibilities	Use issue logs
Plan communications and	Facilitate conflict resolution
stakeholder engagement	Release resources as work is completed
Perform risk identification, qualitative and quantitative risk analysis, and risk response	Send and receive information and solicit feedback
planning	Report on project performant
Go back—iterations	Facilitate stakeholder
Finalize procurement strategy and documents	engagement and manage expectations
Create change and	Hold meetings
configuration management plans	Evaluate sellers; negotiate and contract with sellers
Finalize all management plans	Use and share project
Develop realistic and sufficient project management	knowledge
plan and baselines	Execute contingency plans
Gain formal approval of the plan	Update project management plan and project documents
Hold kickoff meeting	
Request changes	

EXECUTING	MONITORING & CONTROLLING	
te work according to the t management plan	CONTROLLING	
ce product deliverables	Take action to monitor and control the project	
act scope)	Measure performance against performance measurement	
	baseline	
st changes nent only approved	Measure performance against other metrics in the project management plan	
nuously improve; m progressive	Analyze and evaluate data and performance	
ation	Determine if variances warrant a corrective action or	
v processes	other change request(s)	
nine whether quality nd processes are correct fective	Influence factors that cause change	
	Request changes	
m quality audits and uality report	Perform integrated change control	
re final team and physical ces	Approve or reject changes	
je people	Update project management plan and project documents	
te team and individual mance; provide training	Inform stakeholders of all change request results	
eam-building activities	Monitor stakeholder	
ecognition and rewards	engagement	
sue logs	Confirm configuration compliance	
ate conflict resolution	Create forecasts	
e resources as work is eted	Gain customer's acceptance of interim deliverables	
nd receive information, licit feedback	Perform quality control	
t on project performance	Perform risk reviews, reassessments, and audits	
ate stakeholder ement and manage	Manage reserves	
ations	Manage, evaluate, and close	
neetings	procurements	
te sellers; negotiate and ct with sellers	Evaluate use of physical resources	
d share project edge		
te contingency plans		
e project management		

CLOSING

Confirm work is done to requirements

Complete final procurement closure

Gain final acceptance of product

Complete financial closure Hand off completed product

Solicit customer's feedback about the project

Complete final performance reporting

Index and archive records

Gather final lessons learned and update knowledge bases



Schedule Management

INITIATING

Select project manager

Determine company culture	
and existing systems	

Collect processes, procedures, and historical information

Divide large projects into phases or smaller projects

Understand business case and benefits management plan

Uncover initial requirements, assumptions, risks, constraints, and existing agreements

Assess project and product feasibility within the given constraints

Create measurable objectives and success criteria

Develop project charter

Identify stakeholders and determine their expectations, interest, influence, and impact

Request changes

- Develop assumption log
- Develop stakeholder register

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PLANNING	
(This is the only process group with a set order.)	Execu projec
Determine development approach, life cycle, and how you will plan for each knowledge area	Produ (prod
Define and prioritize requirements	Requ
Create project scope statement	Imple
Assess what to purchase and create procurement documents	Conti perfor elabo
Determine planning team	Follow
Create WBS and WBS dictionary	Deter
Create activity list	and e
Create network diagram	Perfo
Estimate resource requirements Estimate activity durations and costs	Acqui
Determine critical path	Mana
Develop schedule	Evalu perfo
Develop budget	Hold
Determine quality standards, processes, and metrics	Give
Determine team charter and all roles and responsibilities	Use is
Plan communications and stakeholder engagement	Facili
Perform risk identification, qualitative and quantitative risk analysis, and risk response	Send and se
Go back—iterations	Repo
Finalize procurement strategy and documents	Facili engag expec
Create change and configuration management	Hold
plans	Evalu contra
Finalize all management plans	Use a
Develop realistic and sufficient project management plan and baselines	Execu
Gain formal approval of the plan	Upda plan a
Hold kickoff meeting	
Request changes	

