PROJECT INTEGRATION MANAGEMENT

Develop Project Charter

Inputs

.1 Business documents
- Business case
- Benefits management plan

.2 Agreements
.3 Enterprise environmental factors
.4 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data gathering
- Brainstorming
- Focus groups
- Interviews

.3 Interpersonal and team skills
- Conflict management
- Facilitation
- Meeting management

.4 Meetings

Outputs

.1 Project charter
.2 Assumption log

Develop Project Management Plan

Inputs

.1 Project charter
.2 Outputs from other processes
.3 Enterprise environmental factors
.4 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data gathering
- Brainstorming
- Checklists
- Focus groups
- Interviews

.3 Interpersonal and team skills
- Conflict management
- Facilitation
- Meeting management

.4 Meetings

Outputs

.1 Project management plan

Direct and Manage Project Work

Inputs

.1 Project management plan
- Any component

.2 Project documents
- Change log
- Lessons learned register
- Milestone list
- Project communications
- Project schedule
- Requirements traceability matrix
- Risk register
- Risk report

.3 Approved change requests
.4 Enterprise environmental factors
.5 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Project management information system
.3 Meetings

Outputs

.1 Deliverables
.2 Work performance data
.3 Issue log
.4 Change requests
.5 Project management plan updates
- Any component

.6 Project documents updates
- Activity list
- Assumption log
- Lessons learned register
- Requirements documentation
- Risk register
- Stakeholder register

.7 Organizational process assets updates

Manage Project Knowledge

Inputs

.1 Project management plan
- All components

.2 Project documents
- Lessons learned register
- Project team assignments
- Resource breakdown structure
- Source selection criteria
- Stakeholder register

.3 Deliverables

.4 Enterprise environmental factors

.5 Organizational process assets

Tools & Techniques

.1 Expert judgment

.2 Knowledge management

.3 Information management

.4 Interpersonal and team skills
- Active listening
- Facilitation
- Leadership
- Networking
- Political awareness

Outputs

.1 Lessons learned register

.2 Project management plan updates
- Any component

.3 Organizational process assets updates

Monitor and Control Project Work

Inputs

.1 Project management plan
- Any component

.2 Project documents
- Assumption log
- Basis of estimates
- Cost forecasts
- Issue log
- Lessons learned register
- Milestone list
- Quality reports
- Risk register
- Risk report
- Schedule forecasts

.3 Work performance information

.4 Agreements

.5 Enterprise environmental factors

.6 Organizational process assets

Tools & Techniques

.1 Expert judgment

.2 Data analysis
- Alternatives analysis
- Cost-benefit analysis
- Earned value analysis
- Root cause analysis
- Trend analysis
- Variance analysis

.3 Decision making

.4 Meetings

Outputs

.1 Work performance reports

.2 Change requests

.3 Project management plan updates
- Any component

.4 Project documents updates
- Cost forecasts
- Issue log
- Lessons learned register
- Risk register
- Schedule forecasts

Perform Integrated Change Control

Inputs

.1 Project management plan
- Change management plan
- Configuration management plan
- Scope baseline
- Schedule baseline
- Cost baseline

.2 Project documents
- Basis of estimates
- Requirements traceability matrix
- Risk report

.3 Work performance reports

.4 Change requests

.5 Enterprise environmental factors

.6 Organizational process assets

Tools & Techniques

.1 Expert judgment

.2 Change control tools

.3 Data analysis
- Alternatives analysis
- Cost-benefit analysis

.4 Decision making
- Voting
- Autocratic decision making
- Multicriteria decision analysis

.5 Meetings

Outputs

.1 Approved change requests

.2 Project management plan updates
- Any component

.3 Project documents updates
- Change log

Close Project or Phase

Inputs

.1 Project charter
.2 Project management plan
- All components

.3 Project documents
- Assumption log
- Basis of estimates
- Change log
- Issue log
- Lessons learned register
- Milestone list
- Project communications
- Quality control measurements
- Quality reports
- Requirements documentation
- Risk register
- Risk report

.4 Accepted deliverables
.5 Business documents
- Business case
- Benefits management plan

.6 Agreements
.7 Procurement documentation
.8 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data analysis
- Document analysis
- Regression analysis
- Trend analysis
- Variance analysis

.3 Meetings

Outputs

.1 Project documents updates
- Lessons learned register

.2 Final product, service, or result transition
.3 Final report
.4 Organizational process assets updates

PROJECT SCOPE MANAGEMENT

Plan Scope Management

Inputs

.1 Project charter
.2 Project management plan
- Quality management plan
- Project life cycle description
- Development approach

