

INITIATING	PLANNING (This is the only process group with a set order)	EXECUTING	MONITORING & CONTROLLING	CLOSING
• Select project manager		• Execute the work according to the PM plan	• Take action to control the project	• Confirm work is done to requirements
• Determine company culture and existing systems	• Determine how you will plan for each knowledge area	• Produce product deliverables (product scope)	• Measure performance against the performance measurement baseline	• Complete procurement closure
• Collect processes, procedures, and historical information	• Determine detailed requirements	• Gather work performance data	• Measure performance against other metrics in the PM plan	• Gain final acceptance of the product
• Divide large projects into phases	• Create project scope statement	• Request changes	• Analyze and evaluate performance	• Complete financial closure
• Understand the business case	• Assess what to purchase and create procurement documents	• Implement only approved changes	• Determine if variances warrant a corrective action or other change request	• Hand off completed product
• Uncover initial requirements, assumptions, risks, constraints, and existing agreements	• Determine planning team	• Continuously improve	• Influence the factors that cause changes	• Solicit feedback from the customer about the project
• Assess project and product feasibility within the given constraints	• Create WBS and WBS dictionary	• Follow processes	• Request changes	• Complete final performance reporting
• Create measurable objectives	• Create activity list	• Determine whether processes are correct and effective (quality assurance)	• Perform integrated change control	• Index and archive records
• Develop project charter	• Create network diagram	• Perform quality audits	• Approve or reject changes	• Gather final lessons learned and update knowledge base
• Identify stakeholders and determine their expectations, influence, and impact	• Estimate resource requirements	• Acquire final team	• Update the PM plan and project documents	
	• Estimate time and cost	• Manage people	• Inform stakeholders of the results of change requests	
	• Determine critical path	• Evaluate team and individual performance	• Monitor stakeholder engagement	
	• Develop schedule	• Hold team-building activities	• Manage configuration	
	• Develop budget	• Give recognition and rewards	• Create forecasts	
	• Determine quality standards, processes, and metrics	• Use issue logs	• Gain acceptance of interim deliverables from the customer	
	• Create process improvement plan	• Facilitate conflict resolution	• Perform quality control	
	• Determine all roles and responsibilities	• Release resources as work is completed	• Perform risk reassessments and audits	
	• Plan communications and stakeholder engagement	• Send and receive information, and solicit feedback	• Manage reserves	
	• Perform risk identification, qualitative and quantitative risk analysis, and risk response planning	• Report on project performance	• Control procurements	
	• Go back—iterations	• Manage stakeholder engagement and expectations		
	• Finalize procurement documents	• Hold meetings		
	• Create change management plan	• Select sellers		
	• Finalize the “how to execute and control” parts of all management plans			
	• Develop realistic and final PM plan and performance measurement baseline			
	• Gain formal approval of the plan			
	• Hold kickoff meeting			

**Rita's Process Chart—
Integration Management**
Where are we in the project management process?