

Initiating

INTEGRATION 4.1 – Develop Project Charter

- 1 Inputs**
 - 1 Project statement of work
 - 2 Business case
 - 3 Agreements
 - 4 Enterprise environmental factors
 - 5 Organizational process assets
- 2 Tools & Techniques**
 - 1 Expert judgment
 - 2 Facilitation techniques
 - 3 Meetings
- 3 Outputs**
 - 1 Project charter

STAKEHOLDER 13.1 – Identify Stakeholders

- 1 Inputs**
 - 1 Project charter
 - 2 Procurement documents
 - 3 Enterprise environmental factors
 - 4 Organizational process assets
- 2 Tools & Techniques**
 - 1 Stakeholder analysis
 - 2 Expert judgment
 - 3 Meetings
- 3 Outputs**
 - 1 Stakeholder register

Planning

STAKEHOLDER 13.2 – Plan Stakeholder Management

- 1 Inputs**
 - 1 Project management plan
 - 2 Stakeholder register
 - 3 Enterprise environmental factors
 - 4 Organizational process assets
- 2 Tools & Techniques**
 - 1 Expert judgment
 - 2 Meetings
 - 3 Analytical techniques
- 3 Outputs**
 - 1 Stakeholder management plan
 - 2 Project documents (updates)

INTEGRATION 4.2 – Develop Project Management Plan

- 1 Inputs**
 - 1 Project charter
 - 2 Outputs from other processes
 - 3 Enterprise environmental factors
 - 4 Organizational process assets
- 2 Tools & Techniques**
 - 1 Expert judgment
 - 2 Facilitation techniques
 - 3 Meetings
- 3 Outputs**
 - 1 Project management plan

Monitoring and Controlling

SCOPE 5.6 – Control Scope

- 1 Inputs**
 - 1 Project management plan
 - 2 Requirements documentation
 - 3 Requirements traceability matrix
 - 4 Work performance data
 - 5 Organizational process assets
- 2 Tools & Techniques**
 - 1 Variance analysis
- 3 Outputs**
 - 1 Work performance information
 - 2 Change requests
 - 3 Project management plan (updates)
 - 4 Project documents (updates)
 - 5 Organizational process assets (updates)

TIME 6.7 – Control Schedule

- 1 Inputs**
 - 1 Project management plan
 - 2 Project schedule
 - 3 Work performance data
 - 4 Project calendars
 - 5 Schedule data
 - 6 Organizational process assets
- 2 Tools & Techniques**
 - 1 Performance reviews
 - 2 Project management software
 - 3 Resource optimization techniques
 - 4 Modeling techniques
 - 5 Leads and lags
 - 6 Schedule compression
 - 7 Scheduling tool
- 3 Outputs**
 - 1 Work performance information
 - 2 Schedule forecasts
 - 3 Change requests
 - 4 Project management plan (updates)
 - 5 Project documents (updates)
 - 6 Organizational process assets (updates)

COST 7.4 – Control Costs

- 1 Inputs**
 - 1 Project management plan
 - 2 Project funding requirements
 - 3 Work performance data
 - 4 Organizational process assets
- 2 Tools & Techniques**
 - 1 Earned value management
 - 2 Forecasting
 - 3 To-complete performance index (TCPI)
 - 4 Performance reviews
 - 5 Project management software
 - 6 Reserve analysis
- 3 Outputs**
 - 1 Work performance information
 - 2 Cost forecasts
 - 3 Change requests
 - 4 Project management plan (updates)
 - 5 Project documents (updates)
 - 6 Organizational process assets (updates)

QUALITY 8.3 – Control Quality

- 1 Inputs**
 - 1 Project management plan
 - 2 Quality metrics
 - 3 Quality checklists
 - 4 Work performance data
 - 5 Approved change requests
 - 6 Deliverables
 - 7 Project documents
 - 8 Organizational process assets
- 2 Tools & Techniques**
 - 1 Seven basic quality tools
 - 2 Statistical sampling
 - 3 Inspection
 - 4 Approved change requests review
- 3 Outputs**
 - 1 Quality control measurements
 - 2 Validated changes
 - 3 Validated deliverables
 - 4 Work performance information
 - 5 Change requests
 - 6 Project management plan (updates)
 - 7 Project documents (updates)
 - 8 Organizational process assets (updates)

SCOPE 5.5 – Validate Scope

- 1 Inputs**
 - 1 Project management plan
 - 2 Requirements documentation
 - 3 Requirements traceability matrix
 - 4 Verified deliverables
 - 5 Work performance data
- 2 Tools & Techniques**
 - 1 Inspection
 - 2 Group decision-making techniques
- 3 Outputs**
 - 1 Accepted deliverables
 - 2 Change requests
 - 3 Work performance information
 - 4 Project documents (updates)

