

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

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	

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ISTCQHRCRPS		10 Plans, STR - 354 CDC, DSEED, PIQQP 24	IQHCPs - 32	ADM	No HR MP, VC 11	2	47
Process Groups - 5							
Knowledge Areas - 10	Initiating	Planning	Executing	Monitoring & Controlling	Closing	IPEMIC	
6	Integration Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Execution	INTEGRATION - 2 M & C Project Perform Integrated Change Control	Close Project or Phase		
6	Scope	Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope			
7	Time	Plan Schedule Management Define Activities Sequence Activities Estimate Activity Resources Estimate Activity Durations Develop Schedule		Control Schedule			
4	Costs	Plan Cost Management Estimate Costs Determine Budget		Control Costs			
3	Quality	Plan Quality Management	Perform Quality Assurance	Control Quality Control			
4	Human Resources	Plan HR Management	Acquire Project Team Develop Project Team Manage Project Team				
3	Communications	Plan Communications Management	Manage Communications	Control Communications			
6	Risk	RISK 5 - PIQQP Plan Risk Management Identify Risks Qualitative Risk Analysis Quantitative Risk Analysis Plan Risk Responses		Control Risk			
4	Procurement	Plan Procurement Management	Conduct Procurements	Control Procurements	Close Procurements		
4	Stakeholder	Identify Stakeholders	Manage Stakeholder Engagement	Control Stakeholder Engagement			

4.1 Develop Project Charter—The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

4.2 Develop Project Management Plan—The process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan. The project's integrated baselines and subsidiary plans may be included within the project management plan.

4.3 Direct and Manage Project Work—The process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives.

4.4 Monitor and Control Project Work—The process of tracking, reviewing, and reporting project progress against the performance objectives defined in the project management plan.

4.5 Perform Integrated Change Control—The process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan; and communicating their disposition.

4.6 Close Project or Phase—The process of finalizing all activities across all of the Project Management Process Groups to formally complete the phase or project.

5.1 Plan Scope Management—The process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled.

5.2 Collect Requirements—The process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.

5.3 Define Scope—The process of developing a detailed description of the project and product.

5.4 Create WBS—The process of subdividing project deliverables and project work into smaller, more manageable components.

5.5 Validate Scope—The process of formalizing acceptance of the completed project deliverables.

5.6 Control Scope—The process of monitoring the status of the project and product scope and managing changes to the scope baseline.

6.1 Plan Schedule Management—The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule.

6.2 Define Activities—The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

6.3 Sequence Activities—The process of identifying and documenting relationships among the project activities.

6.4 Estimate Activity Resources—The process of estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity.

6.5 Estimate Activity Durations—The process of estimating the number of work periods needed to complete individual activities with estimated resources.

6.6 Develop Schedule—The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model.

6.7 Control Schedule—The process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan.

7.1 Plan Cost Management—The process that establishes the policies, procedures, and documentation for planning, managing, expending, and controlling project costs.

7.2 Estimate Costs—The process of developing an approximation of the monetary resources needed to complete project activities.

7.3 Determine Budget—The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.

7.4 Control Costs—The process of monitoring the status of the project to update the project costs and managing changes to the cost baseline.

8.1 Plan Quality Management—The process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements.

8.2 Perform Quality Assurance—The process of auditing the quality requirements and the results from quality control

measurements to ensure that appropriate quality standards and operational definitions are used.

8.3 Control Quality—The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

9.1 Plan Human Resource Management—The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

9.2 Acquire Project Team—The process of confirming human resource availability and obtaining the team necessary to complete project activities.

9.3 Develop Project Team—The process of improving competencies, team member interaction, and overall team environment to enhance project performance.

9.4 Manage Project Team—The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

10.1 Plan Communications Management—The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.

10.2 Manage Communications—The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.

10.3 Control Communications—The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

11.1 Plan Risk Management—The process of defining how to conduct risk management activities for a project.

11.2 Identify Risks—The process of determining which risks may affect the project and documenting their characteristics.

11.3 Perform Qualitative Risk Analysis—The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.

11.4 Perform Quantitative Risk Analysis—The process of numerically analyzing the effect of identified risks on overall project objectives.

11.5 Plan Risk Responses—The process of developing options and actions to enhance opportunities and to reduce threats to project objectives.

11.6 Control Risks—The process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project.

12.1 Plan Procurement Management—The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.

12.2 Conduct Procurements—The process of obtaining seller responses, selecting a seller, and awarding a contract.

12.3 Control Procurements—The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate.

12.4 Close Procurements—The process of completing each project procurement.

13.1 Identify Stakeholders—The process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, inter-dependencies, influence, and potential impact on project success.

13.2 Plan Stakeholder Management—The process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success.

13.3 Manage Stakeholder Engagement—The process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.

13.4 Control Stakeholder Engagement—The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

The links among the processes in the Project Management Process Groups are often iterative in nature. For example, the Planning Process Group provides the Executing Process Group with a documented project management plan early in the project and then updates the project management plan if changes occur as the project progresses.

