**3-1: Briefly describe what happens in each of the five project management process groups (initiating, planning, executing, monitoring and controlling, and closing).**

The initiation phase is the beginning of a project.  A need for a project has been established and is in its early stages of development.  During the initiation phase, a kick-off meeting is usually held to gather all stakeholders and review the goals of the project.  A short project charter is developed that includes key pieces of information about the project.

A planning phase is used to guide project execution.  During the planning stage, the scope of the project is covered and a work breakdown schedule or project schedule is formulated.  These two developments help to efficiently guide project execution by providing a clear roadmap of work delegation and time management.

Project execution often takes the most time and resources of any of the five process groups.  This is because project execution involves working with the project and adapting to any possible changes that need to occur during its lifecycle.  Project managers help guide execution by using leadership skills and filling in a milestone report.  This document monitors the timeframe, status, and any relevant parties that help to contribute to project execution.

The monitoring and controlling phase involves detailed measurements of project execution.  This group is also responsible for any project deviations and provides detailed performance charts and reports at the end of project execution.  This is an example of industrial engineering.

Project closing wraps up the project.  This group reviews the results with stakeholders and is responsible for procuring a final report of any important project files or lessons learned during project development.  Most project closings involve a presentation to appropriate parties detailing the lifecycle of the project.

**What types of activities occur before initiating a project?**

Project pre-initiation involves gathering project sponsors and establishing a project manager.  This phase also develops the scope, timeframe, and estimated cost of the project.  Identifying any constraints by brainstorming and developing a business case are also important parts of this pre-initiation phase.