	EXECUTING
	Execute work according to the project management plan
	Produce product deliverables (product scope)
_	Gather work performance data
	Request changes
	Implement only approved changes
	Continuously improve; perform progressive elaboration
Ī	Follow processes
	Determine whether quality plan and processes are correct and effective
	Perform quality audits and issue quality report
	Acquire final team and physical resources
1	Manage people
	Evaluate team and individual performance; provide training
	Hold team-building activities
	Give recognition and rewards
	Use issue logs
-	Facilitate conflict resolution
	Release resources as work is completed
	Send and receive information, and solicit feedback
	Report on project performance
	Facilitate stakeholder engagement and manage expectations
	Hold meetings
	Evaluate sellers; negotiate and contract with sellers
	Use and share project knowledge
	Execute contingency plans
	Update project management plan and project documents

MONITORING & Controlling

Take action to monitor and control the project

Measure performance against performance measurement baseline

Measure performance against other metrics in the project management plan

Analyze and evaluate data and performance

Determine if variances warrant a corrective action or other change request(s)

Influence factors that cause change

Request changes

Perform integrated change control

Approve or reject changes Update project management plan and project documents

Inform stakeholders of all change request results

Monitor stakeholder engagement Confirm configuration

compliance Create forecasts

Gain customer's acceptance of interim deliverables

Perform quality control

Perform risk reviews, reassessments, and audits

Manage reserves

Manage, evaluate, and close procurements

Evaluate use of physical resources

CLOSING

Confirm work is done to requirements

Complete final procurement closure

Gain final acceptance of product

Complete financial closure Hand off completed product

Solicit customer's feedback about the project

Complete final performance reporting

Index and archive records

Gather final lessons learned and update knowledge bases



Cost Management

INITIATING

Select project manager

Determine company culture and existing systems

Collect processes, procedures, and historical information

Divide large projects into phases or smaller projects

Understand business case and benefits management plan

Uncover initial requirements, assumptions, risks, constraints, and existing agreements

Assess project and product feasibility within the given constraints

Create measurable objectives and success criteria

Develop project charter

Identify stakeholders and determine their expectations, interest, influence, and impact

Request changes

Develop assumption log

Develop stakeholder register

PLANNING	
(This is the only process group	Exe
with a set order.)	pro
Determine development approach, life cycle, and	Pro
how you will plan for each knowledge area	(pro
Define and prioritize	Gat
requirements	Rec
Create project scope statement	Imp
Assess what to purchase and create procurement documents	Cor
	per
Determine planning team	elat
Create WBS and WBS dictionary	Foll
Create activity list	Det plar
Create network diagram	and
Estimate resource requirements	Peri
Estimate activity durations	Acq
and costs	resc
Determine critical path	Ma
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Develop budget	per
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Determine quality standards, processes, and metrics Determine team charter and all roles and responsibilities Plan communications and	Hol Giv Use Fac
Determine quality standards, processes, and metrics Determine team charter and all roles and responsibilities Plan communications and stakeholder engagement	Hol
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Determine quality standards, processes, and metrics Determine team charter and all roles and responsibilities Plan communications and stakeholder engagement Perform risk identification, qualitative and quantitative risk analysis, and risk response planning Go back—iterations Finalize procurement strategy	Hol Giv Use Fac Rel con Sen and Rep Fac
Determine quality standards, processes, and metrics Determine team charter and all roles and responsibilities Plan communications and stakeholder engagement Perform risk identification, qualitative and quantitative risk analysis, and risk response planning Go back—iterations Finalize procurement strategy and documents Create change and configuration management	Hol Giv Use Fac Rel. con Sen and Rep Fac eng exp Hol
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Determine quality standards, processes, and metrics Determine team charter and all roles and responsibilities Plan communications and stakeholder engagement Perform risk identification, qualitative and quantitative risk analysis, and risk response planning Go back—iterations Finalize procurement strategy and documents Create change and configuration management plans	Hol Giv Use Fac Rel. con Sen and Rep Fac eng exp Hol Eva con
Determine quality standards, processes, and metrics Determine team charter and all roles and responsibilities Plan communications and stakeholder engagement Perform risk identification, qualitative and quantitative risk analysis, and risk response planning Go back—iterations Finalize procurement strategy and documents Create change and configuration management plans Finalize all management plans Develop realistic and sufficient project management	Hol Giv Use Fac Rel con Sen and Reg Fac eng exp Hol Eva con Use kno
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Determine quality standards, processes, and metrics Determine team charter and all roles and responsibilities Plan communications and stakeholder engagement Perform risk identification, qualitative and quantitative risk analysis, and risk response planning Go back—iterations Finalize procurement strategy and documents Create change and configuration management plans Finalize all management plans Develop realistic and sufficient project management plan and baselines Gain formal approval of the plan	Hol Giv Use Fac Rel con Sen and Reg Fac eng exp Hol Eva con Use kno