.3 Enterprise environmental factors
.4 Organizational process assets

Tools & Techniques

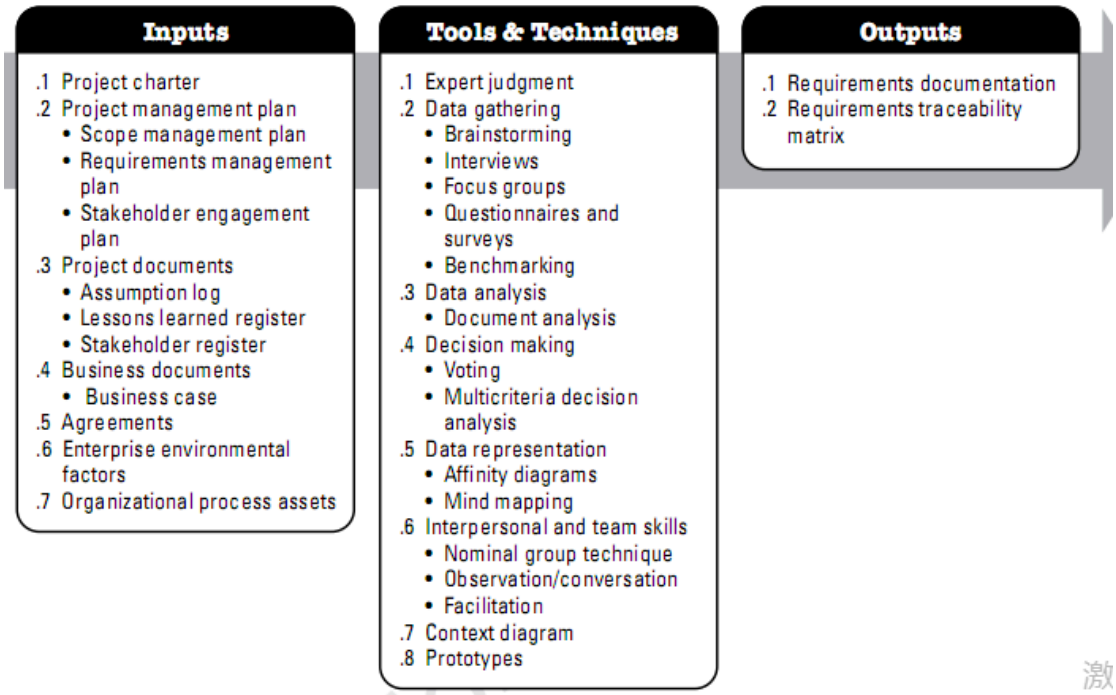
.1 Expert judgment
.2 Data analysis
- Alternatives analysis

