



Project Management Success

Tips, Tools and Strategies for Practical Project Management

Project Management Success

PMBOK EXPLAINED!

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Session 3: Project Management Processes

Project Management Success Series – Session 3: Project Management Processes

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Overview

- Project Management Processes
- Process Interactions
- Project Management Process Groups
- Project Management Knowledge Areas
- Process Groups and Knowledge Area mapping
- Process Groups Description



Project Management Processes

- Set of interrelated actions and activities performed to achieve a pre-specified outcome.
- Each process is characterized by its inputs, tools, techniques and outputs.
- Project success needs:
 - Select appropriate processes required to meet objectives
 - Use a defined approach adopted to meet requirements
 - Comply with requirements to meet stakeholder needs and expectations.
 - Balance competing demands of scope, time, cost, quality, resources and risk to produce the specified outcome.
- Processes are performed by the project team and fall into two categories:
 - Project management processes – this is about the running of the project
 - Product-oriented processes – this is about delivering the products of the project
 - Need to know how to create the products
- PMBOK guide deals with the project management processes



Project Management Processes

- Project Managers and teams need to address each process
- Describe the integration between processes, interactions and purpose.
- PM processes are grouped into 5 categories known as the Project Management Process Groups
 - Initiating Process Group
 - Planning Process Group
 - Executing Process Group
 - Monitoring and Controlling Process Group
 - Closing Process Group



Project Interactions

- In practice the project management processes overlap and interact
- The process groups and their individual processes are guides for applying PM knowledge and skills