COMMUNICATION 10.3 – Control Communications

- 1 Inputs**
 - 1 Project management plan
 - 2 Project communications
 - 3 Issue log
 - 4 Work performance data
 - 5 Organizational process assets
- 2 Tools & Techniques**
 - 1 Information management systems
 - 2 Expert judgment
 - 3 Meetings
- 3 Outputs**
 - 1 Work performance information
 - 2 Change requests
 - 3 Project management plan (updates)
 - 4 Project documents (updates)
 - 5 Organizational process assets (updates)

RISK 11.6 – Control Risks

- 1 Inputs**
 - 1 Project management plan
 - 2 Risk register
 - 3 Work performance data
 - 4 Work performance reports
- 2 Tools & Techniques**
 - 1 Risk reassessment
 - 2 Risk audits
 - 3 Variance and trend analysis
 - 4 Technical performance measurements
 - 5 Reserve analysis
 - 6 Meetings
- 3 Outputs**
 - 1 Work performance information
 - 2 Change requests
 - 3 Project management plan (updates)
 - 4 Project documents (updates)
 - 5 Organizational process assets (updates)

PROCUREMENT 12.3 – Control Procurements

- 1 Inputs**
 - 1 Project management plan
 - 2 Procurement documents
 - 3 Agreements
 - 4 Approved change requests
 - 5 Work performance data
 - 6 Performance reports
 - 7 Organizational process assets
- 2 Tools & Techniques**
 - 1 Contract change control system
 - 2 Procurement performance reviews
 - 3 Inspections and audits
 - 4 Performance reporting
 - 5 Payment systems
 - 6 Claims administration
 - 7 Records management system
- 3 Outputs**
 - 1 Work performance information
 - 2 Change requests
 - 3 Project management plan (updates)
 - 4 Project documents (updates)
 - 5 Organizational process assets (updates)

Executing

INTEGRATION 4.3 – Direct and Manage Project Work

- 1 Inputs**
 - 1 Project management plan
 - 2 Approved change requests
 - 3 Enterprise environmental factors
 - 4 Organizational process assets
- 2 Tools & Techniques**
 - 1 Expert judgment
 - 2 Project management information system
 - 3 Meetings
- 3 Outputs**
 - 1 Deliverables
 - 2 Work performance data
 - 3 Change requests
 - 4 Project management plan (updates)
 - 5 Project documents (updates)

HUMAN RESOURCES 9.2 – Acquire Project Team

- 1 Inputs**
 - 1 Human resource management plan
 - 2 Enterprise environmental factors
 - 3 Organizational process assets
- 2 Tools & Techniques**
 - 1 Pre-assignment
 - 2 Negotiation
 - 3 Acquisition
 - 4 Virtual teams
 - 5 Multi-criteria decision analysis
- 3 Outputs**
 - 1 Project staff assignments
 - 2 Resource calendars
 - 3 Project management plan (updates)

HUMAN RESOURCES 9.3 – Develop Project Team

- 1 Inputs**
 - 1 Human resource management plan
 - 2 Project staff assignments
 - 3 Resource calendars
- 2 Tools & Techniques**
 - 1 Interpersonal skills
 - 2 Training
 - 3 Team-building activities
 - 4 Ground rules
 - 5 Colocation
 - 6 Recognition and rewards
 - 7 Personal assessment tools
- 3 Outputs**
 - 1 Team performance assessments
 - 2 Enterprise environmental factors (updates)

HUMAN RESOURCES 9.4 – Manage Project Team

- 1 Inputs**
 - 1 Human resource management plan
 - 2 Project staff assignments
 - 3 Team performance assessments
 - 4 Issue log
- 2 Tools & Techniques**
 - 1 Observation and conversation
 - 2 Project performance appraisals
 - 3 Conflict management
 - 4 Interpersonal skills
- 3 Outputs**
 - 1 Change requests
 - 2 Project management plan (updates)
 - 3 Project documents (updates)
 - 4 Enterprise environmental factors (updates)
 - 5 Organizational process assets (updates)