.3 Meetings

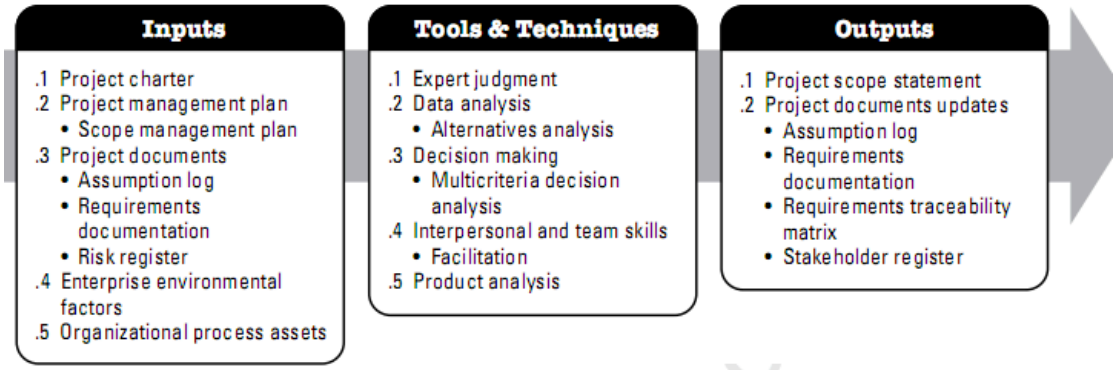
Outputs

.1 Scope management plan
.2 Requirements management plan

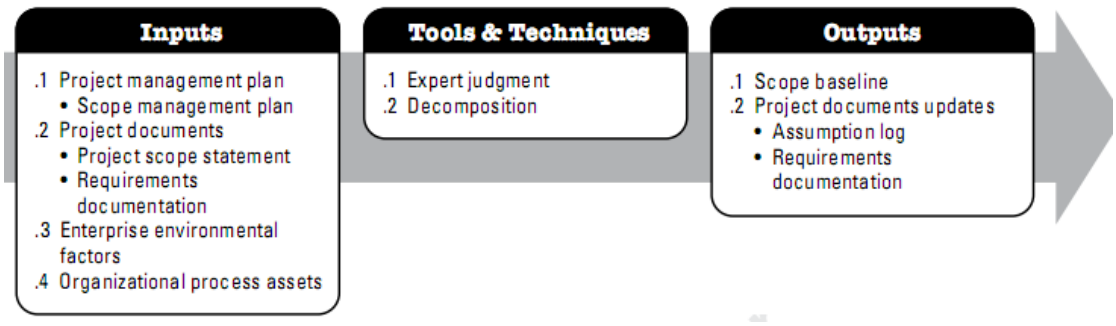
Collect Requirements



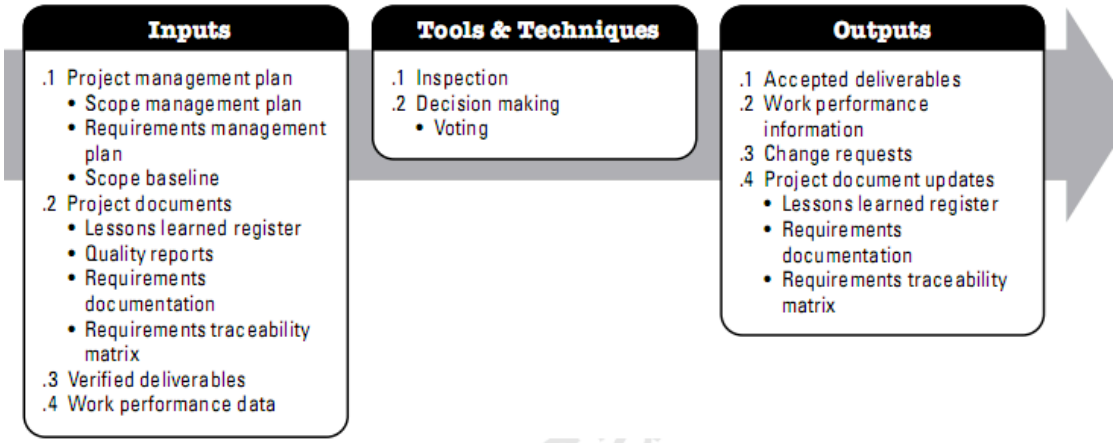
Define Scope



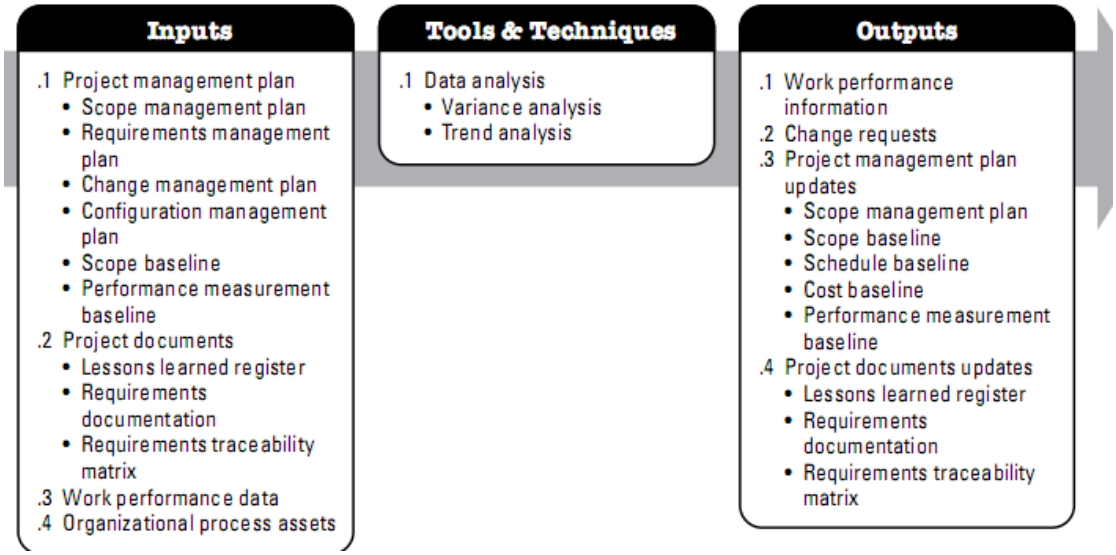
Create WBS



Validate Scope

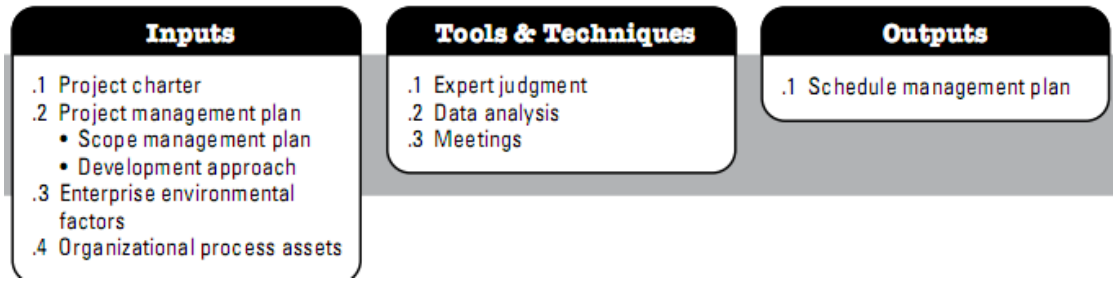


Control Scope



PROJECT SCHEDULE MANAGEMENT

Plan Schedule Management



Define Activities

Inputs

.1 Project management plan
- Schedule management plan
- Scope baseline

.2 Enterprise environmental factors

.3 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Decomposition
.3 Rolling wave planning
.4 Meetings

Outputs

.1 Activity list
.2 Activity attributes
.3 Milestone list
.4 Change requests
.5 Project management plan updates
- Schedule baseline
- Cost baseline

Sequence Activities

Inputs

.1 Project management plan
- Schedule management plan
- Scope baseline

.2 Project documents
- Activity attributes
- Activity list
- Assumption log
- Milestone list

.3 Enterprise environmental factors

.4 Organizational process assets

Tools & Techniques

.1 Precedence diagramming method
.2 Dependency determination and integration
.3 Leads and lags
.4 Project management information system

Outputs

.1 Project schedule network diagrams
.2 Project documents updates
- Activity attributes
- Activity list
- Assumption log
- Milestone list