Process Interactions

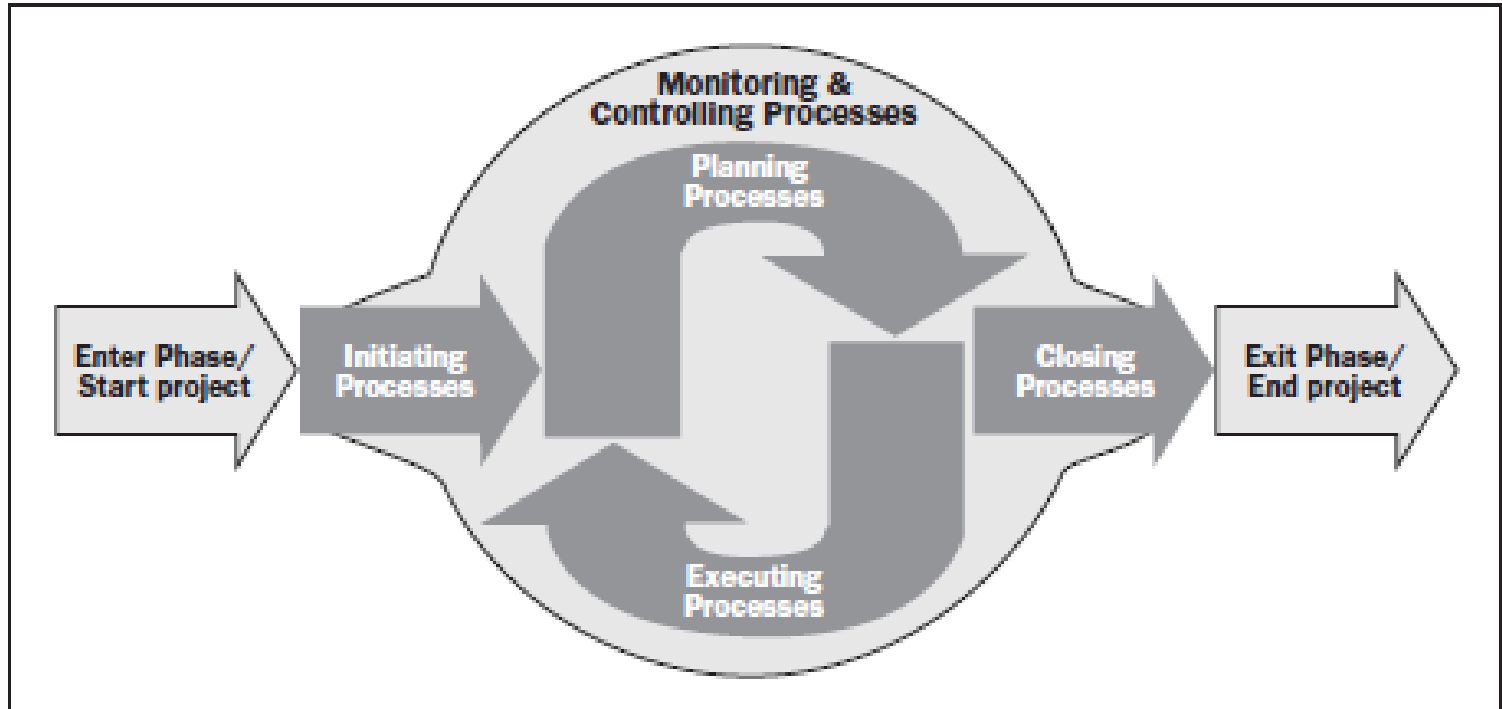


Figure 3-1. Project Management Process Groups



Process Interactions

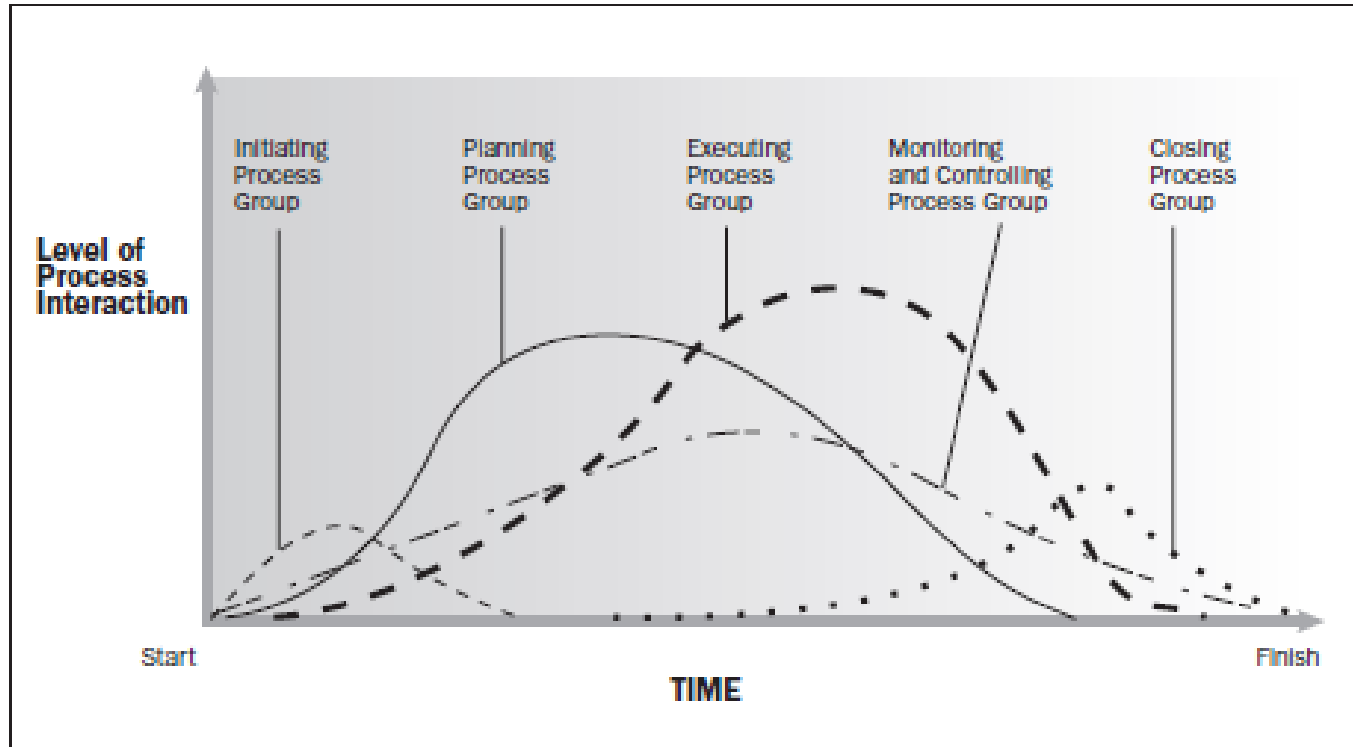


Figure 3-2. Process Groups Interact in a Phase or Project



Project Management Process Groups

- 5 process group
- Clear dependencies
- Performed in the same sequence
- Individual process groups and constituent processes are often iterated
- Process groups are not project phases (e.g. Feasibility, design, build)
- Process groups would normally be repeated for each phase or subproject