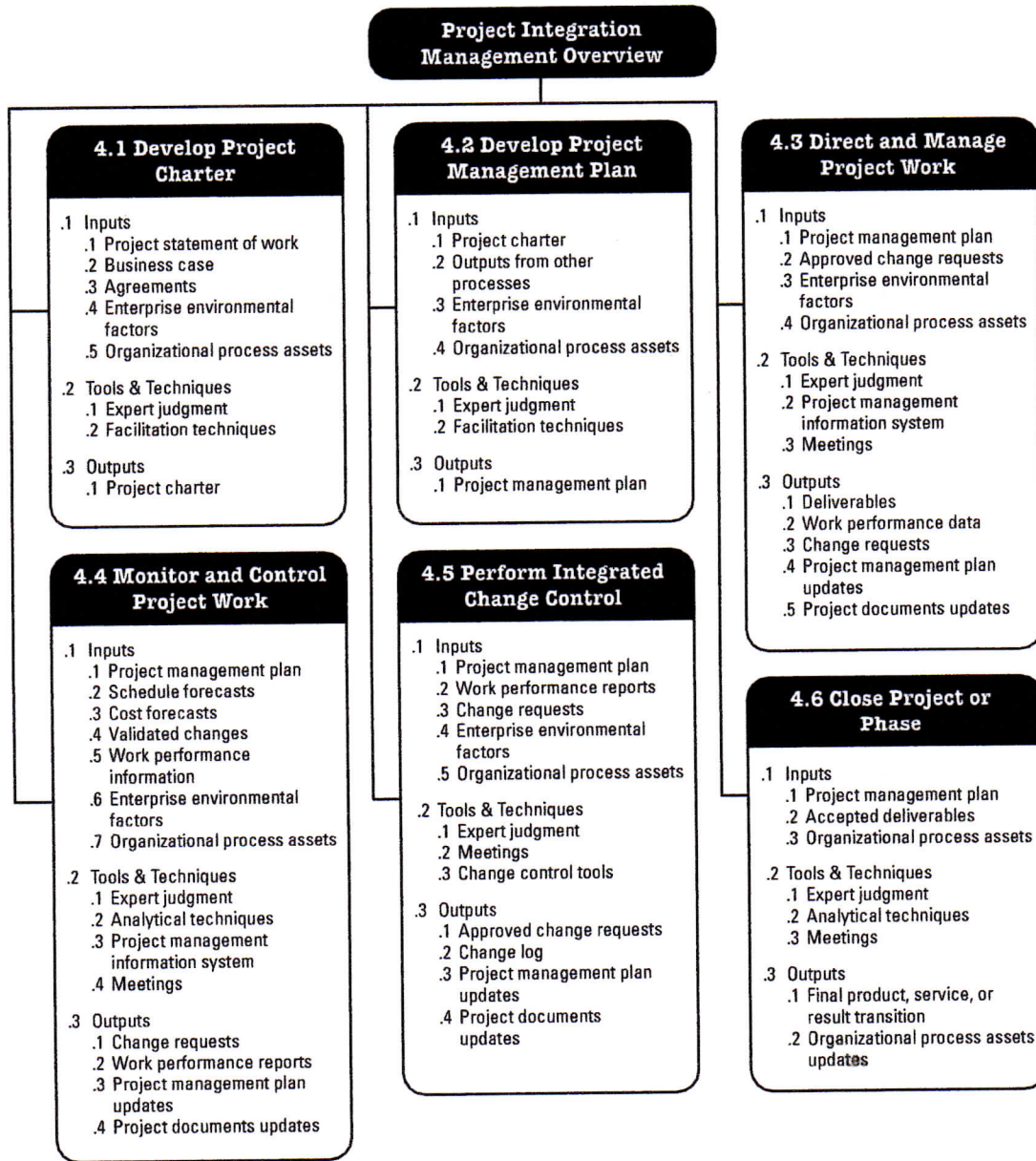


Figure 4-1. Project Integration Management Overview

Completion of the project scope is measured against the project management plan (Section 4.2.3.1). Completion of the product scope is measured against the product requirements (Section 5.2). The Project Scope Management processes need to be well integrated with the other Knowledge Area processes, so that the work of the project will result in delivery of the specified product scope.