Estimate Activity Durations

Inputs

.1 Project management plan
- Schedule management plan
- Scope baseline

.2 Project documents
- Activity attributes
- Activity list
- Assumption log
- Lessons learned register
- Milestone list
- Project team assignments
- Resource breakdown structure
- Resource calendars
- Resource requirements
- Risk register

.3 Enterprise environmental factors

.4 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Analogous estimating
.3 Parametric estimating
.4 Three-point estimating
.5 Bottom-up estimating
.6 Data analysis
- Alternatives analysis
- Reserve analysis

.7 Decision making
.8 Meetings

Outputs

.1 Duration estimates
.2 Basis of estimates
.3 Project documents updates
- Activity attributes
- Assumption log
- Lessons learned register

Develop Schedule

Inputs

.1 Project management plan
- Schedule management plan
- Scope baseline

.2 Project documents
- Activity attributes
- Activity list
- Assumption log
- Basis of estimates
- Duration estimates
- Lessons learned register
- Milestone list
- Project schedule network diagrams
- Project team assignments
- Resource calendars
- Resource requirements
- Risk register

.3 Agreements

.4 Enterprise environmental factors

.5 Organizational process assets

Tools & Techniques

.1 Schedule network analysis

.2 Critical path method

.3 Resource optimization

.4 Data analysis
- What-if scenario analysis
- Simulation

.5 Leads and lags

.6 Schedule compression

.7 Project management information system

.8 Agile release planning

Outputs

.1 Schedule baseline

.2 Project schedule

.3 Schedule data

.4 Project calendars

.5 Change requests

.6 Project management plan updates
- Schedule management plan
- Cost baseline

.7 Project documents updates
- Activity attributes
- Assumption log
- Duration estimates
- Lessons learned register
- Resource requirements
- Risk register

Control Schedule

Inputs

.1 Project management plan
- Schedule management plan
- Schedule baseline
- Scope baseline
- Performance measurement baseline

.2 Project documents
- Lessons learned register
- Project calendars
- Project schedule
- Resource calendars
- Schedule data

.3 Work performance data

.4 Organizational process assets

Tools & Techniques

.1 Data analysis
- Earned value analysis
- Iteration burndown chart
- Performance reviews
- Trend analysis
- Variance analysis
- What-if scenario analysis

.2 Critical path method

.3 Project management information system

.4 Resource optimization

.6 Leads and lags

.7 Schedule compression

Outputs

.1 Work performance information

.2 Schedule forecasts

.3 Change requests

.4 Project management plan updates
- Schedule management plan
- Schedule baseline
- Cost baseline
- Performance measurement baseline

.5 Project documents updates
- Assumption log
- Basis of estimates
- Lessons learned register
- Project schedule
- Resource calendars
- Risk register
- Schedule data

PROJECT COST MANAGEMENT

Plan Cost Management

Inputs	Tools & Techniques	Outputs
.1 Project charter .2 Project management plan • Schedule management plan • Risk management plan .3 Enterprise environmental factors .4 Organizational process assets	.1 Expert judgment .2 Data analysis .3 Meetings	.1 Cost management plan

Estimate Costs

Inputs	Tools & Techniques	Outputs
.1 Project management plan • Cost management plan • Quality management plan • Scope baseline .2 Project documents • Lessons learned register • Project schedule • Resources requirements • Risk register .3 Enterprise environmental factors .4 Organizational process assets	.1 Expert judgment .2 Analogous estimating .3 Parametric estimating .4 Bottom-up estimating .5 Three-point estimating .6 Data analysis • Alternatives analysis • Reserve analysis • Cost of quality .7 Project management information system .8 Decision making • Voting	.1 Cost estimates .2 Basis of estimates .3 Project documents updates • Assumption log • Lessons learned register • Risk register

Determine Budget

Inputs	Tools & Techniques	Outputs
.1 Project management plan • Cost management plan • Resource management plan • Scope baseline .2 Project documents • Basis of estimates • Cost estimates • Project schedule • Risk register .3 Business documents • Business case • Benefits management plan .4 Agreements .5 Enterprise environmental factors .6 Organizational process assets	.1 Expert judgment .2 Cost aggregation .3 Data analysis • Reserve analysis .4 Historical information review .5 Funding limit reconciliation .6 Financing	.1 Cost baseline .2 Project funding requirements .3 Project documents updates • Cost estimates • Project schedule • Risk register

Control Costs

Inputs

.1 Project management plan
- Cost management plan
- Cost baseline
- Performance measurement baseline

.2 Project documents
- Lessons learned register

.3 Project funding requirements
.4 Work performance data
.5 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data analysis
- Earned value analysis
- Variance analysis
- Trend analysis
- Reserve analysis

.3 To-complete performance index
.4 Project management information system

Outputs

.1 Work performance information
.2 Cost forecasts
.3 Change requests
.4 Project management plan updates
- Cost management plan
- Cost baseline
- Performance measurement baseline

.5 Project documents updates
- Assumption log
- Basis of estimates
- Cost estimates
- Lessons learned register
- Risk register

PROJECT QUALITY MANAGEMENT

Plan Quality Management

Inputs

.1 Project charter
.2 Project management plan
- Requirements management plan
- Risk management plan
- Stakeholder engagement plan
- Scope baseline