Processes and Knowledge Areas

- 5 process groups
- 42 project management processes
- 9 project management knowledge areas



Processes and Knowledge Areas

Table 3-1. Project Management Process Groups and Knowledge Areas Mapping

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Execution	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Collect Requirements 5.2 Define Scope 5.3 Create WBS		5.4 Verify Scope 5.5 Control Scope	
6. Project Time Management		6.1 Define Activities 6.2 Sequence Activities 6.3 Estimate Activity Resources 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	



Processes and Knowledge Areas

7. Project Cost Management		7.1 Estimate Costs 7.2 Determine Budget		7.3 Control Costs	
8. Project Quality Management		8.1 Plan Quality	8.2 Perform Quality Assurance	8.3 Perform Quality Control	
9. Project Human Resource Management		9.1 Develop Human Resource Plan	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management	10.1 Identify Stakeholders	10.2 Plan Communications	10.3 Distribute Information 10.4 Manage Stakeholder Expectations	10.5 Report Performance	



Processes and Knowledge Areas

11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Monitor and Control Risks	
12. Project Procurement Management		12.1 Plan Procurements	12.2 Conduct Procurements	12.3 Administer Procurements	12.4 Close Procurements



Process Groups - Initiating

- Processes performed to define a new project or phase by obtaining authorization to start the project or phase.
- Initial scope defined
- Financial resources committed
- Stakeholders identification
- Project Manager selected (if not already)
- Project Charter and Stakeholder Register developed
- Project Charter approval
- Initiating project phases – decision points to continue



