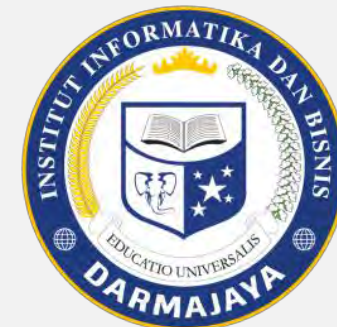




PROJECT MANAGEMENT PROCESSES & KNOWLEDGE AREAS

Project Management – 3rd meeting

According to the PMI,

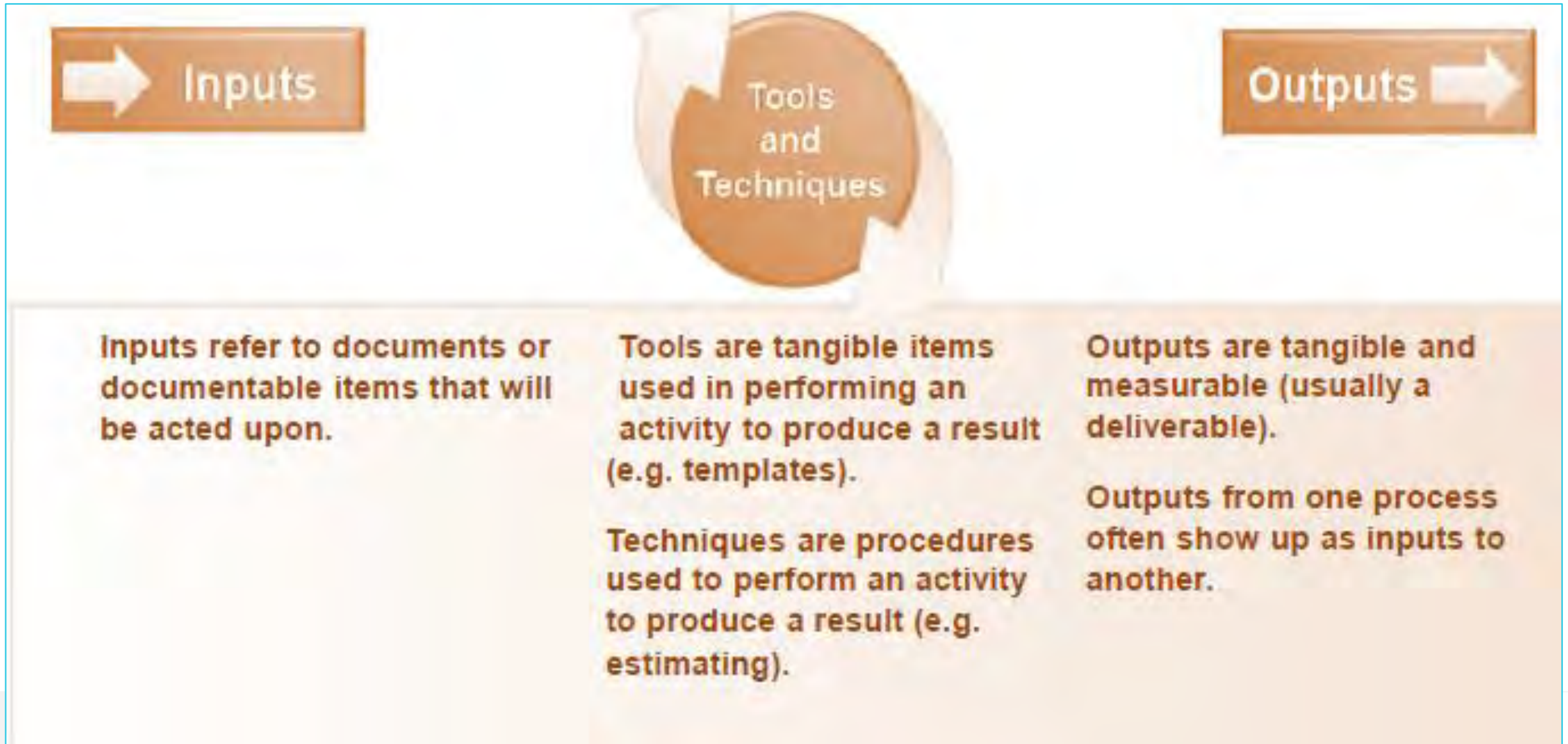
“A process is a set of interrelated actions and activities performed to achieve a pre-specified product, result, or service.”

The *PMBOK Guide* lists 47 distinct processes.

A close-up photograph of a person's right hand pointing with the index finger. The person is wearing a white button-down shirt. The background is blurred.

What is Process?