.3 Project documents
- Assumption log
- Requirements documentation
- Requirements traceability matrix
- Risk register
- Stakeholder register

.4 Enterprise environmental factors
.5 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data gathering
- Benchmarking
- Brainstorming
- Interviews

.3 Data analysis
- Cost-benefit analysis
- Cost of quality

.4 Decision making
- Multicriteria decision analysis

.5 Data representation
- Flowcharts
- Logical data model
- Matrix diagrams
- Mind mapping

.6 Test and inspection planning
.7 Meetings

Outputs

.1 Quality management plan
.2 Quality metrics
.3 Project management plan updates
- Risk management plan
- Scope baseline

.4 Project documents updates
- Lessons learned register
- Requirements traceability matrix
- Risk register
- Stakeholder register

Manage Quality

Inputs

.1 Project management plan
- Quality management plan

.2 Project documents
- Lessons learned register
- Quality control measurements
- Quality metrics
- Risk report

.3 Organizational process assets

Tools & Techniques

.1 Data gathering
- Checklists

.2 Data analysis
- Alternatives analysis
- Document analysis
- Process analysis
- Root cause analysis

.3 Decision making
- Multicriteria decision analysis

.4 Data representation
- Affinity diagrams
- Cause-and-effect diagrams
- Flowcharts
- Histograms
- Matrix diagrams
- Scatter diagrams

.5 Audits

.6 Design for X

.7 Problem solving

.8 Quality improvement methods

Outputs

.1 Quality reports

.2 Test and evaluation documents

.3 Change requests

.4 Project management plan updates
- Quality management plan
- Scope baseline
- Schedule baseline
- Cost baseline

.5 Project documents updates
- Issue log
- Lessons learned register
- Risk register

Control Quality

Inputs

.1 Project management plan
- Quality management plan

.2 Project documents
- Lessons learned register
- Quality metrics
- Test and evaluation documents

.3 Approved change requests

.4 Deliverables

.5 Work performance data

.6 Enterprise environmental factors

.7 Organizational process assets

Tools & Techniques

.1 Data gathering
- Checklists
- Check sheets
- Statistical sampling
- Questionnaires and surveys

.2 Data analysis
- Performance reviews
- Root cause analysis

.3 Inspection

.4 Testing/product evaluations

.5 Data representation
- Cause-and-effect diagrams
- Control charts
- Histogram
- Scatter diagrams

.6 Meetings

Outputs

.1 Quality control measurements

.2 Verified deliverables

.3 Work performance information

.4 Change requests

.5 Project management plan updates
- Quality management plan

.6 Project documents updates
- Issue log
- Lessons learned register
- Risk register
- Test and evaluation documents

PROJECT RESOURCE MANAGEMENT

Plan Resource Management

Inputs

.1 Project charter
.2 Project management plan
- Quality management plan
- Scope baseline

.3 Project documents
- Project schedule
- Requirements documentation
- Risk register
- Stakeholder register

.4 Enterprise environmental factors
.5 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data representation
- Hierarchical charts
- Responsibility assignment matrix
- Text-oriented formats

.3 Organizational theory
.4 Meetings

Outputs

.1 Resource management plan
.2 Team charter
.3 Project documents updates
- Assumption log
- Risk register

Estimate Activity Resources

Inputs

.1 Project management plan
- Resource management plan
- Scope baseline

.2 Project documents
- Activity attributes
- Activity list
- Assumption log
- Cost estimates
- Resource calendars
- Risk register

.3 Enterprise environmental factors
.4 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Bottom-up estimating
.3 Analogous estimating
.4 Parametric estimating
.5 Data analysis
- Alternatives analysis

.6 Project management information system
.7 Meetings

Outputs

.1 Resource requirements
.2 Basis of estimates
.3 Resource breakdown structure
.4 Project documents updates
- Activity attributes
- Assumption log
- Lessons learned register

Acquire Resources

Inputs

.1 Project management plan
- Resource management plan
- Procurement management plan
- Cost baseline

.2 Project documents
- Project schedule
- Resource calendars
- Resource requirements
- Stakeholder register

.3 Enterprise environmental factors

.4 Organizational process assets

Tools & Techniques

.1 Decision making
- Multicriteria decision analysis

.2 Interpersonal and team skills
- Negotiation

.3 Pre-assignment

.4 Virtual teams

Outputs

.1 Physical resource assignments

.2 Project team assignments

.3 Resource calendars

.4 Change requests

.5 Project management plan updates
- Resource management plan
- Cost baseline

.6 Project documents updates
- Lessons learned register
- Project schedule
- Resource breakdown structure
- Resource requirements
- Risk register
- Stakeholder register

.7 Enterprise environmental factors updates

.8 Organizational process assets updates

Develop Team

Inputs

.1 Project management plan
- Resource management plan

.2 Project documents
- Lessons learned register
- Project schedule
- Project team assignments
- Resource calendars
- Team charter

.3 Enterprise environmental factors

.4 Organizational process assets

Tools & Techniques

.1 Colocation

.2 Virtual teams

.3 Communication technology

.4 Interpersonal and team skills
- Conflict management
- Influencing
- Motivation
- Negotiation
- Team building