Process Groups - Initiating

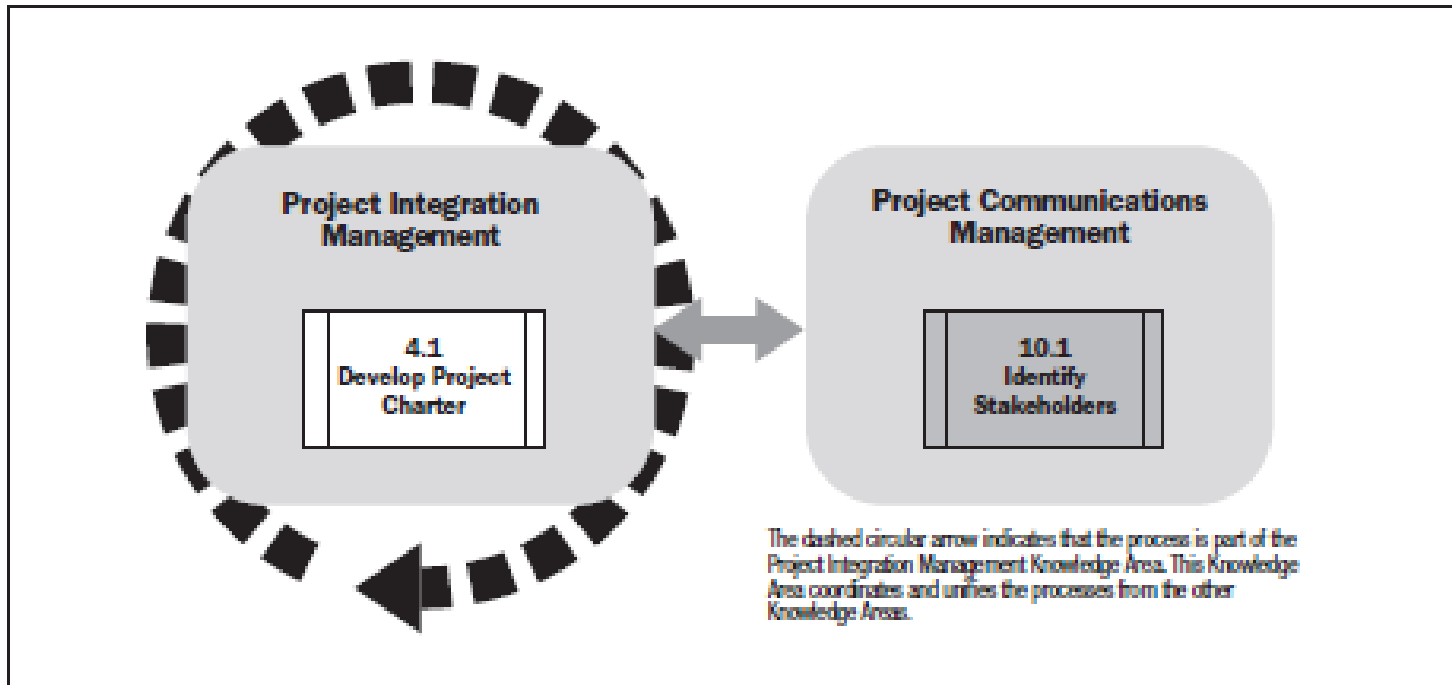


Figure 3-5. Initiating Process Group



Process Groups - Planning

- Processes performed to establish the total scope of the effort, define and refine the objectives, develop actions required to attain the objectives.
- Develops the project management plan and project documents used to carry out the project.
- Progressive detailing of project management plan – planning and documentation are iterative and ongoing



Process Groups - Planning



Figure 3-8. Planning Process Group



Process Groups - Executing

- Processes performed to complete the work defined in the project management plan to satisfy project specifications.
- Coordinating people and resources
- Integrating and performing activities of the project in accordance with the plan.
- Planning updates, re-baselining, changing durations, resource productivity and availability, unanticipated risks.



