Project Management Processes THREE

	Actions	During Which Process Group Is This Done?
1	Use the project scope statement to gain approval of the "final" scope from the stakeholders before further planning is done.	
2	Determine high-level requirements, constraints, assumptions, and risks.	
3	Measure against the performance measurement baseline.	
4	Implement approved changes, including corrective actions, preventive actions, and defect repair.	
5	Reanalyze existing risks.	
6	Use the high-level planning and estimating data to determine whether the product can be achieved within the given constraints.	
7	Verify and document that the project, or project phase, meets completion or exit criteria set in place during project planning.	
8	Hold team-building activities.	
9	Evaluate the effectiveness of risk responses in a risk audit.	
10	Determine how you will plan the planning, executing, and controlling efforts for stakeholders, requirements, scope, schedule, cost, quality, process improvement, human resources, communications, risk, procurement, changes, and configuration, and put that information into the beginnings of management plans.	
11	Obtain formal (legal) sign-off and final acceptance of the product of the project from the customer.	
12	Increase the effectiveness of processes.	
13	Recalculate how much the project will cost and how long it will take, and create forecasts.	
14	Plan what will be communicated on the project, to whom, by whom, when, and how.	
15	Spend time trying to improve quality.	
16	Make sure the business case and the analysis supporting the need for the project are documented and understood.	
17	Evaluate how effectively the team members function as a team.	
18	Determine how you will improve the processes in use on the project.	
19	Determine measurable project and product objectives.	
20	Manage the time and cost reserves.	
21	Focus on looking for exceptions to the approved project management plan in team members' performance, rather than checking up on every person's work or babysitting.	
22	Develop the final project management plan, project documents, and performance measurement baseline by performing schedule network analysis, looking for options, and confirming that project objectives can be met.	
23	Gather final lessons learned.	
24	Keep everyone focused on completing the project to the project charter and project management plan.	

	Actions	During Which Process Group Is This Done?
25	Calculate estimate to complete.	
26	Understand how the project supports the organization's strategic objectives.	
27	Implement approved process improvements.	
28	Identify stakeholders and determine their influences, expectations, and impact.	
29	Determine variances.	
30	Add new skills acquired to team members' human resource records.	
31	Meet with managers to gain resource commitments.	
32	Use and interpret earned value calculations.	
33	Ensure the product scope is as final as practical (this will most likely be documented in the project statement of work).	
34	Create and distribute a final report of project (or phase) performance.	
35	Exercise judgement to determine what variances are important and if they warrant recommending a change or corrective action.	
36	Finalize the "execute" and "control" aspects of all management plans.	
37	Index and archive project records.	
38	Keep managers apprised of when their resources will be needed on the project.	
39	Evaluate customer satisfaction regarding the project and the deliverables.	
40	Determine who will be on the project team to help with project planning.	
41	Create recommendations for the performing organization that increase its effectiveness.	
42	Perform procurement inspections.	
43	Turn high-level stakeholder needs, wants, and expectations into requirements.	
44	Look for newly arising risks.	
45	Determine what processes should be followed on the project to reduce the need to supervise work, and to improve quality and make use of standards.	
46	Obtain formal acceptance of interim deliverables from the customer.	
47	Identify the need for replanning.	
48	Determine what specifically will constitute project success.	
49	Assess individual team member performance.	
50	Make or obtain a decision in integrated change control about whether changes should be approved or rejected.	
51	Perform quality assurance to ensure the defined practices and procedures are being followed and are still appropriate for the project.	
52	Evaluate the effectiveness of implemented corrective actions.	
53	Manage stakeholder engagement and expectations, increase project support, and prevent possible problems.	
54	Plan ways to measure project performance, the measurements to be used, when they will be taken, and how they will be interpreted.	

	Actions	During Which Process Group Is This Done?
55	Keep the project's business case in focus while managing the project, especially when problems occur.	
56	Determine the process that will be used to request, approve, and manage changes on the project.	
57	Obtain seller responses to procurement documents.	