.5 Recognition and rewards

.6 Training

.7 Individual and team assessments

.8 Meetings

Outputs

1. Team performance assessments

.2 Change requests

.3 Project management plan updates
- Resource management plan

.4 Project documents updates
- Lessons learned register
- Project schedule
- Project team assignments
- Resource calendars
- Team charter

.5 Enterprise environmental factors updates

.6 Organizational process assets updates

Manage Team

Inputs

.1 Project management plan
- Resource management plan

.2 Project documents
- Issue log
- Lessons learned register
- Project team assignments
- Team charter

.3 Work performance reports

.4 Team performance assessments

.5 Enterprise environmental factors

.6 Organizational process assets

Tools & Techniques

.1 Interpersonal and team skills
- Conflict management
- Decision making
- Emotional intelligence
- Influencing
- Leadership

.2 Project management information system

Outputs

.1 Change requests

.2 Project management plan updates
- Resource management plan
- Schedule baseline
- Cost baseline

.3 Project documents updates
- Issue log
- Lessons learned register
- Project team assignments

.4 Enterprise environmental factors updates

Control Resources

Inputs

.1 Project management plan
- Resource management plan

.2 Project documents
- Issue log
- Lessons learned register
- Physical resource assignments
- Project schedule
- Resource breakdown structure
- Resource requirements
- Risk register

.3 Work performance data

.4 Agreements

.5 Organizational process assets

Tools & Techniques

.1 Data analysis
- Alternatives analysis
- Cost-benefit analysis
- Performance reviews
- Trend analysis

.2 Problem solving

.3 Interpersonal and team skills
- Negotiation
- Influencing

.4 Project management information system

Outputs

.1 Work performance information

.2 Change requests

.3 Project management plan updates
- Resource management plan
- Schedule baseline
- Cost baseline

.4 Project documents updates
- Assumption log
- Issue log
- Lessons learned register
- Physical resource assignments
- Resource breakdown structure
- Risk register

PROJECT COMMUNICATIONS MANAGEMENT

Plan Communications Management

Inputs

.1 Project charter
.2 Project management plan
- Resource management plan
- Stakeholder engagement plan

.3 Project documents
- Requirements documentation
- Stakeholder register

.4 Enterprise environmental factors
.5 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Communication requirements analysis
.3 Communication technology
.4 Communication models
.5 Communication methods
.6 Interpersonal and team skills
- Communication styles assessment
- Political awareness
- Cultural awareness

.7 Data representation
- Stakeholder engagement assessment matrix

.8 Meetings

Outputs

.1 Communications management plan
.2 Project management plan updates
- Stakeholder engagement plan

.3 Project documents updates
- Project schedule
- Stakeholder register

Manage Communications

Inputs

.1 Project management plan
- Resource management plan
- Communications management plan
- Stakeholder engagement plan

.2 Project documents
- Change log
- Issue log
- Lessons learned register
- Quality report
- Risk report
- Stakeholder register

.3 Work performance reports
.4 Enterprise environmental factors
.5 Organizational process assets

Tools & Techniques

.1 Communication technology
.2 Communication methods
.3 Communication skills
- Communication competence
- Feedback
- Nonverbal
- Presentations

.4 Project management information system
.5 Project reporting
.6 Interpersonal and team skills
- Active listening
- Conflict management
- Cultural awareness
- Meeting management
- Networking
- Political awareness

.7 Meetings

Outputs

.1 Project communications
.2 Project management plan updates
- Communications management plan
- Stakeholder engagement plan

.3 Project documents updates
- Issue log
- Lessons learned register
- Project schedule
- Risk register
- Stakeholder register

.4 Organizational process assets updates

Monitor Communications

Inputs	Tools & Techniques	Outputs
.1 Project management plan • Resource management plan • Communications management plan • Stakeholder engagement plan .2 Project documents • Issue log • Lessons learned register • Project communications .3 Work performance data .4 Enterprise environmental factors .5 Organizational process assets	.1 Expert judgment .2 Project management information system .3 Data analysis • Stakeholder engagement assessment matrix .4 Interpersonal and team skills • Observation/conversation .5 Meetings	.1 Work performance information .2 Change requests .3 Project management plan updates • Communications management plan • Stakeholder engagement plan .4 Project documents updates • Issue log • Lessons learned register • Stakeholder register

PROJECT RISK MANAGEMENT

Plan Risk Management

Inputs	Tools & Techniques	Outputs
.1 Project charter .2 Project management plan • All components .3 Project documents • Stakeholder register .4 Enterprise environmental factors .5 Organizational process assets	.1 Expert judgment .2 Data analysis • Stakeholder analysis .3 Meetings	.1 Risk management plan

Identify Risks

Inputs

.1 Project management plan
- Requirements management plan
- Schedule management plan
- Cost management plan
- Quality management plan
- Resource management plan
- Risk management plan
- Scope baseline
- Schedule baseline
- Cost baseline

.2 Project documents
- Assumption log
- Cost estimates
- Duration estimates
- Issue log
- Lessons learned register
- Requirements documentation
- Resource requirements
- Stakeholder register

.3 Agreements
.4 Procurement documentation
.5 Enterprise environmental factors
.6 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data gathering
- Brainstorming
- Checklists
- Interviews