Inputs, Tools and Techniques, and Outputs



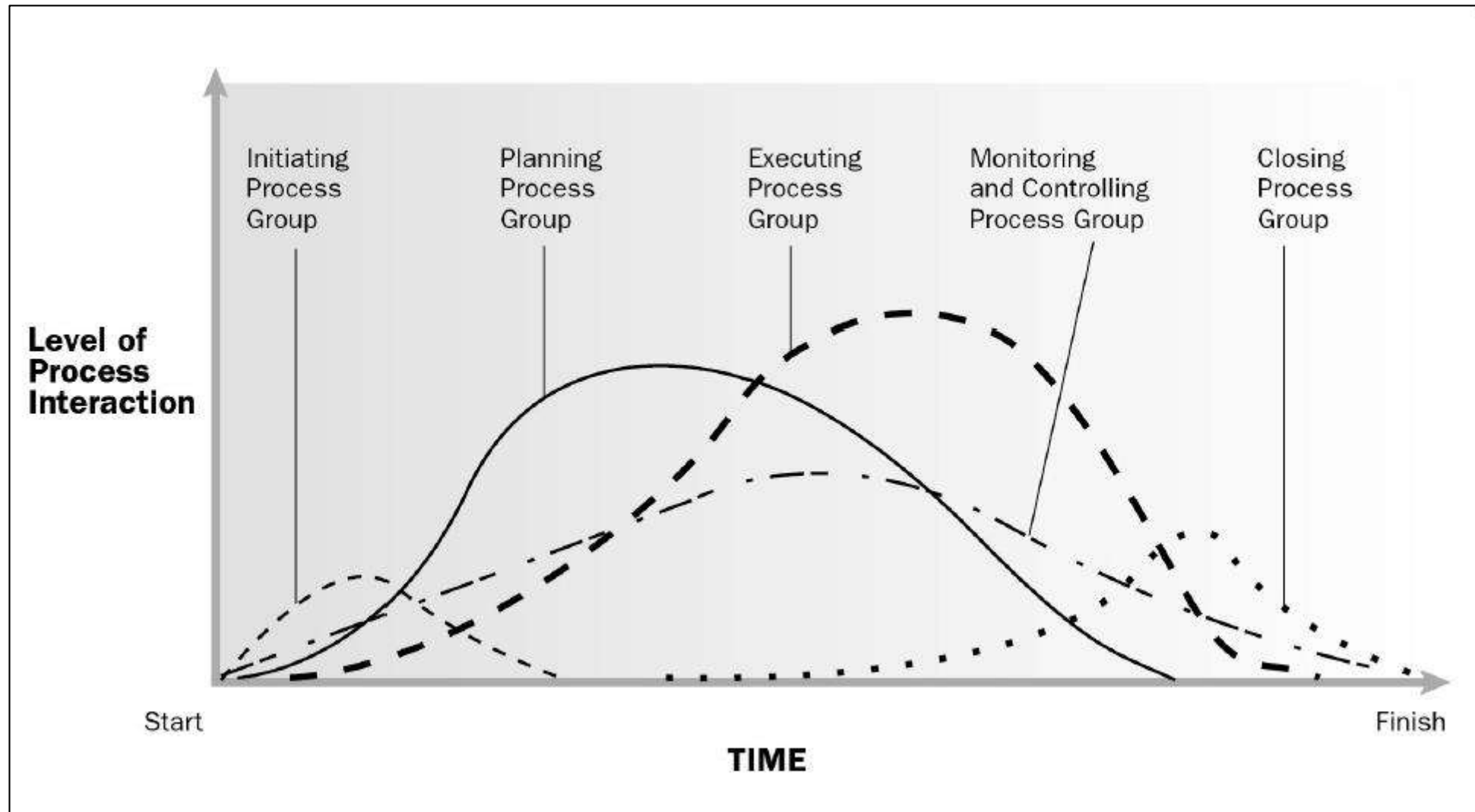
Project Management Processes



The Five Overarching Process Groups



Process Groups Interact in a Phase or Project



Initiating Process Group

- The Initiating Process Group consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.
- Within the Initiating processes, the initial scope is defined and initial financial resources are committed.
- Internal and external stakeholders who will interact and influence the overall outcome of the project are identified.

Planning Process Group

- The Planning Process Group consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives.
- The Planning processes develop the project management plan and the project documents that will be used to carry out the project.

Executing Process Group

- The Executing Process Group consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications.
- This Process Group involves coordinating people and resources, managing stakeholder expectations, as well as integrating and performing the activities of the project in accordance with the project management plan.

Monitoring and Controlling Process Group

- The Monitoring and Controlling Process Group consists of those processes required to track, review, and orchestrate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.
- The key benefit of this Process Group is that project performance is measured and analyzed at regular intervals, appropriate events, or exception conditions to identify variances from the project management plan.

Closing Process Group

- The Closing Process Group consists of those processes performed to conclude all activities across all Project Management Process Groups to formally complete the project, phase, or contractual obligations.
- This Process Group, when completed, verifies that the defined processes are completed within all of the Process Groups to close the project or a project phase, as appropriate, and formally establishes that the project or project phase is complete.

- Throughout the life cycle of the project, a significant amount of data and information is collected, analyzed, transformed, and distributed in various formats to project team members and other stakeholders.
- Project data are collected as a result of various Executing processes and are shared within the project team.
- The collected data are analyzed in context, and aggregated and transformed to become project information during various Controlling processes.