	EXECUTING
p	Execute work according to the project management plan
	Produce product deliverables (product scope)
	Gather work performance data
	Request changes
ıt	Implement only approved changes
ts	Continuously improve; perform progressive elaboration
	Follow processes
	Determine whether quality plan and processes are correct and effective
its	Perform quality audits and issue quality report
	Acquire final team and physical resources
	Manage people
	Evaluate team and individual performance; provide training
	Hold team-building activities
	Give recognition and rewards
	Use issue logs
-	Facilitate conflict resolution
	Release resources as work is completed
e	Send and receive information, and solicit feedback
	Report on project performance
	Facilitate stakeholder engagement and manage expectations
	Hold meetings
	Evaluate sellers; negotiate and contract with sellers
15	Use and share project knowledge
nt	Execute contingency plans
	Update project management plan and project documents

MONITORING & CONTROLLING

Take action to monitor and control the project

Measure performance against the performance measurement baseline

Measure performance against other metrics in project management plan

Analyze and evaluate data and performance

Determine if variances warrant a corrective action or other change request(s)

Influence factors that cause change

Request changes

Perform integrated change control

Approve or reject changes

Update project management plan and project documents

Inform stakeholders of all change request results

Monitor stakeholder engagement

Confirm configuration compliance

Create forecasts
Gain customer's acceptance of

interim deliverables Perform quality control

Perform risk reviews, reassessments, and audits

Manage reserves Manage, evaluate, and close procurements

Evaluate use of physical resources

CLOSING

Confirm work is done to requirements

Complete final procurement closure

Gain final acceptance of product

Complete financial closure Hand off completed product

Solicit customer's feedback about the project

Complete final performance reporting

Index and archive records

Gather final lessons learned and update knowledge bases



Quality Management

NI	TI	A1	TIN	10

Select project manager

Determine company culture and existing systems

Collect processes, procedures, and historical information

Divide large projects into phases or smaller projects

Understand business case and benefits management plan

Uncover initial requirements, assumptions, risks, constraints, and existing agreements

Assess project and product feasibility within the given constraints

Create measurable objectives and success criteria

Develop project charter

Identify stakeholders and determine their expectations, interest, influence, and impact

Request changes

- Develop assumption log
- Develop stakeholder register

]	PLANNING (This is the only process gro with a set order.)
	Determine development approach, life cycle, and how you will plan for each

oup

how you will plan for each knowledge area

Define and prioritize requirements

Create project scope statement Assess what to purchase and

create procurement documents Determine planning team

Create WBS and WBS dictionary

Create activity list

Create network diagram

Estimate resource requirements
Estimate activity durations

and costs

Determine critical path

Develop schedule

Determine quality standards, processes, and metrics

Determine team charter and all roles and responsibilities

Plan communications and stakeholder engagement

Perform risk identification, qualitative and quantitative risk analysis, and risk response planning

Go back—iterations Finalize procurement strategy

and documents
Create change and

configuration management plans

Finalize all management plans
Develop realistic and

sufficient project management plan and baselines

Gain formal approval of the plan

Hold kickoff meeting

Request changes

EXECUTING

Execute work according to the project management plan

Produce product deliverables

Gather work performance data

Request changes

(product scope)