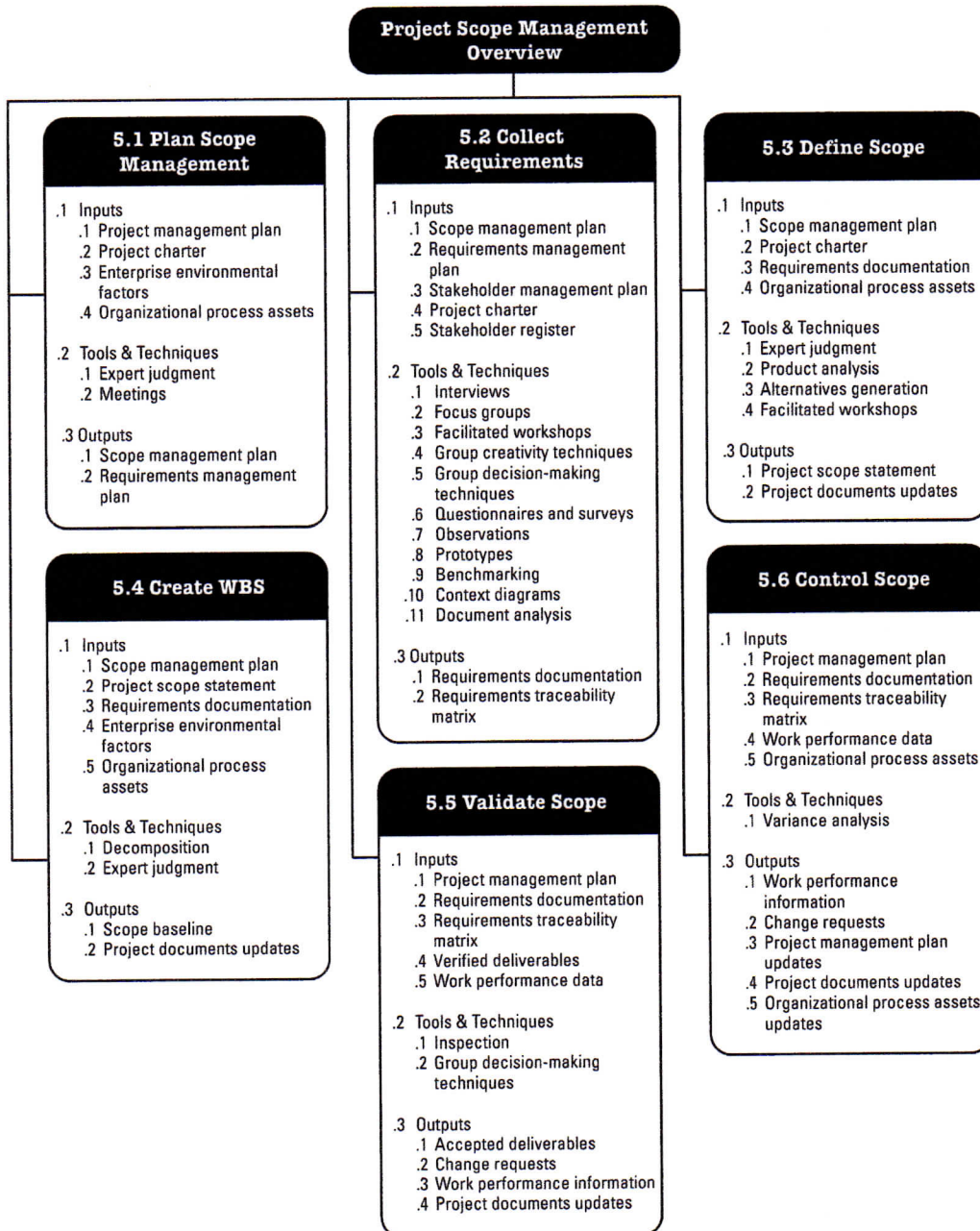


Figure 5-1. Project Scope Management Overview

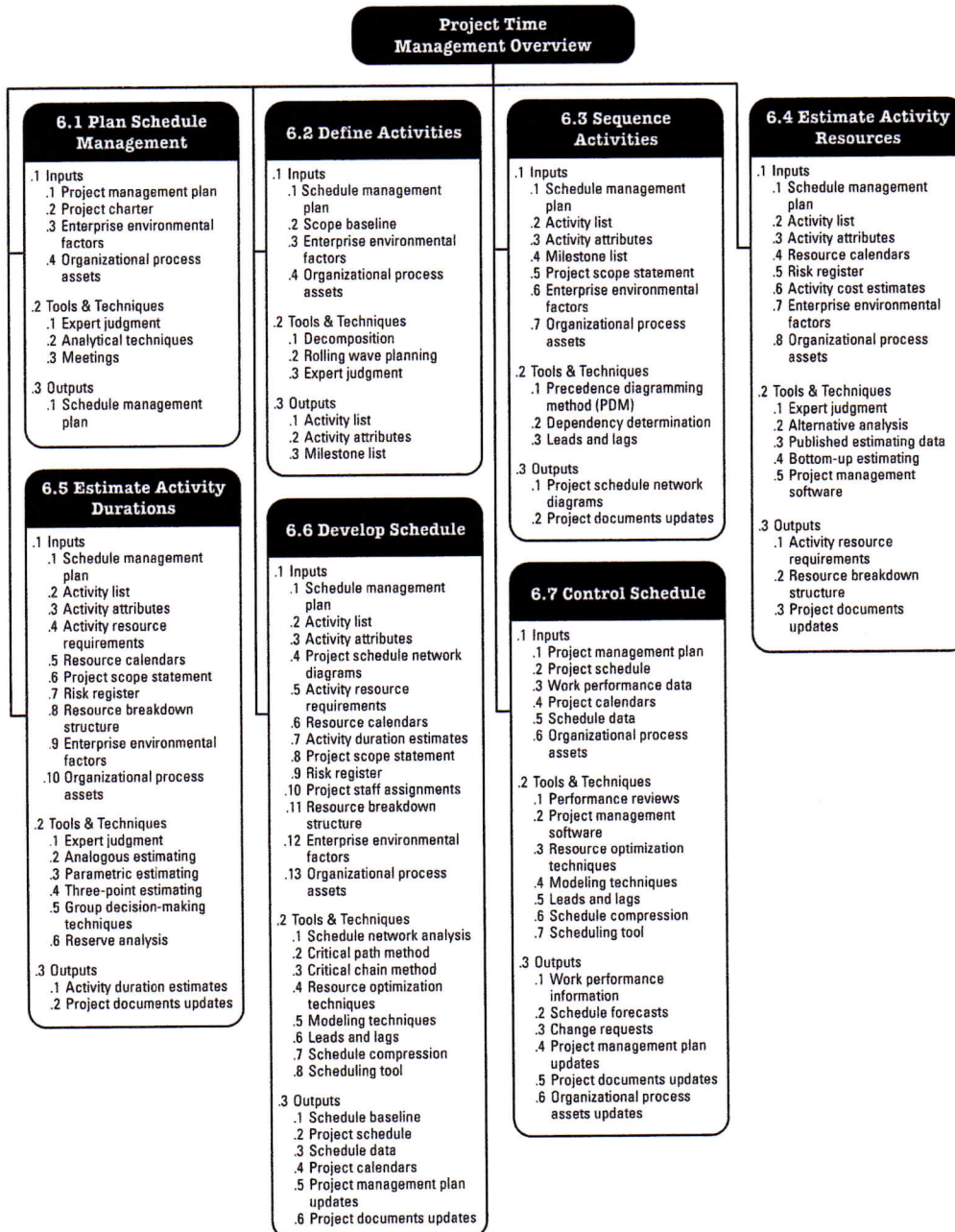