Answer

	Actions	During Which Process Group Is This Done?
1	Use the project scope statement to gain approval of the "final" scope from stakeholders before further planning is done.	Planning
2	Determine high-level requirements, constraints, assumptions, and risks.	Initiating
3	Measure against the performance measurement baseline.	Monitoring and controlling
4	Implement approved changes, including corrective actions, preventive actions, and defect repair.	Executing
5	Reanalyze existing risks.	Monitoring and controlling
6	Use the high-level planning and estimating data to determine whether the product can be achieved within the given constraints.	Initiating
7	Verify and document that the project, or project phase, meets completion or exit criteria set in place during project planning.	Closing
8	Hold team-building activities.	Executing
9	Evaluate the effectiveness of risk responses in a risk audit.	Monitoring and controlling
10	Determine how you will plan the planning, executing, and controlling efforts for stakeholders, requirements, scope, schedule, cost, quality, process improvement, human resources, communications, risk, procurement, changes, and configuration, and put that information into the beginnings of management plans.	Planning
11	Obtain formal (legal) sign-off and final acceptance of the product of the project from the customer.	Closing
12	Increase the effectiveness of processes.	Executing
13	Recalculate how much the project will cost and how long it will take, and create forecasts.	Monitoring and controlling
14	Plan what will be communicated on the project, to whom, by whom, when, and how.	Planning
15	Spend time trying to improve quality.	Monitoring and controlling

	Actions	During Which Process Group Is This Done?
16	Make sure the business case and the analysis supporting the need for the project are documented and understood.	Initiating
17	Evaluate how effectively the team members function as a team.	Executing
18	Determine how you will improve the processes in use on the project.	Planning
19	Determine measurable project and product objectives.	Initiating
20	Manage the time and cost reserves.	Monitoring and controlling
21	Focus on looking for exceptions to the approved project management plan in team members' performance, rather than checking up on every person's work or babysitting.	Executing
22	Develop the final project management plan, project documents, and performance measurement baseline by performing schedule network analysis, looking for options, and confirming that project objectives can be met.	Planning
23	Gather final lessons learned.	Closing
24	Keep everyone focused on completing the project to the project charter and project management plan.	Executing
25	Calculate estimate to complete.	Monitoring and controlling
26	Understand how the project supports the organization's strategic objectives.	Initiating
27	Implement approved process improvements.	Executing
28	Identify stakeholders and determine their influences, expectations, and impact.	Initiating
29	Determine variances.	Monitoring and controlling
30	Add new skills acquired to team members' human resource records.	Closing
31	Meet with managers to gain resource commitments.	Planning
32	Use and interpret earned value calculations.	Monitoring and controlling
33	Ensure the product scope is as final as practical (this will most likely be documented in the project statement of work).	Initiating
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35	Exercise judgement to determine what variances are important and if they warrant recommending a change or corrective action.	Monitoring and controlling
36	Finalize the "execute" and "control" aspects of all management plans.	Planning
37	Index and archive project records.	Closing
38	Keep managers apprised of when their resources will be needed on the project.	Executing
39	Evaluate customer satisfaction regarding the project and the deliverables.	Closing
40	Determine who will be on the project team to help with project planning.	Planning
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46	Obtain formal acceptance of interim deliverables from the customer.	Monitoring and controlling
47	Identify the need for replanning.	Monitoring and controlling
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50	Make or obtain a decision in integrated change control about whether changes should be approved or rejected.	Monitoring and controlling
51	Perform quality assurance to ensure the defined practices and procedures are being followed and are still appropriate for the project.	Executing
52	Evaluate the effectiveness of implemented corrective actions.	Monitoring and controlling
53	Manage stakeholder engagement and expectations, increase project support, and prevent possible problems.	Executing
54	Plan ways to measure project performance, the measurements to be used, when they will be taken, and how they will be interpreted.	Planning
55	Keep the project's business case in focus while managing the project, especially when problems occur.	Executing
56	Determine the process that will be used to request, approve, and manage changes on the project.	Planning
57	Obtain seller responses to procurement documents.	Executing

Inputs and Outputs   Why worry about inputs and outputs? Here is a trick to help you gain confidence in your understanding of the project management processes.

TRICKS OF THE TRADE An input means:
  • "What do I need before I can. . ."

TRICKS OF THE TRADE An output means:
  • "What will I have when I am done with. . ."
  • Or, "What am I trying to achieve when I am doing. . ."

Inputs and outputs are logical. If you really know project management, they should not require memorization. So what is an input to a WBS? If you cannot give some form of answer right now, you may need more basic training before preparing for the exam. Make sure you read the Create WBS