Project Information

Role of the Knowledge Areas

- The 47 project management processes identified in the *PMBOK® Guide* are further grouped into ten separate Knowledge Areas.
- A Knowledge Area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization.
- These ten Knowledge Areas are used on most projects most of the time.

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. Project Communication Management
8. Project Risk Management
9. Project Procurement Management
10. Project Stakeholder Management

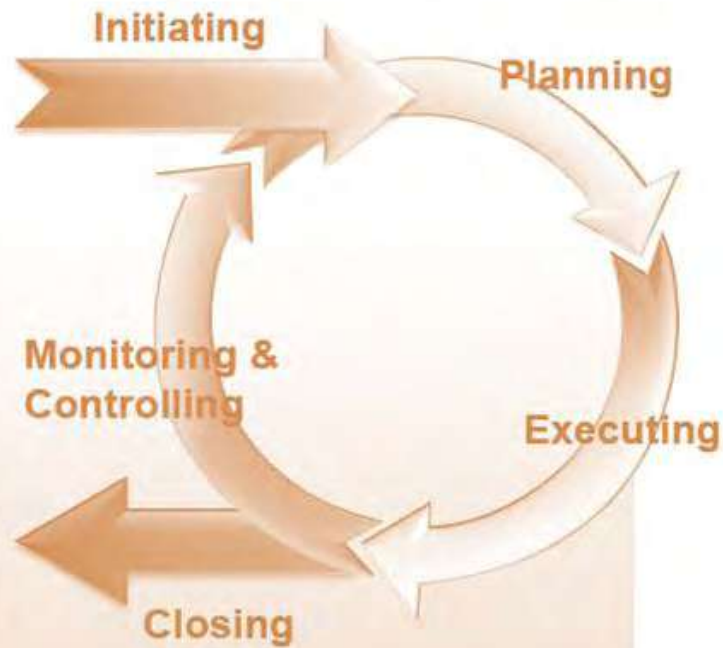
Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Table 3-1. Project Management Process Group and Knowledge Area Mapping

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Interacting Cycles

The Project Management Life Cycle vs. the Plan-Do-Check-Act Cycle



Project Management Life Cycle



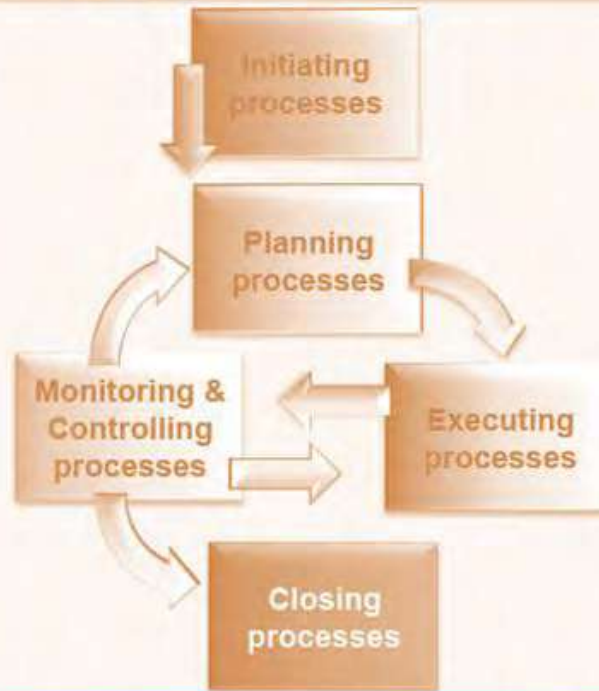
PDCA Cycle

Interacting Cycles

The Project Management Life Cycle vs. the Project Life Cycle

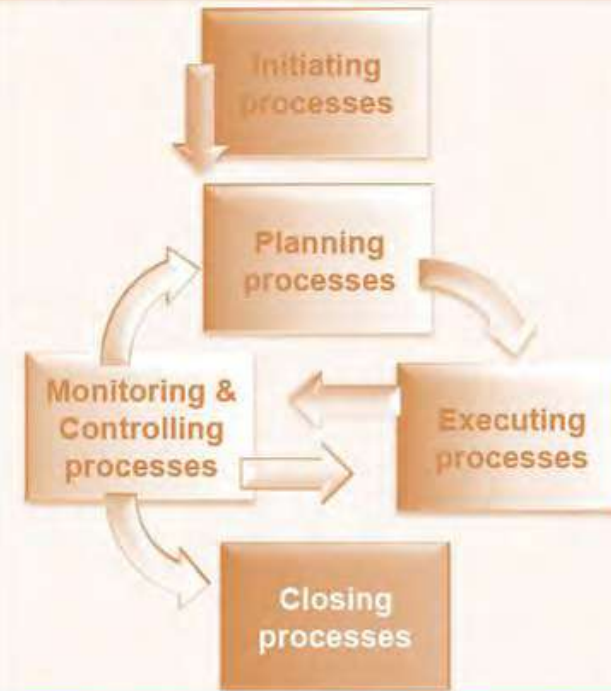
Prior phase

Design phase



Subsequent phase

Implementation phase



Let's discuss