Implement only approved changes

Continuously improve; perform progressive elaboration

Follow processes

Determine whether quality plan and processes are correct and effective

Perform quality audits and issue quality report

Acquire final team and physical resources

Manage people

Evaluate team and individual performance; provide training

Hold team-building activities

Use issue logs

Facilitate conflict resolution

Release resources as work is completed

Send and receive information, and solicit feedback

Report on project performance

Facilitate stakeholder engagement and manage expectations

Hold meetings

Evaluate sellers; negotiate and contract with sellers

Use and share project knowledge

Execute contingency plans

Update project management plan and project documents

MONITORING & CONTROLLING

Take action to monitor and control the project

Measure performance against performance measurement baseline

Measure performance against other metrics in the project management plan

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Determine if variances warrant a corrective action or other change request(s)

Influence factors that cause change

Request changes

Perform integrated change control

Approve or reject changes

Update project management plan and project documents

Inform stakeholders of all change request results

Monitor stakeholder engagement

Confirm configuration compliance

Create forecasts

Gain customer's acceptance of interim deliverables

Perform quality control

Perform risk reviews, reassessments, and audits

Manage reserves

Manage, evaluate, and close procurements

Evaluate use of physical resources

Confirm work is done to requirements Complete final procurement closure

CLOSING

Gain final acceptance of product

Complete financial closure

Hand off completed product

Solicit customer's feedback about the project

Complete final performance reporting

Index and archive records

Gather final lessons learned and update knowledge bases



Resource Management

INITIATING

Select project manager

Determine company culture and existing systems

Collect processes, procedures, and historical information

Divide large projects into phases or smaller projects

Understand business case and benefits management plan

Uncover initial requirements, assumptions, risks, constraints, and existing agreements

Assess project and product feasibility within the given constraints

Create measurable objectives and success criteria

Develop project charter

Identify stakeholders and determine their expectations, interest, influence, and impact

Request changes

Develop assumption log

Develop stakeholder register

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PLANNING	
(This is the only process group with a set order.)	Execut
Determine development	project
approach, life cycle, and how you will plan for each	Produc (produ
knowledge area	Gather
Define and prioritize requirements	Reque
Create project scope statement	Implen
Assess what to purchase and create procurement documents	Contin
Determine planning team	perforr elabora
Create WBS and WBS	Follow
dictionary	Determ
Create activity list	plan an and eff
Create network diagram	Perform
Estimate resource requirements	issue q
Estimate activity durations and costs	Acquir physic
Determine critical path	Manag
Develop schedule	Evalua
Develop budget	Hold to
Determine quality standards,	Give re
processes, and metrics	Use iss
Determine team charter and all roles and responsibilities	Facilita
Plan communications and stakeholder engagement	Release comple
Perform risk identification,	Send and sol
qualitative and quantitative risk analysis, and risk response	Report
planning	Facilita
Go back—iterations	engage
Finalize procurement strategy and documents	expecta Hold n
Create change and	Evaluat
configuration management plans	contrac
Finalize all management plans	Use an knowle
Develop realistic and sufficient project management	Execut
plan and baselines Gain formal approval of the plan	Update plan ar
Hold kickoff meeting	
Request changes	
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	EXECUTING			
up	Execute work according to the project management plan			
	Produce product deliverables (product scope)			
	Gather work performance data			
	Request changes			
ent	Implement only approved changes			
nts	Continuously improve; perform progressive elaboration			
	Follow processes			
	Determine whether quality plan and processes are correct and effective			
	Perform quality audits and issue quality report			
	Acquire final team and physical resources			
	Manage people			
	Evaluate team and individual performance; provide training			
	Hold team-building activities			
5,	Give recognition and rewards			
1	Use issue logs			
d s	Facilitate conflict resolution			
	Release resources as work is completed			
	Send and receive information, and solicit feedback			
se	Report on project performance			
gy	Facilitate stakeholder engagement and manage expectations			
	Hold meetings			
	Evaluate sellers; negotiate and contract with sellers			
ans	Use and share project knowledge			
	Execute contingency plans			

Execute contingency plans

Update project management plan and project documents

MONITORING & CONTROLLING

Take action to monitor and control the project

Measure performance against performance measurement baseline

Measure performance against other metrics in the project management plan

Analyze and evaluate data and performance

Determine if variances warrant a corrective action or other change request(s)