Figure 6-1. Project Time Management Overview

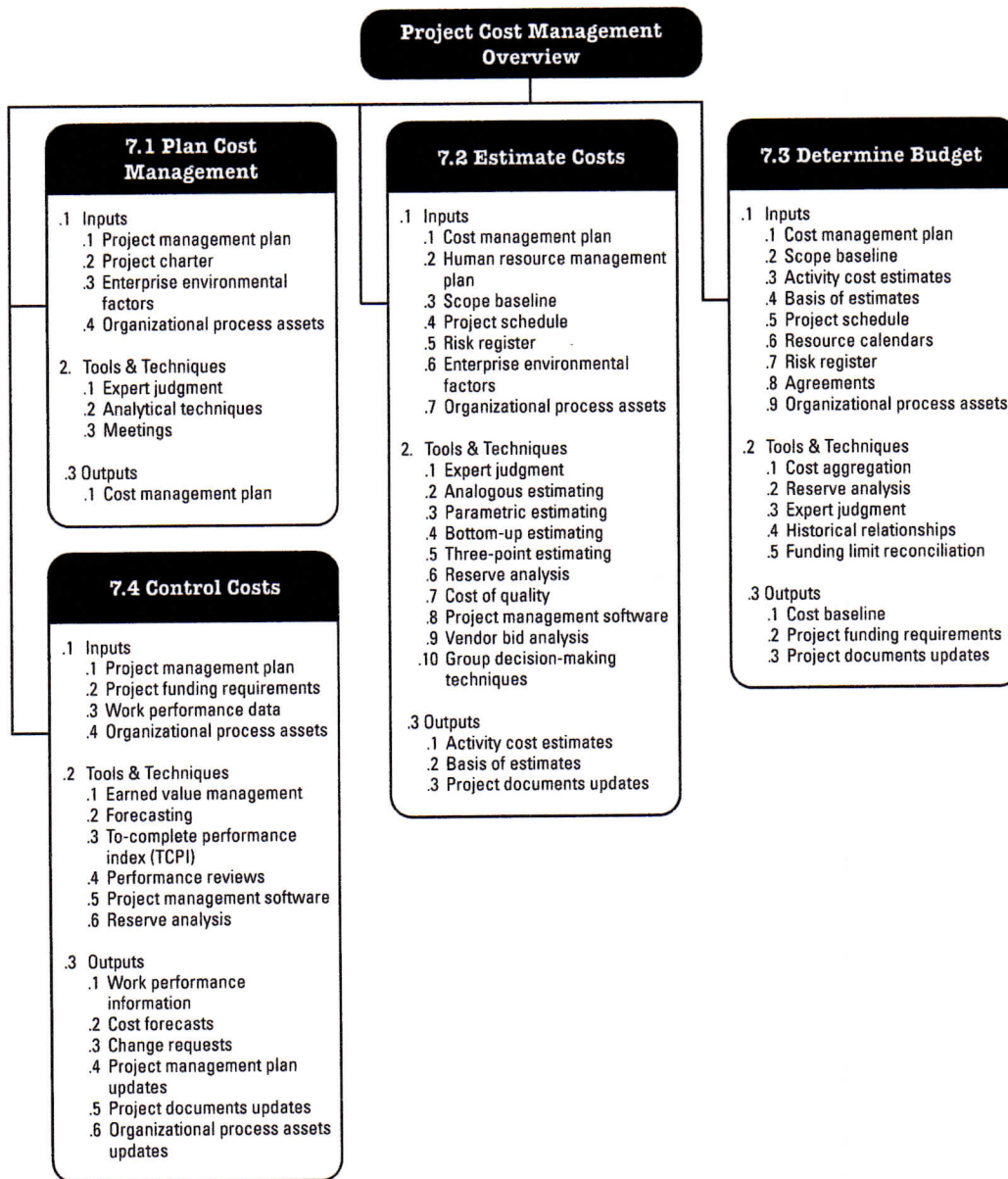


