

<p>INITIATING</p>	<p>PLANNING</p>	<p>EXECUTING</p>
<p>MONITORING & CONTROLLING</p>	<p>CLOSING</p>	<p>Create measurable objectives</p>
<p>Determine how you will plan for each knowledge area</p>	<p>Control procurements</p>	<p>Execute the work according to the PM plan</p>
<p>Determine company culture and existing systems</p>	<p>Determine whether processes are correct and effective (quality assurance)</p>	<p>Create activity list</p>
<p>Go back—iterations</p>	<p>Develop project charter</p>	<p>Develop schedule</p>

THREE Project Management Processes

Update the PM plan and project documents	Measure performance against other metrics in the PM plan	Collect processes, procedures, and historical information
Hand off completed product	Determine planning team	Request changes
Index and archive records	Determine if variances warrant a corrective action or other change request	Gain final acceptance of the product
Create WBS and WBS dictionary	Implement only approved changes	Take action to control the project
Estimate time and cost	Create network diagram	Manage people

Evaluate team and individual performance	Inform stakeholders of the results of change requests	Influence the factors that cause changes
Divide large projects into phases	Understand the business case	Produce product deliverables (product scope)
Request changes	Perform quality audits	Uncover initial requirements, assumptions, risks, constraints, and existing agreements
Estimate resource requirements	Determine quality standards, processes, and metrics	Use issue logs
Perform integrated change control	Create process improvement plan	Identify stakeholders and determine their expectations, influence, and impact

Determine critical path	Release resources as work is completed	Monitor stakeholder engagement
Perform quality control	Plan communications and stakeholder engagement	Perform risk identification, qualitative and quantitative risk analysis, and risk response planning
Gain formal approval of the plan	Facilitate conflict resolution	Approve or reject changes
Hold kickoff meeting	Assess project and product feasibility within the given constraints	Finalize procurement documents
Hold team-building activities	Send and receive information, and solicit feedback	Finalize the “how to execute and control” parts of all management plans

Give recognition and rewards	Continuously improve	Develop realistic and final PM plan and performance measurement baseline
Determine all roles and responsibilities	Follow processes	Develop budget
Gain acceptance of interim deliverables from the customer	Create forecasts	Hold meetings
Complete procurement closure	Perform risk reassessments and audits	Select sellers
Manage configuration	Manage reserves	Measure performance against the performance measurement baseline

THREE Project Management Processes

Confirm work is done to requirements	Report on project performance	Acquire final team
Determine detailed requirements	Assess what to purchase and create procurement documents	Complete final performance reporting
Select project manager	Create project scope statement	Gather final lessons learned and update knowledge base
Complete financial closure	Create change management plan	Solicit feedback from the customer about the project
Gather work performance data	Manage stakeholder engagement and expectations	Analyze and evaluate performance