Influence factors that cause change

Request changes

Perform integrated change control

Approve or reject changes

Update project management plan and project documents

Inform stakeholders of all change request results

Monitor stakeholder engagement

Confirm configuration compliance

Create forecasts
Gain customer's acceptance of

interim deliverables

Perform quality control Perform risk reviews, reassessments, and audits

Manage reserves

Manage, evaluate, and close procurements

Evaluate use of physical resources

CLOSING

Confirm work is done to requirements

Complete final procurement closure

Gain final acceptance of product

Complete financial closure

Hand off completed product

Solicit customer's feedback about the project

Complete final performance reporting

Index and archive records

Gather final lessons learned and update knowledge bases



CLOSING

Confirm work is done to

Complete final procurement

requirements

closure

Communications Mar

INITIATING	PLANN
Select project manager	(This is the only p with a set
Determine company culture and existing systems	Determine devel approach, life cy
Collect processes, procedures, and historical information	how you will plan knowledge area
Divide large projects into phases or smaller projects	Define and priori requirements
Understand business case and	Create project sco
benefits management plan	Assess what to pu create procureme
Uncover initial requirements, assumptions, risks, constraints, and existing agreements	Determine plann
Assess project and product feasibility within the given	Create WBS and dictionary
constraints	Create activity lis
Create measurable objectives and success criteria	Create network d
Develop project charter	Estimate resource
Identify stakeholders and	Estimate activity and costs
determine their expectations, interest, influence, and impact	Determine critica
Request changes	Develop schedule
Develop assumption log	Develop budget
Develop stakeholder register	Determine qualit processes, and me
	Determine team all roles and resp
	Plan communica stakeholder enga
	Perform risk iden qualitative and qu risk analysis, and planning
	Go back—iterati
	Finalize procuren and documents
	Create change an configuration ma plans
	Finalize all mana
	Develop realistic sufficient project plan and baseline
	Gain formal appr plan
	Hold kickoff mee
	Request changes

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PLANNING	
his is the only process group with a set order.)	Exec
	proje
etermine development oproach, life cycle, and	Prod
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quirements	Requ
reate project scope statement	Impl
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eate procurement documents	Cont
etermine planning team	perfc elabo
reate WBS and WBS ctionary	Follo
	Dete
reate activity list	plan and e
reate network diagram	Perfc
stimate resource requirements	issue
stimate activity durations	Acar
nd costs	Acqu resou
etermine critical path	Man
evelop schedule	Evalu
	perfc
evelop budget	Hold
etermine quality standards, ocesses, and metrics	
· · · · · ·	Give
etermine team charter and l roles and responsibilities	Use i
an communications and	Facil
akeholder engagement	Relea
erform risk identification,	com
alitative and quantitative	Send
sk analysis, and risk response anning	and s
	Repo
o back—iterations	perfo
nalize procurement strategy	Facil
nd documents	enga expe
reate change and	Hold
onfiguration management ans	пон
nalize all management plans	Evalı conti
evelop realistic and	Use a
an and baselines	knov
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old kickoff meeting	plan

EXECUTING

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- uest changes ement only approved
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ow processes

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- form quality audits and e quality report
- uire final team and physical urces
- age people
 - luate team and individual ormance; provide training
 - d team-building activities recognition and rewards
 - issue logs
 - litate conflict resolution
- ease resources as work is pleted
 - d and receive information, solicit feedback
 - ort on project ormance
 - litate stakeholder gement and manage ectations
 - d meetings
 - luate sellers; negotiate and tract with sellers
 - and share project wledge
 - cute contingency plans
 - late project management and project documents