Process Groups - Executing

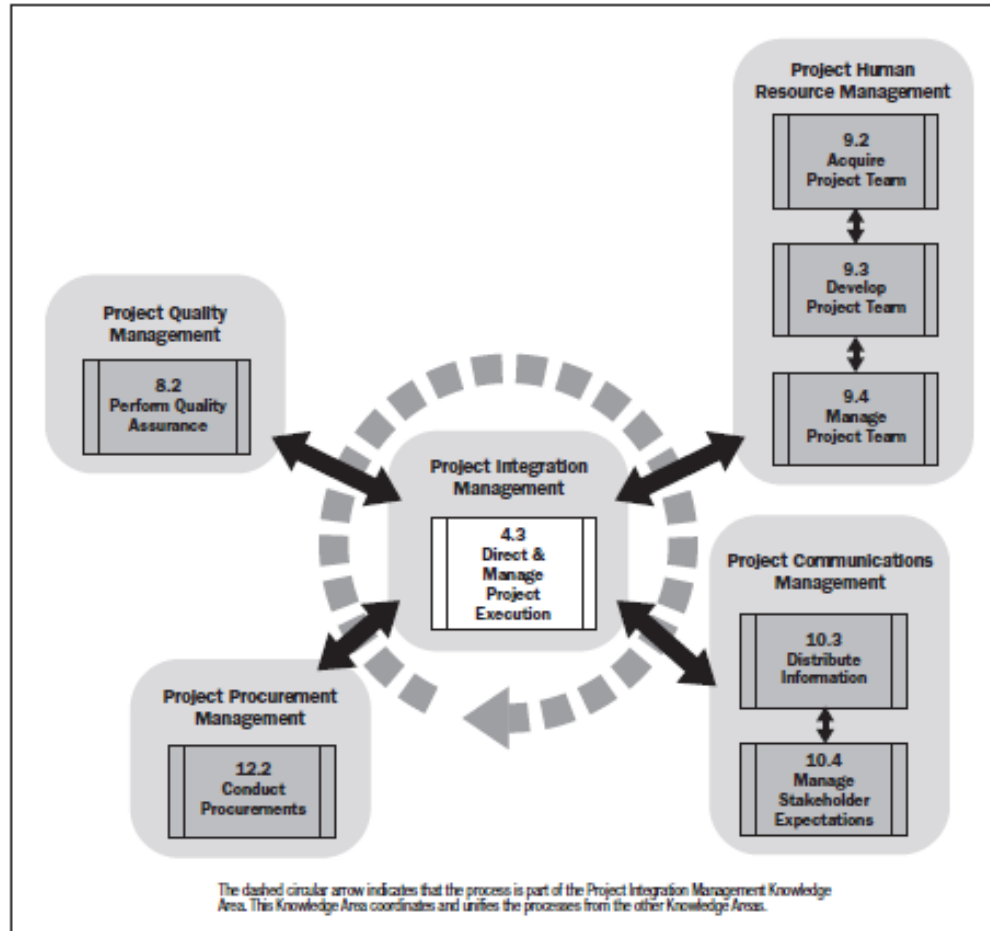


Figure 3-29. Executing Process Group



Process Groups – Monitoring and Controlling

- Processes required to track, review and regulate the progress and performance of the project, identify any areas in which changes to the plan are required and initiate changes.
- Key benefit – project performance is observed and measured regularly and identifies variances to the plan.
- Not only monitors and controls work within a process group with the entire project.



