

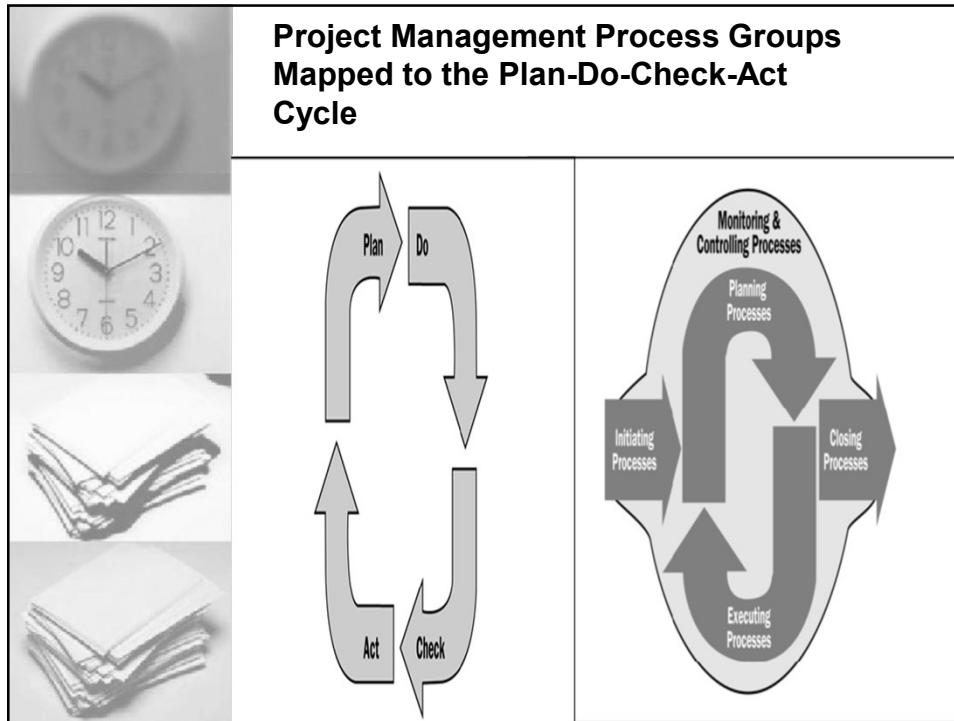


## The Five Process Groups

- **Initiating Process Group.** Defines and authorizes the project or a project phase.
- **Planning Process Group.** Defines and refines objectives, and plans the course of action required to attain the objectives and scope that the project was undertaken to address.
- **Executing Process Group.** Integrates people and other resources to carry out the project management plan for the project.
- **Monitoring and Controlling Process Group.** Regularly measures and monitors progress to identify variances from the project management plan so that corrective action can be taken when necessary to meet project objectives.
- **Closing Process Group.** Formalizes acceptance of the product, service or result and brings the project or a project phase to an orderly end.

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### Initiation Process

- The outcome of the initiation process is:
  - Project Charter
- Accordingly, the information needed is:
  - Product Description
  - Strategic Plan
  - Product Selection Criteria
  - Historical Information

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## Initiation Process (cont'd)

- **Product Description: Documents the characteristics of the product or service that the project was undertaken to create and its relationship to the business need or other stimulus that gave rise to the project**
- **Strategic Plan: Describes the organization's mission, vision, and goals for the future, which the project supports**
- **Project selection criteria: Defined in terms of the merits of the product and covers the full range of management concerns**

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## Develop Project Charter

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## Project Charter Inputs


1. Contract (When Applicable)
2. Project Statement of Work
  - The statement of work (SOW) is a narrative description of products or services to be supplied by the project.
  - For internal projects, the project initiator or sponsor provides the statement of work based on business needs, product, or service requirements.
  - For external projects, the statement of work can be received from the customer as part of a bid document, for example, request for proposal, request for information, request for bid, or as part of a contract.

**The SOW should indicate:**

  - **Business need** – an organization's business need can be based on needed training, market demand, technological advance, legal requirement, or governmental standard.
  - **Product scope description** – documents the product requirements and characteristics of the product or service that the project will be undertaken to create.
  - **Strategic plan** – all projects should support the organization's strategic goals. The strategic plan of the performing organization should be considered as a factor when making project selection decisions.

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## Project Charter Inputs (cont'd)

3. Enterprise Environmental Factors
  - When developing the project charter, any and all of the organization's enterprise environmental factors and systems that surround and influence the project's success must be considered. This includes items such as, but not limited to:
    - Organizational or company culture and structure
    - Governmental or industry standards (e.g., regulatory agency regulations, product standards, quality standards & workmanship standards)
    - Infrastructure (e.g., existing facilities and capital equipment)
    - Existing human resources (e.g., skills, disciplines, and knowledge, such as design, development, legal, contracting, and purchasing)
    - Personnel administration (e.g., hiring and firing guidelines, employee performance reviews, and training records)
    - Company work authorization system
    - Marketplace conditions
    - Stakeholder risk tolerances
    - Commercial databases (e.g., standardized cost estimating data, industry risk study information, and risk databases)
    - Project management information systems (e.g., an automated tool suite, such as a scheduling software tool, a configuration management system, an information collection and distribution system, or web interfaces to other online automated systems).