MONITORING & CONTROLLING

- Take action to monitor and control the project
- Measure performance against performance measurement baseline
- Measure performance against other metrics in the project management plan
- Analyze and evaluate data and performance
- **Determine if variances** warrant a corrective action or other change request(s)
- Influence factors that cause change
- **Request changes**
- Perform integrated change control
- Approve or reject changes Update project management plan and project documents
- Inform stakeholders of all change request results
- Monitor stakeholder engagement
- Confirm configuration compliance
- Create forecasts
- Gain customer's acceptance of interim deliverables
- Perform quality control
- Perform risk reviews. reassessments, and audits
- Manage reserves
- Manage, evaluate, and close procurements
- Evaluate use of physical resources

Gain final acceptance of product Complete financial closure Hand off completed product Solicit customer's feedback about the project Complete final performance

- reporting
- Index and archive records
- Gather final lessons learned and update knowledge bases



Risk Management

INITIATING	PLANN
Select project manager	(This is the only p with a set o
Determine company culture and existing systems	Determine develo approach, life cyc
Collect processes, procedures, and historical information	how you will plan knowledge area
Divide large projects into phases or smaller projects	Define and prioriti requirements
Understand business case and	Create project sco
benefits management plan Uncover initial requirements,	Assess what to pur create procuremen
assumptions, risks, constraints, and existing agreements	Determine plannir
Assess project and product feasibility within the given	Create WBS and V dictionary
constraints	Create activity list
Create measurable objectives	Create network di
and success criteria	Estimate resource
Develop project charter Identify stakeholders and	Estimate activity d and costs
determine their expectations, interest, influence, and impact	Determine critical
Request changes	Develop schedule
Develop assumption log	Develop budget
Develop stakeholder register	Determine quality processes, and met
	Determine team c all roles and respo
	Plan communicati stakeholder engage
	Perform risk iden qualitative and qu risk analysis, and response planning
	Go back—iteratio
	Finalize procurem and documents
	Create change and configuration man plans
	Finalize all manag
	Develop realistic sufficient project plan and baseline
	Gain formal appro plan
	Hold kickoff meet
	Request changes

PLANNING	
(This is the only process group with a set order.)	Exec proj
Determine development approach, life cycle, and how you will plan for each	Proc (pro
knowledge area	Gatl
Define and prioritize requirements	Req
Create project scope statement	Imp
Assess what to purchase and create procurement documents	Con
Determine planning team	perf elab
Create WBS and WBS dictionary	Foll
Create activity list	Dete plan
Create network diagram	and
Estimate resource requirements	Perf
Estimate activity durations and costs	Acq reso
Determine critical path	Mar
Develop schedule	Eval
Develop budget	perf
Determine quality standards, processes, and metrics	Hole
Determine team charter and all roles and responsibilities	Use
Plan communications and	Faci
stakeholder engagement	D.1.
	Rele com
Perform risk identification, qualitative and quantitative risk analysis, and risk	
Perform risk identification, qualitative and quantitative risk analysis, and risk response planning	com
Perform risk identification, qualitative and quantitative risk analysis, and risk	com Send and Rep Faci enga
Perform risk identification, qualitative and quantitative risk analysis, and risk response planning Go back—iterations Finalize procurement strategy and documents Create change and	com Send and Rep Faci
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Perform risk identification, qualitative and quantitative risk analysis, and risk response planning Go back—iterations Finalize procurement strategy and documents Create change and configuration management plans Finalize all management plans Develop realistic and sufficient project management plan and baselines	com Sena and Rep Faci enga expe Hole Eval cont Use kno
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EXECUTING
Execute work according to the project management plan
Produce product deliverables (product scope)
Gather work performance data
Request changes
Implement only approved changes
Continuously improve; perform progressive elaboration
Follow processes
Determine whether quality plan and processes are correct and effective
Perform quality audits and issue quality report
Acquire final team and physical resources
Manage people
Evaluate team and individual performance; provide training
Hold team-building activities
Give recognition and rewards
Use issue logs
Facilitate conflict resolution
Release resources as work is completed
Send and receive information, and solicit feedback
Report on project performance
Facilitate stakeholder engagement and manage expectations
Hold meetings
Evaluate sellers; negotiate and contract with sellers
Use and share project knowledge
Execute contingency plans
Update project management plan and project documents