PROCUREMENT 12.2 – Conduct Procurements

- 1 Inputs**
 - 1 Procurement management plan
 - 2 Procurement documents
 - 3 Source selection criteria
 - 4 Seller proposals
 - 5 Independent estimates
 - 6 Make-or-buy decisions
 - 7 Procurement statement of work
 - 8 Organizational process assets
- 2 Tools & Techniques**
 - 1 Bidder conference
 - 2 Proposal evaluation techniques
 - 3 Independent estimates
 - 4 Expert judgment
 - 5 Advertising
 - 6 Analytical techniques
 - 7 Procurement negotiations
- 3 Outputs**
 - 1 Selected sellers
 - 2 Agreements
 - 3 Resource calendars
 - 4 Change requests
 - 5 Project management plan (updates)
 - 6 Project documents (updates)

INTEGRATION 4.4 – Monitor and Control Project Work

- 1 Inputs**
 - 1 Project management plan
 - 2 Schedule forecasts
 - 3 Cost forecasts
 - 4 Validated changes
 - 5 Work performance information
 - 6 Enterprise environmental factors
 - 7 Organizational process assets
- 2 Tools & Techniques**
 - 1 Expert judgment
 - 2 Analytical techniques
 - 3 Project management information system
 - 4 Meetings
- 3 Outputs**
 - 1 Change requests
 - 2 Work performance reports
 - 3 Project management plan (updates)
 - 4 Project documents (updates)

INTEGRATION 4.5 – Perform Integrated Change Control

- 1 Inputs**
 - 1 Project management plan
 - 2 Work performance reports
 - 3 Change requests
 - 4 Enterprise environmental factors
 - 5 Organizational process assets
- 2 Tools & Techniques**
 - 1 Expert judgment
 - 2 Meetings
 - 3 Change control tools
- 3 Outputs**
 - 1 Approved change requests
 - 2 Change log
 - 3 Project management plan (updates)
 - 4 Project documents (updates)

COMMUNICATION 10.2 – Manage Communications

- 1 Inputs**
 - 1 Communications management plan
 - 2 Work performance reports
 - 3 Enterprise environmental factors
 - 4 Organizational process assets
- 2 Tools & Techniques**
 - 1 Communication technology
 - 2 Communication models
 - 3 Communication methods
 - 4 Information management systems
 - 5 Performance reporting
- 3 Outputs**
 - 1 Project communications
 - 2 Project management plan (updates)
 - 3 Project documents (updates)
 - 4 Organizational process assets (updates)

COMMUNICATION 13.3 – Manage Stakeholder Engagement

- 1 Inputs**
 - 1 Stakeholder management plan
 - 2 Communications management plan
 - 3 Change log
 - 4 Organizational process assets
- 2 Tools & Techniques**
 - 1 Communication methods
 - 2 Interpersonal skills
 - 3 Management skills
- 3 Outputs**
 - 1 Issue log
 - 2 Change requests
 - 3 Project management plan (updates)
 - 4 Project documents (updates)
 - 5 Organizational process assets (updates)

QUALITY 8.2 – Perform Quality Assurance

- 1 Inputs**
 - 1 Quality management plan
 - 2 Process improvement plan
 - 3 Quality metrics
 - 4 Quality control measurements
 - 5 Project documents
- 2 Tools & Techniques**
 - 1 Quality management and control tools
 - 2 Quality audits
 - 3 Process analysis
- 3 Outputs**
 - 1 Change requests
 - 2 Project management plan (updates)
 - 3 Project documents (updates)
 - 4 Organizational process assets (updates)

STAKEHOLDER 13.4 – Control Stakeholder Engagement

- 1 Inputs**
 - 1 Project management plan
 - 2 Issue log
 - 3 Work performance data
 - 4 Project documents
- 2 Tools & Techniques**
 - 1 Information management systems
 - 2 Expert judgment
 - 3 Meetings
- 3 Outputs**
 - 1 Work performance information
 - 2 Change requests
 - 3 Project management plan (updates)
 - 4 Project documents (updates)
 - 5 Organizational process assets (updates)

Project Management Processes

Flowchart based on PMI PMBOK® Guide – Fifth Edition – English

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Closing

INTEGRATION 4.6 – Close Project or Phase

- 1 Inputs**
 - 1 Project management plan
 - 2 Accepted deliverables
 - 3 Organizational process assets
- 2 Tools & Techniques**
 - 1 Expert judgment
 - 2 Analytical techniques
 - 3 Meetings
- 3 Outputs**
 - 1 Final product, service, or result transition
 - 2 Organizational process assets (updates)

PROCUREMENT 12.4 – Close Procurements

- 1 Inputs**
 - 1 Project management plan
 - 2 Procurement documents
- 2 Tools & Techniques**
 - 1 Procurement audits
 - 2 Procurement negotiations
 - 3 Records management system
- 3 Outputs**
 - 1 Closed procurements
 - 2 Organizational process assets (updates)