.3 Data analysis
- Root cause analysis
- Assumption and constraint analysis
- SWOT analysis
- Document analysis

.4 Interpersonal and team skills
- Facilitation

.5 Prompt lists
.6 Meetings

Outputs

.1 Risk register
.2 Risk report
.3 Project documents updates
- Assumption log
- Issue log
- Lessons learned register

Perform Qualitative Risk Analysis

Inputs

.1 Project management plan
- Risk management plan

.2 Project documents
- Assumption log
- Risk register
- Stakeholder register

.3 Enterprise environmental factors
.4 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data gathering
- Interviews

.3 Data analysis
- Risk data quality assessment
- Risk probability and impact assessment
- Assessment of other risk parameters

.4 Interpersonal and team skills
- Facilitation

.5 Risk categorization
.6 Data representation
- Probability and impact matrix
- Hierarchical charts

.7 Meetings

Outputs

.1 Project documents updates
- Assumption log
- Issue log
- Risk register
- Risk report

Perform Quantitative Risk Analysis

Inputs

.1 Project management plan
- Risk management plan
- Scope baseline
- Schedule baseline
- Cost baseline

.2 Project documents
- Assumption log
- Basis of estimates
- Cost estimates
- Cost forecasts
- Duration estimates
- Milestone list
- Resource requirements
- Risk register
- Risk report
- Schedule forecasts

.3 Enterprise environmental factors

.4 Organizational process assets

Tools & Techniques

.1 Expert judgment

.2 Data gathering
- Interviews

.3 Interpersonal and team skills
- Facilitation

.4 Representations of uncertainty

.5 Data analysis
- Simulations
- Sensitivity analysis
- Decision tree analysis
- Influence diagrams

Outputs

.1 Project documents updates
- Risk report

Plan Risk Responses

Inputs

.1 Project management plan
- Resource management plan
- Risk management plan
- Cost baseline

.2 Project documents
- Lessons learned register
- Project schedule
- Project team assignments
- Resource calendars
- Risk register
- Risk report
- Stakeholder register

.3 Enterprise environmental factors

.4 Organizational process assets

Tools & Techniques

.1 Expert judgment

.2 Data gathering
- Interviews

.3 Interpersonal and team skills
- Facilitation

.4 Strategies for threats

.5 Strategies for opportunities

.6 Contingent response strategies

.7 Strategies for overall project risk

.8 Data analysis
- Alternatives analysis
- Cost-benefit analysis

.9 Decision making
- Multicriteria decision analysis

Outputs

.1 Change requests

.2 Project management plan updates
- Schedule management plan
- Cost management plan
- Quality management plan
- Resource management plan
- Procurement management plan
- Scope baseline
- Schedule baseline
- Cost baseline

.3 Project documents updates
- Assumption log
- Cost forecasts
- Lessons learned register
- Project schedule
- Project team assignments
- Risk register
- Risk report

Implement Risk Responses

Inputs

.1 Project management plan
- Risk management plan

.2 Project documents
- Lessons learned register
- Risk register
- Risk report

.3 Organizational process assets

Tools & Techniques

.1 Expert judgment

.2 Interpersonal and team skills
- Influencing

.3 Project management information system

Outputs

.1 Change requests

.2 Project documents updates
- Issue log
- Lessons learned register
- Project team assignments
- Risk register
- Risk report

Monitor Risks

Inputs

.1 Project management plan
- Risk management plan

.2 Project documents
- Issue log
- Lessons learned register
- Risk register
- Risk report

.3 Work performance data

.4 Work performance reports

Tools & Techniques

.1 Data analysis
- Technical performance analysis
- Reserve analysis

.2 Audits

.3 Meetings

Outputs

.1 Work performance information

.2 Change requests

.3 Project management plan updates
- Any component

.4 Project documents updates
- Assumption log
- Issue log
- Lessons learned register
- Risk register
- Risk report

.5 Organizational process assets updates

PROJECT PROCUREMENT MANAGEMENT

Plan Procurement Management

Inputs

.1 Project charter

.2 Business documents
- Business case
- Benefits management plan

.3 Project management plan
- Scope management plan
- Quality management plan
- Resource management plan
- Scope baseline

.4 Project documents
- Milestone list
- Project team assignments
- Requirements documentation
- Requirements traceability matrix
- Resource requirements
- Risk register
- Stakeholder register

.5 Enterprise environmental factors

.6 Organizational process assets

Tools & Techniques

.1 Expert judgment

.2 Data gathering
- Market research

.3 Data analysis
- Make-or-buy analysis

.4 Source selection analysis

.5 Meetings

Outputs

.1 Procurement management plan

.2 Procurement strategy

.3 Bid documents

.4 Procurement statement of work

.5 Source selection criteria

.6 Make-or-buy decisions

.7 Independent cost estimates

.8 Change requests

.9 Project documents updates
- Lessons learned register
- Milestone list
- Requirements documentation
- Requirements traceability matrix
- Risk register
- Stakeholder register

.10 Organizational process assets updates

Conduct Procurements

Inputs

.1 Project management plan
- Scope management plan
- Requirements management plan
- Communications management plan
- Risk management plan
- Procurement management plan
- Configuration management plan
- Cost baseline