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## Project Charter Inputs (cont'd)

### 4. Organizational Process Assets

- When developing the project charter and subsequent project documentation, any and all of the assets that are used to influence the project's success can be drawn from organizational process assets.
- Any and all of the organizations involved in the project can have formal and informal policies, procedures, plans, and guidelines whose effects must be considered.
- Organizational process assets also represent the organizations' learning and knowledge from previous projects

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## Project Charter Tools and Techniques (cont'd)

### 2. Project Management Methodology


A project management methodology defines a set of Project Management Process Groups, their related processes and the related control functions that are consolidated and combined into a functioning unified whole

### 3. Project Management Information System

The Project Management Information System (PMIS) is a standardized set of automated tools available within the organization and integrated into a system. The PMIS is used by the project management team to support generation of a project charter, facilitate feedback as the document is refined, control changes to the project charter, and release the approved document.

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## Project Charter Tools and Techniques (cont'd)

### 4. Expert Judgment

- Expert judgment is often used to assess the inputs
  - product descriptions,
  - strategic plan,
  - project selection criteria,
  - and historical information.
- It is needed to develop the project charter.
- Such judgment and expertise is applied to any technical & management details during this process.
- Such expertise is provided by any group or individual with specialized knowledge or training, and is available from many sources, including:
  - Other units within the organization
  - Consultants
  - Stakeholders, including customers or sponsors
  - Professional and technical associations
  - Industry groups.

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## Creating, Formalizing & Publishing The Project Charter

- This document is the foundation for the remaining project activity planning, execution, and control processes.
- The project charter is the official, written acknowledgement and recognition that a project exists.
- It's issued by senior management
- It gives the project manager authority to assign organizational resources to the work of the project.
- The project manager should always be assigned prior to the start of planning, and preferably while the project charter is being developed.
- It is usually the first official document of the project once acceptance of the project has been granted. It includes:
  - Project purpose or justification
  - high-level project description
  - Assigned Project Manager and authority level
  - Summary milestone schedule
  - Functional organizations and their participation
  - Summary budget.

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## Planning Process

- There are 4 reasons for project planning:
  - To eliminate or reduce uncertainty.
  - To improve efficiency of the operation.
  - To obtain a better understanding of the objectives.
  - To provide a basis for monitoring and controlling work
- The project plan is collection of documents that should be expected to change over time as more information becomes available about the project

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## Planning Process Group

- Project Management Plan
- Scope Planning
- Scope Definition
- Create WBS
- Activity Definition
- Activity sequencing
- Activity Resource Estimating
- Activity Duration Estimation
- Schedule Development
- Cost Estimating
- Cost Budgeting
- Quality Planning
- HR Planning
- Communication Planning
- Risk Management Planning
- Risk Identification
- Qualitative Risk Analysis
- Quantitative Risk Analysis
- Risk Response Planning
- Plan Purchase & Acquisition
- Plan Contracting

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## Executing Process Group

- Direct & Manage Project Execution
- Perform Quality Assurance
- Acquire Project Team
- Develop Project Team
- Information Distribution
- Request Seller Responses
- Select Sellers

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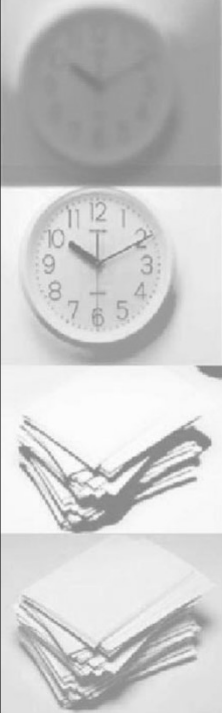
## Monitoring & Controlling Process Group

- Monitor & Control Project Work
- Integrated Change Control
- Scope Verification
- Scope Control
- Schedule Control
- Cost Control
- Perform Quality Control
- Manage Project Team
- Performance Reporting
- Manage Stakeholders
- Risk Monitoring & Controlling
- Contract Administration

