TABLE 1-1 Common project management tools and techniques by knowledge area

Knowledge Area/Category	Tools and Techniques
Integration management	Project selection methods, project management methodologies, stakeholder analyses, work requests, project charters, project management plans, **project management software**, **change requests**, change control boards, project review meetings, **lessons-learned reports**
Scope management	**Scope statements**, **work breakdown structures**, statements of work, **requirements analyses**, scope management plans, scope verification techniques, scope change controls
Time management	**Gantt charts**, project network diagrams, critical path analysis, crashing, fast tracking, schedule performance measurements
Cost management	Project budgets, net present value, return on investment, payback analysis, earned value management, project portfolio management, cost estimates, cost management plans, cost baselines
Quality management	Quality metrics, checklists, quality control charts, Pareto diagrams, fishbone diagrams, maturity models, statistical methods, test plans
Human resource management	Motivation techniques, empathic listening, responsibility assignment matrices, project organizational charts, resource histograms, team building exercises
Communications management	Communications management plans, **kick-off meetings**, conflict management, communications media selection, status and **progress reports**, virtual communications, templates, project Web sites
Risk management	Risk management plans, risk registers, probability/impact matrices, risk rankings
Procurement management	Make-or-buy analyses, contracts, requests for proposals or quotes, source selections, supplier evaluation matrices