Figure 7-1. Project Cost Management Overview

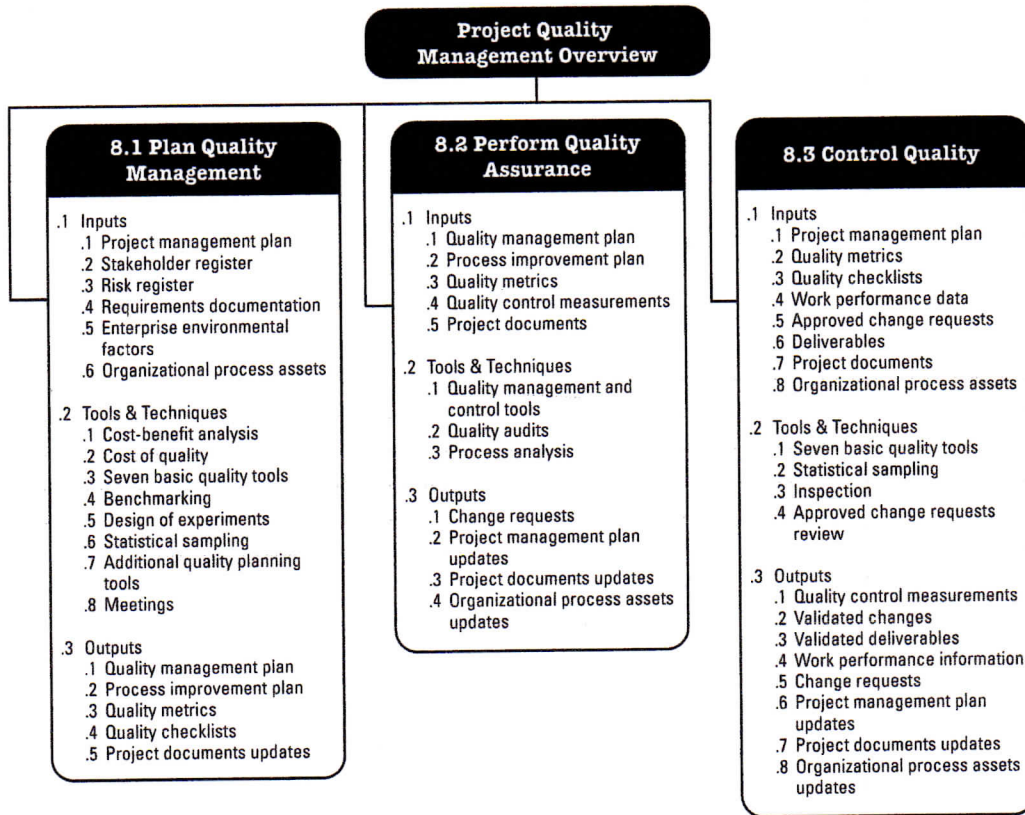
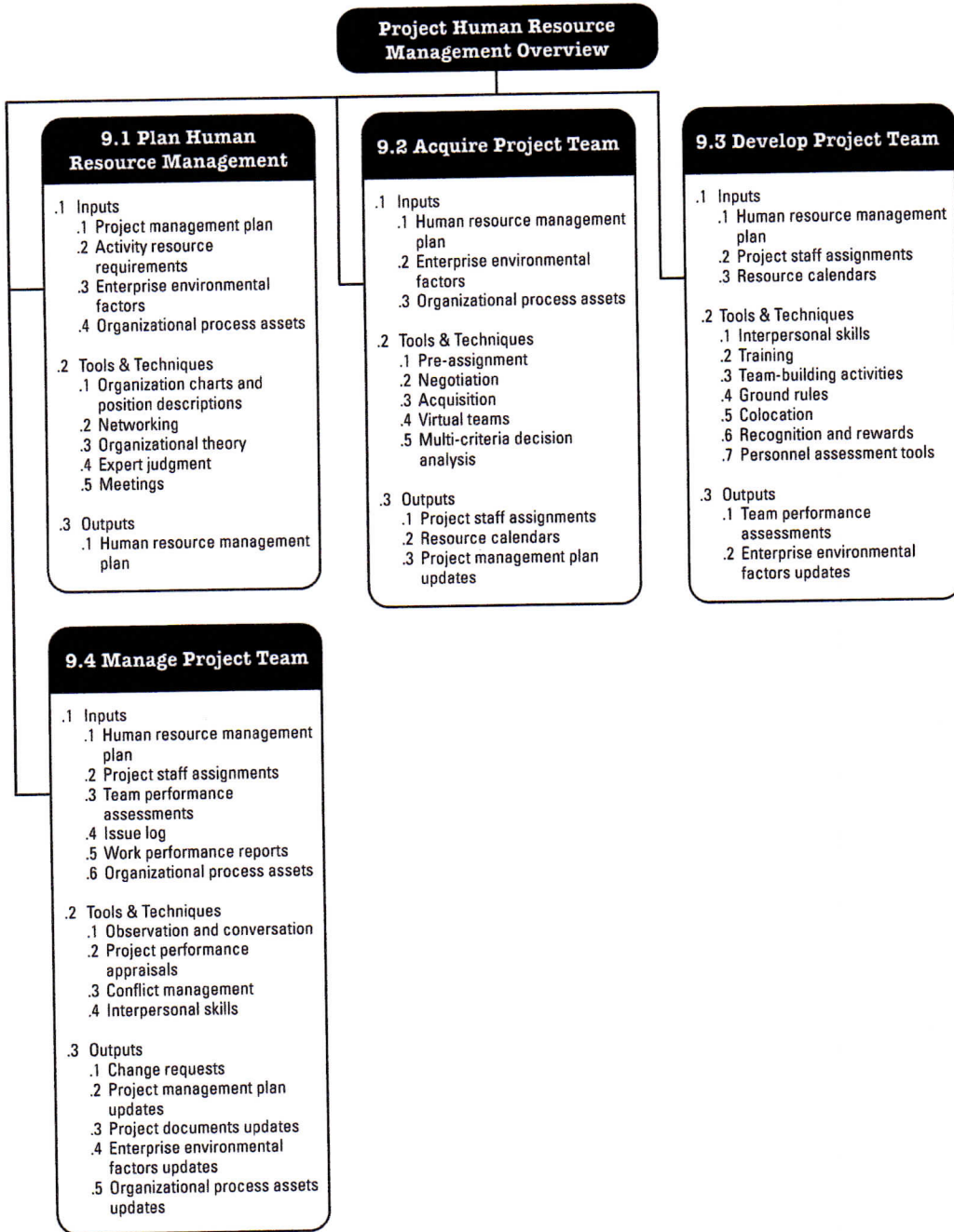