Process Groups – Monitoring and Controlling

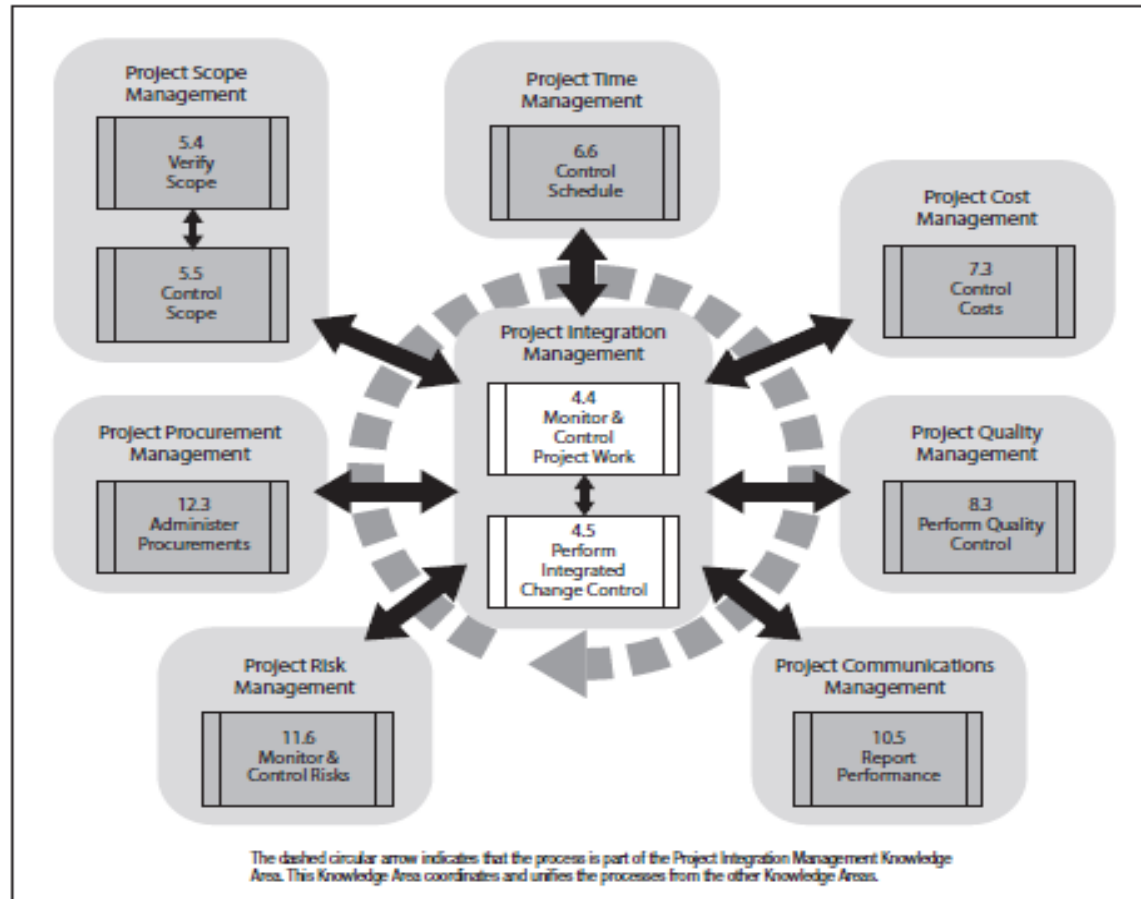


Figure 3-38. Monitoring & Controlling Process Group



Process Groups – Closing

- Processes performed to finalize all activities across the process groups and formally complete the project, phase or contractual obligations.
- When complete, this process group verifies that the defined processes are completed with all process groups to close the project or the phase.
- Project or phase closure may occur when:
 - Customer or sponsor acceptance is obtained
 - Post project or phase end review is completed
 - Impacts of tailoring are recorded
 - Lessons learned are documented
 - Updates to organization process assets are applied
 - Project documents archived
 - Procurements are closed out



Process Groups – Closing

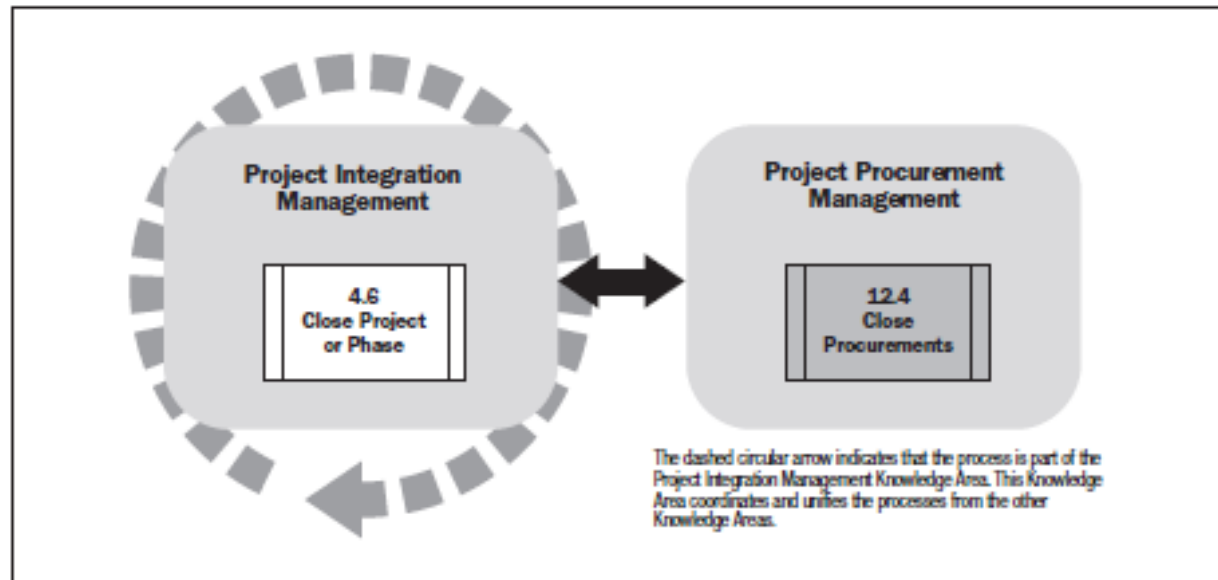


Figure 3-49. Closing Process Group



That's it for today!

- This wraps up session 3 of PMBOK explained.
- What a massive session of project management processes!



This series – What it is

- This 12 part series will give you the whirlwind tour of PMBOK, providing a practical summary of PMBOK processes.
- Useful for beginners or experienced PMs.
- Simple, clear, down to earth explanation.



This series – What it isn't

- It isn't a comprehensive coverage of the entire PMBOK manual.
- It isn't preparation for your PMP exam – but we can tell you where to get help with that!



PMBOK Explained! – What's next?

Next session:

- The remaining sessions will look at each of the Project Management Knowledge areas
- The processes that we have touched on today will be explored in greater detail within that context
- First up in looking at the project management knowledge areas is:
 - Project Integration Management – processes and activities needed to identify, define, combine, unify and coordinate various processes and project management activities within the process groups.
- Which all sounds very abstract, but will hopefully become a bit more clear as we go!



Reference

- Reference for this presentation:
A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fourth Edition. 2008 Project Management Institute, 14 Campus Blvd, Newtown Square, PA 19073-3299 USA