.2 Project documents
- Lessons learned register
- Project schedule
- Requirements documentation
- Risk register
- Stakeholder register

.3 Procurement documentation
.4 Seller proposals
.5 Enterprise environmental factors
.6 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Advertising
.3 Bidder conferences
.4 Data analysis
- Proposal evaluation

.5 Interpersonal and team skills
- Negotiation

Outputs

.1 Selected sellers
.2 Agreements
.3 Change requests
.4 Project management plan updates
- Requirements management plan
- Quality management plan
- Communications management plan
- Risk management plan
- Procurement management plan
- Scope baseline
- Schedule baseline
- Cost baseline

.5 Project documents updates
- Lessons learned register
- Requirements documentation
- Requirements traceability matrix
- Resource calendars
- Risk register
- Stakeholder register

.6 Organizational process assets updates

Control Procurements

Inputs

.1 Project management plan
- Requirements management plan
- Risk management plan
- Procurement management plan
- Change management plan
- Schedule baseline

.2 Project documents
- Assumption log
- Lessons learned register
- Milestone list
- Quality reports
- Requirements documentation
- Requirements traceability matrix
- Risk register
- Stakeholder register

.3 Agreements
.4 Procurement documentation
.5 Approved change requests
.6 Work performance data
.7 Enterprise environmental factors
.8 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Claims administration
.3 Data analysis
- Performance reviews
- Earned value analysis
- Trend analysis

.4 Inspection
.5 Audits

Outputs

.1 Closed procurements
.2 Work performance information
.3 Procurement documentation updates
.4 Change requests
.5 Project management plan updates
- Risk management plan
- Procurement management plan
- Schedule baseline
- Cost baseline

.6 Project documents updates
- Lessons learned register
- Resource requirements
- Requirements traceability matrix
- Risk register
- Stakeholder register

.7 Organizational process assets updates

PROJECT STAKEHOLDER MANAGEMENT

Identify Stakeholders

Inputs

.1 Project charter
.2 Business documents
- Business case
- Benefits management plan

.3 Project management plan
- Communications management plan
- Stakeholder engagement plan

.4 Project documents
- Change log
- Issue log
- Requirements documentation

.5 Agreements
.6 Enterprise environmental factors
.7 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data gathering
- Questionnaires and surveys
- Brainstorming

.3 Data analysis
- Stakeholder analysis
- Document analysis

.4 Data representation
- Stakeholder mapping/ representation

.5 Meetings

Outputs

.1 Stakeholder register
.2 Change requests
.3 Project management plan updates
- Requirements management plan
- Communications management plan
- Risk management plan
- Stakeholder engagement plan

.4 Project documents updates
- Assumption log
- Issue log
- Risk register

Plan Stakeholder Engagement

Inputs

.1 Project charter
.2 Project management plan
- Resource management plan
- Communications management plan
- Risk management plan

.3 Project documents
- Assumption log
- Change log
- Issue log
- Project schedule
- Risk register
- Stakeholder register

.4 Agreements
.5 Enterprise environmental factors
.6 Organizational process assets

Tools & Techniques

.1 Expert judgment
.2 Data gathering
- Benchmarking

.3 Data analysis
- Assumption and constraint analysis
- Root cause analysis

.4 Decision making
- Prioritization/ranking

.5 Data representation
- Mind mapping
- Stakeholder engagement assessment matrix

.6 Meetings

Outputs

.1 Stakeholder engagement plan

Manage Stakeholder Engagement

Inputs

.1 Project management plan
- Communications management plan
- Risk management plan
- Stakeholder engagement plan
- Change management plan

.2 Project documents
- Change log
- Issue log
- Lessons learned register
- Stakeholder register

.3 Enterprise environmental factors

.4 Organizational process assets

Tools & Techniques

.1 Expert judgment

.2 Communication skills
- Feedback

.3 Interpersonal and team skills
- Conflict management
- Cultural awareness
- Negotiation
- Observation/conversation
- Political awareness

.4 Ground rules

.5 Meetings

Outputs

.1 Change requests

.2 Project management plan updates
- Communications management plan
- Stakeholder engagement plan

.3 Project documents updates
- Change log
- Issue log
- Lessons learned register
- Stakeholder register

Monitor Stakeholder Engagement

Inputs

.1 Project management plan
- Resource management plan
- Communications management plan
- Stakeholder engagement plan

.2 Project documents
- Issue log
- Lessons learned register
- Project communications
- Risk register
- Stakeholder register

.3 Work performance data

.4 Enterprise environmental factors

.5 Organizational process assets

Tools & Techniques

.1 Data analysis
- Alternatives analysis
- Root cause analysis
- Stakeholder analysis

.2 Decision making
- Multicriteria decision analysis
- Voting

.3 Data representation
- Stakeholder engagement assessment matrix

.4 Communication skills
- Feedback
- Presentations

.5 Interpersonal and team skills
- Active listening
- Cultural awareness
- Leadership
- Networking
- Political awareness

.6 Meetings

Outputs

.1 Work performance information

.2 Change requests

.3 Project management plan updates
- Resource management plan
- Communications management plan
- Stakeholder engagement plan

.4 Project documents updates
- Issue log
- Lessons learned register
- Risk register
- Stakeholder register