Figure 8-1. Project Quality Management Overview



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Figure 9-1. Project Human Resource Management Overview

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Most communication skills are common for both general management and project management, such as, but not limited to:

- Listening actively and effectively;
- Questioning and probing ideas and situations to ensure better understanding;
- Educating to increase team's knowledge so that they can be more effective;
- Fact-finding to identify or confirm information;
- Setting and managing expectations;
- Persuading a person, a team, or an organization to perform an action;
- Motivating to provide encouragement or reassurance;
- Coaching to improve performance and achieve desired results;
- Negotiating to achieve mutually acceptable agreements between parties;
- Resolving conflict to prevent disruptive impacts; and
- Summarizing, recapping, and identifying the next steps.

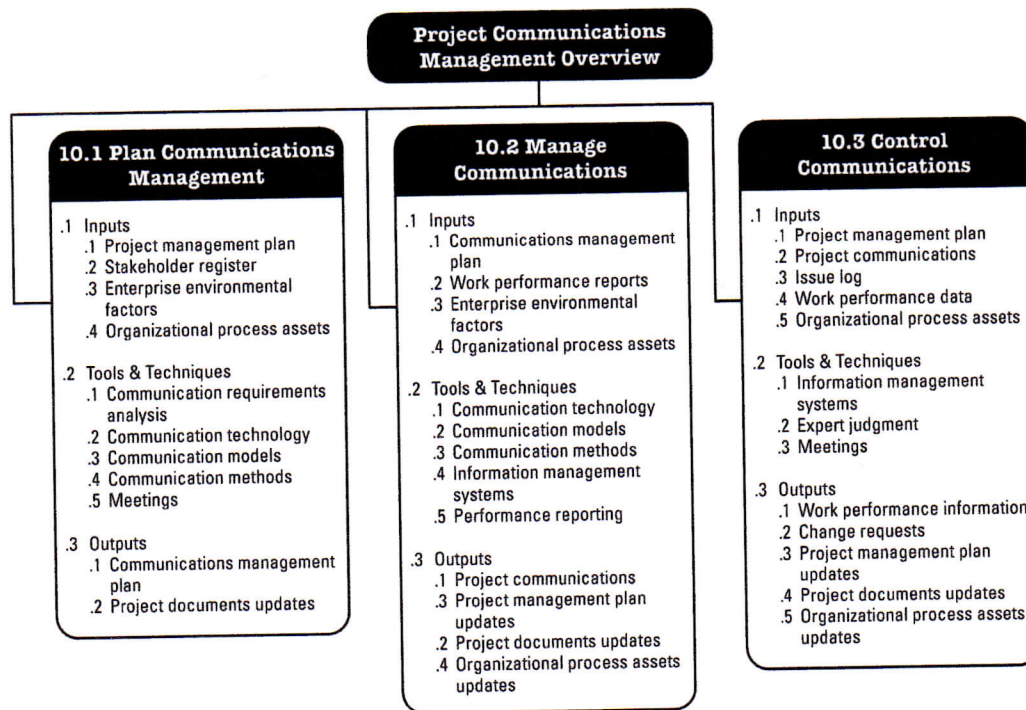


Figure 10-1. Project Communications Management Overview

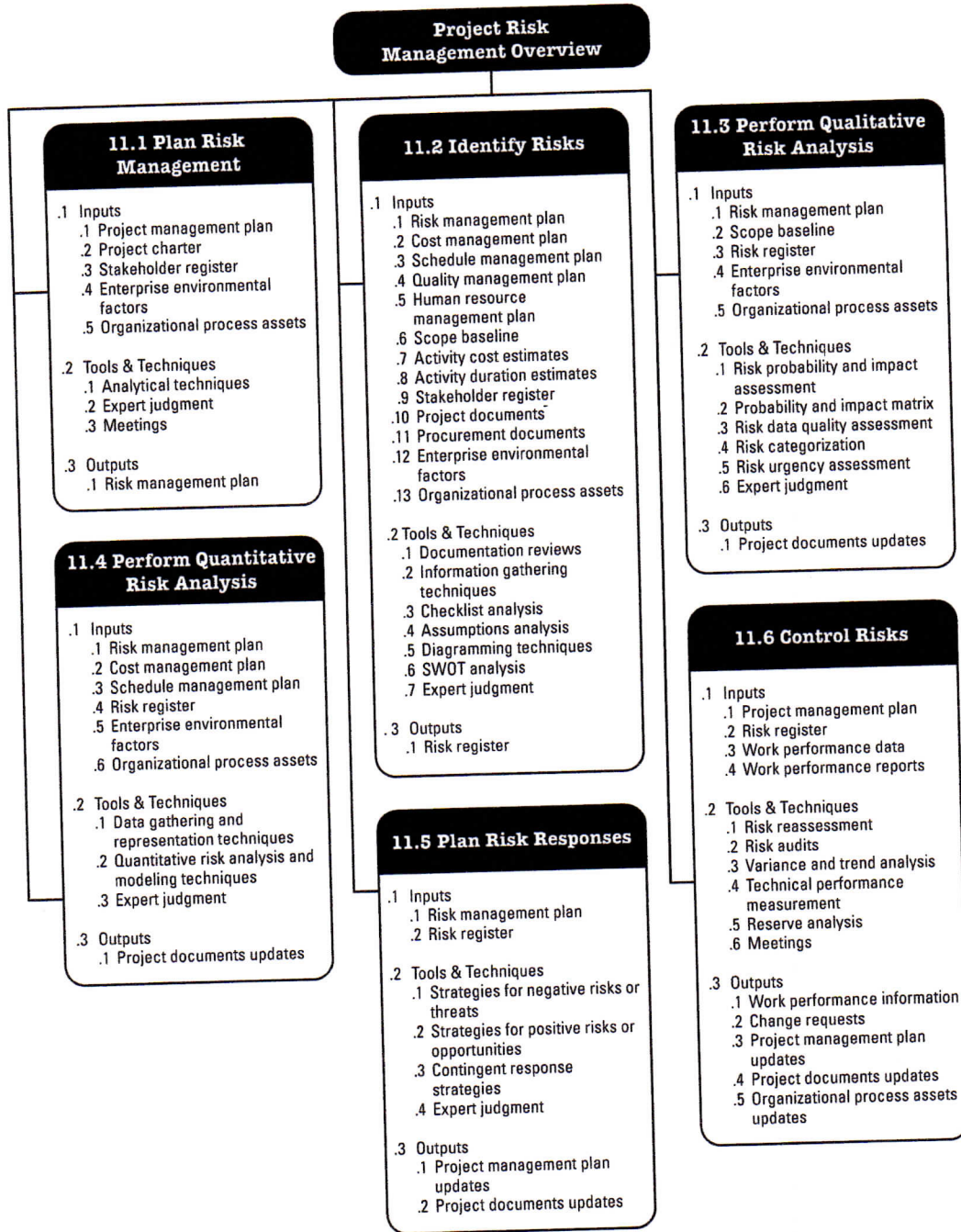


Figure 11-1. Project Risk Management Overview

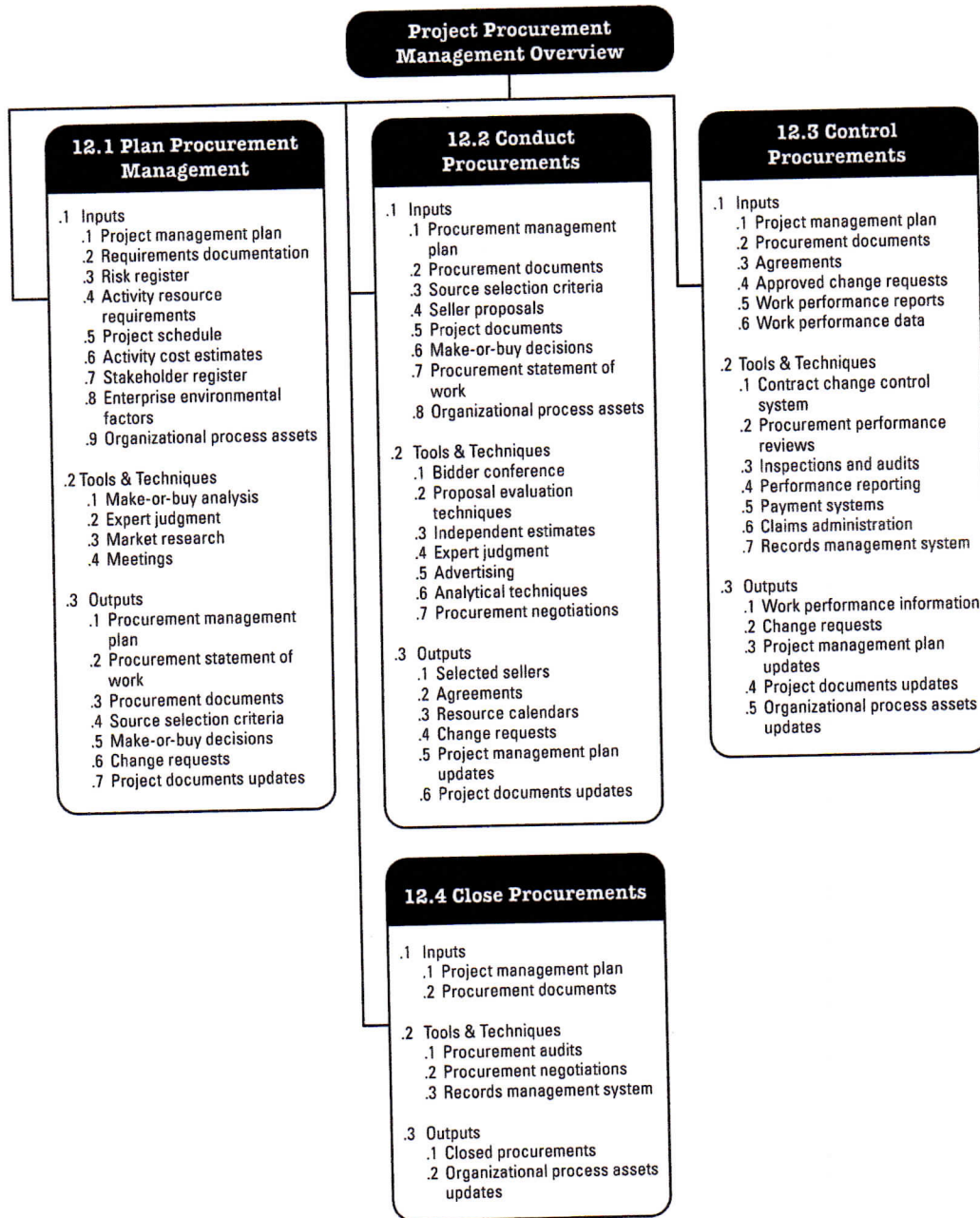


Figure 12-1. Project Procurement Management Overview

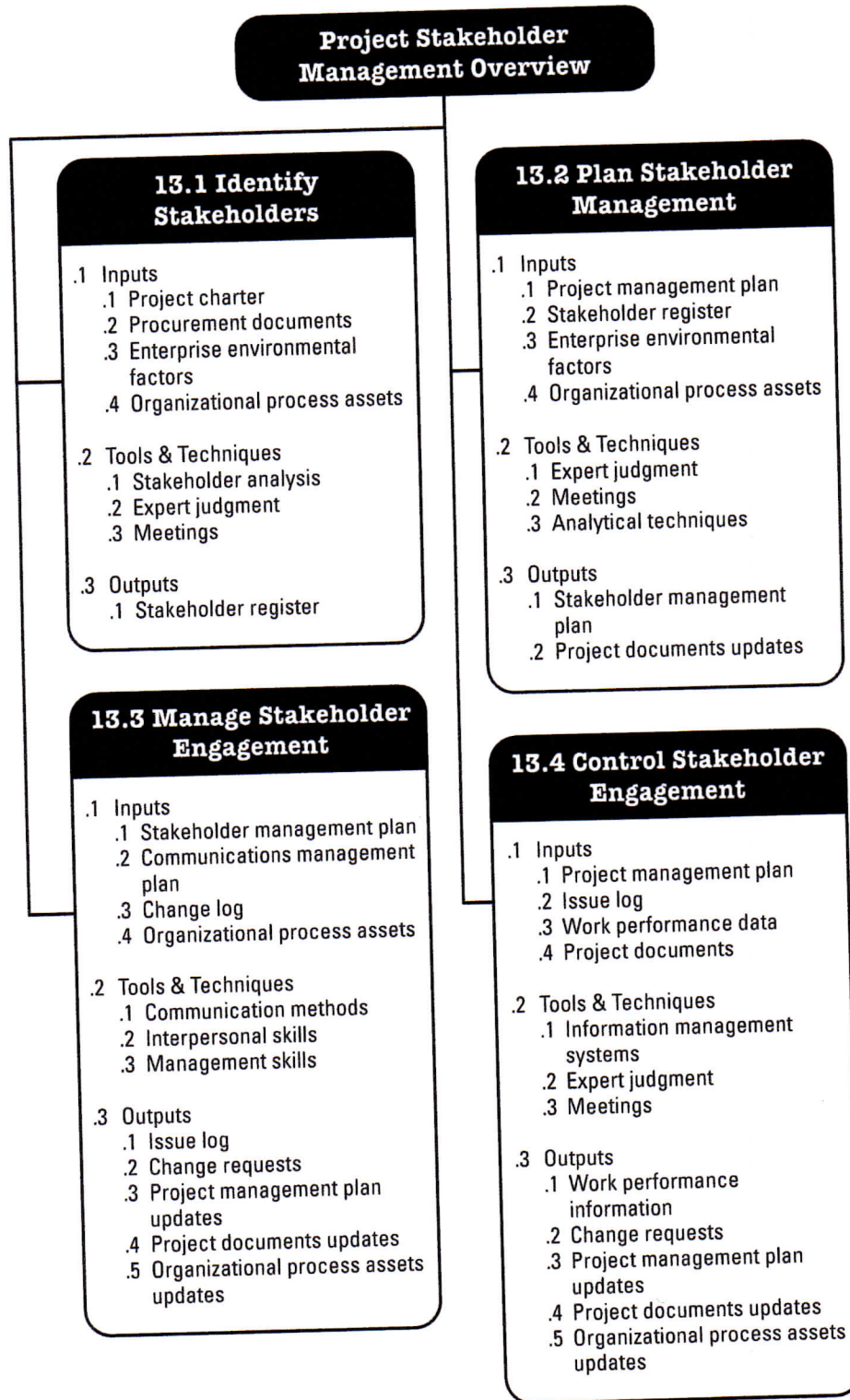


Figure 13-1. Project Stakeholder Management Overview