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## Closing Process Group

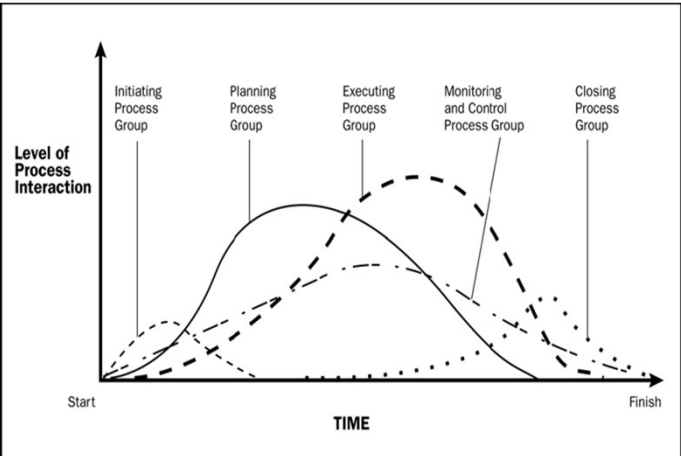
- Close Project
- Contract Closure

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## Process Groups Interaction In A Project



Level of Process Interaction

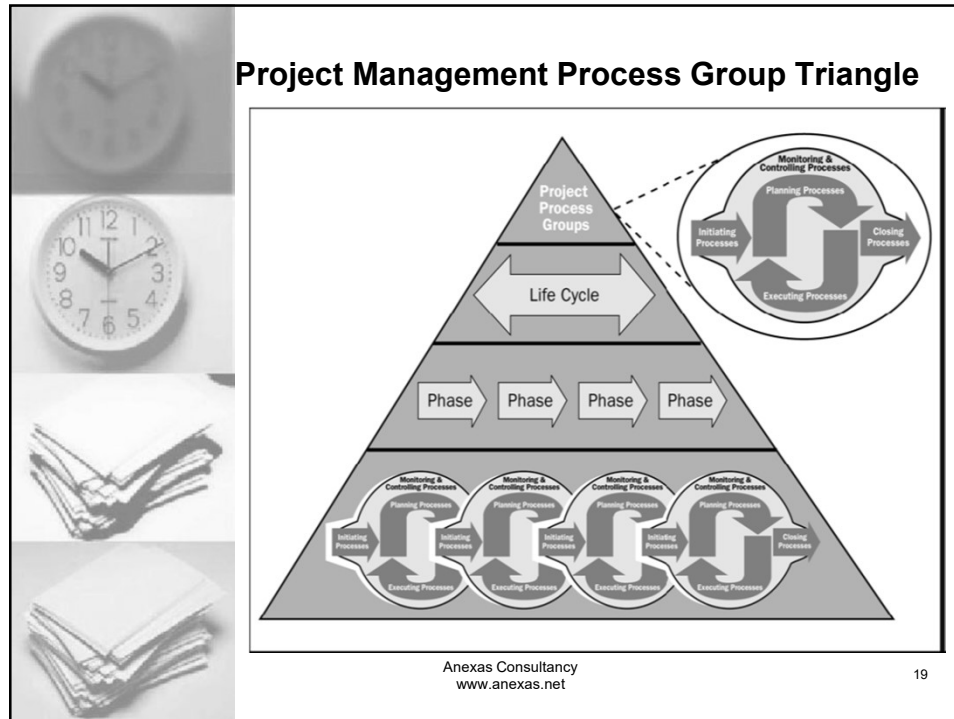
TIME

Start Finish

Initiating Process Group  
Planning Process Group  
Executing Process Group  
Monitoring and Control Process Group  
Closing Process Group

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**Question 1**

- In which project management process group is the detailed project budget created?
  - A. Initiating
  - B. Before the project management process
  - C. Planning
  - D. Executing

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## Answer C

- Notice the use of the word “detailed”. Such a budget is created during the planning process group.

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## Question 2

- The project charter is created in which project management process group?
  - A. Executing
  - B. Planning
  - c. Closing
  - D. Initiating

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## Answer D

- The project charter is needed before planning and execution of the work can begin.

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## Question 3

- The project team has just completed the initial project schedule and budget. The NEXT thing to do is:
  - A. Begin risk identification
  - B. Begin iterations
  - C. Determine communications requirements
  - D. Create a bar (Gantt) chart

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## Answer C

- Iterations (choice B) cannot begin until the risks are identified, qualified, quantified and responses developed. These then create the need to revise the WBS and other parts of the project management plan. A bar chart (choice D) would have been done during the creation of the schedule, so it cannot be the next thing. Communications requirements and quality standards are needed before risks (especially risks relating to communications and quality) can be determined (choice A).

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## Question 4

- A detailed project schedule can be created only after creating the:
  - A. Project budget.
  - B. Work breakdown structure.
  - c. Project management plan.
  - D. Detailed risk assessment.

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## Answer B

In the project management process, the process budget (choice A), project management plan (choice C) and detailed risk assessment (choice D) come after the schedule. The only answer that could be an input is the WBS.

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## Question 5

- The person who should be in control of the project during project management:
  - A. Project manager
  - B. Team member
  - c. Functional manager
  - D. Sponsor

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## Answer A

The project manager should be named early in the project, during project initiating if possible.

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