MONITORING & CONTROLLING

Take action to monitor and control the project

Measure performance against performance measurement baseline

Measure performance against other metrics in the project management plan

Analyze and evaluate data and performance

Determine if variances warrant a corrective action or other change request(s)

Influence factors that cause change

Request changes Perform integrated change

control

Approve or reject changes Update project management plan and project documents

Inform stakeholders of all change request results

Monitor stakeholder engagement

Confirm configuration compliance

Create forecasts

Gain customer's acceptance of interim deliverables

Perform quality control

Perform risk reviews, reassessments, and audits

Manage reserves

Manage, evaluate, and close procurements

Evaluate use of physical resources

requirements Complete final procurement closure Gain final acceptance of product Complete financial closure Hand off completed product

CLOSING

Confirm work is done to

Solicit customer's feedback about the project

Complete final performance reporting

Index and archive records

Gather final lessons learned and update knowledge bases



Procurement Managem

INITIATING

INITIATING	PLANNING
Select project manager	(This is the only proces with a set order.)
Determine company culture and existing systems	Determine developmer approach, life cycle, an
Collect processes, procedures, and historical information	how you will plan for e knowledge area
Divide large projects into phases or smaller projects	Define and prioritize requirements
Understand business case and	Create project scope sta
Uncover initial requirements,	Assess what to purchas and create procuremen documents
assumptions, risks, constraints, and existing agreements	Determine planning tea
Assess project and product feasibility within the given constraints	Create WBS and WBS dictionary
	Create activity list
Create measurable objectives and success criteria	Create network diagram
Develop project charter	Estimate resource requi
Identify stakeholders and determine their expectations,	Estimate activity duration and costs
interest, influence, and impact	Determine critical path
Request changes	Develop schedule
Develop assumption log	Develop budget
Develop stakeholder register	Determine quality stand processes, and metrics
	Determine team charter all roles and responsib
	Plan communications a stakeholder engagemen
	Perform risk identificati qualitative and quantita risk analysis, and risk re planning
	Go back—iterations
	Finalize procurement s and documents
	Create change and configuration managem plans
	Finalize all managemen
	Develop realistic and sufficient project mana plan and baselines
	Gain formal approval of plan
	Hold kickoff meeting

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PLANNING is the only process group with a set order.)	
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ne and prioritize rements	
te project scope statement	

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strategy

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Request changes

Request changes Implement only approved atement changes Continuously improve; perform progressive elaboration Follow processes Determine whether quality plan and processes are correct and effective n Perform quality audits and issue quality report irements

Acquire final team and physical resources

EXECUTING

Execute work according to the project management plan

Produce product deliverables

Gather work performance data

(product scope)

Manage people

Evaluate team and individual performance; provide training Hold team-building activities

Give recognition and rewards

Use issue logs

Facilitate conflict resolution Release resources as work is

completed Send and receive information, and solicit feedback

Report on project performance Facilitate stakeholder

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Hold meetings

Evaluate sellers; negotiate and contract with sellers

Use and share project knowledge

Execute contingency plans

Update project management plan and project documents

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CLOSING

Confirm work is done to requirements

Complete final procurement closure

Gain final acceptance of product

Complete financial closure Hand off completed product

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Stakeholder Management

INITIATING

Select project manager

Determine company culture and existing systems

Collect processes, procedures, and historical information

Divide large projects into phases or smaller projects

Understand business case and benefits management plan

Uncover initial requirements, assumptions, risks, constraints, and existing agreements

Assess project and product feasibility within the given constraints

Create measurable objectives and success criteria

Develop project charter

Identify stakeholders and determine their expectations, interest, influence, and impact

Request changes

- Develop assumption log
- Develop stakeholder register

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PLANNING (This is the only process group with a set order.)
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Determine quality standards, processes, and metrics
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Plan communications and stakeholder engagement
Perform risk identification,

Perform risk identification, qualitative and quantitative risk analysis, and risk response planning

Go back—iterations Finalize procurement strategy

and documents Create change and configuration management plans

Finalize all management plans

Develop realistic and sufficient project management plan and baselines

Gain formal approval of the plan

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