

Project Management process groups

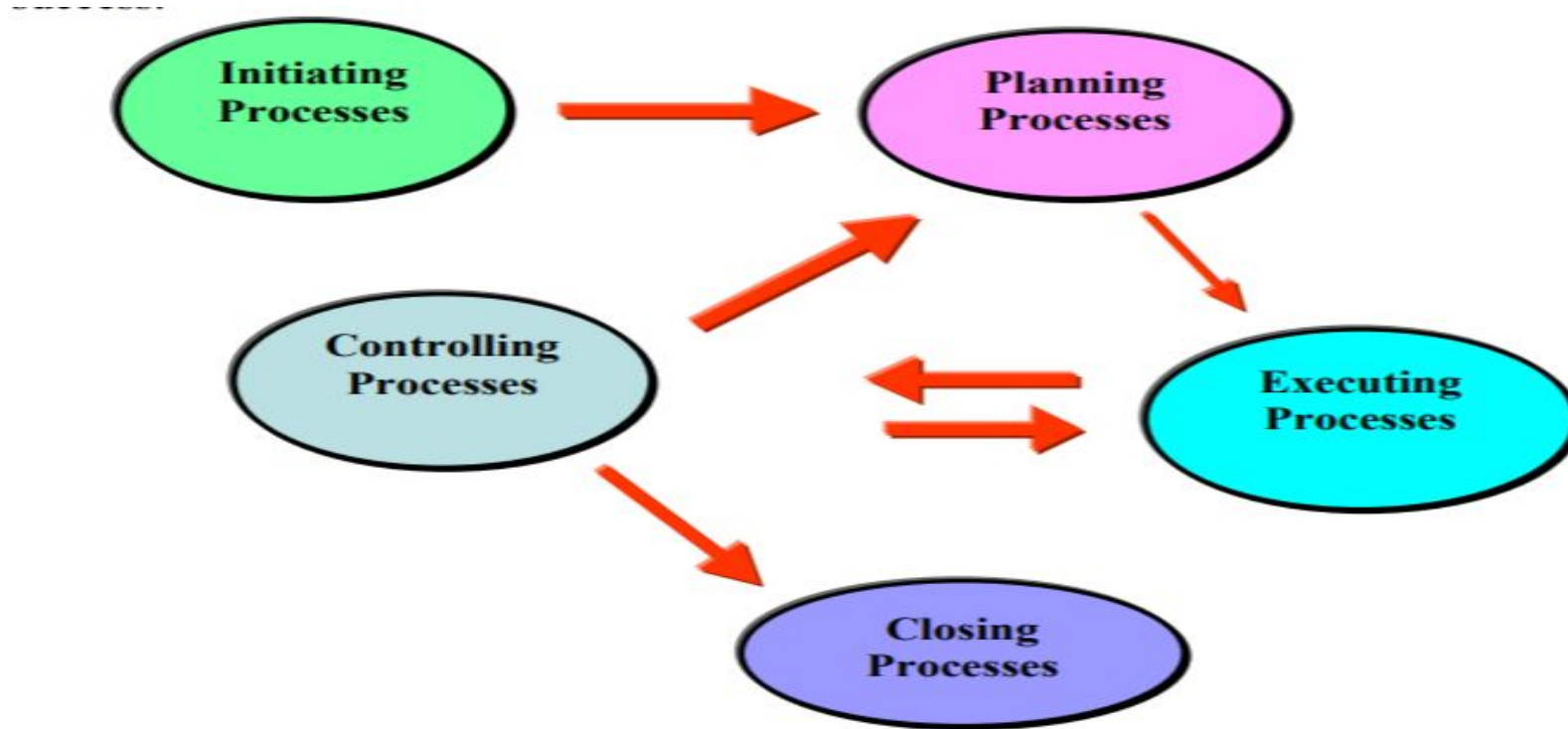
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PM Process Groups

Project management processes can be organized into five groups of one or more processes each:

1. Initiating processes—authorizing the project or phase
2. Planning processes—defining and refining objectives and selecting the best of the alternative courses of action to attain the objectives that the project was undertaken to address
3. Executing processes—coordinating people and other resources to carry out the plan
4. Controlling processes—ensuring that project objectives are met by monitoring and measuring progress regularly to identify variances from plan so that corrective action can be taken when necessary
5. Closing processes—formalizing acceptance of the project or phase and bringing it to an orderly end

PM Phase interactions



Project Initiation

The initiating process group is generally when a project is formally approved and assigned a project manager.

The group includes two primary processes: developing the project charter and identifying the project stakeholders.

Project Charter

The project charter should include the business case for the project (why it should be completed), as well as a high-level overview of the project's scope, deliverables, and objectives.

Typically, a project charter will also include:

- Resources required
- Key stakeholders
- A high-level timeline with key milestones
- A high-level cost estimate
- Any known risks, issues, or dependencies

Planning Process

Planning is setting the direction for something -- some system -- and then guiding the system to follow the direction.

Planning Process Tasks

1. Scope Planning
2. Scope Definition
3. Activity Definition
4. Activity Sequencing
5. Activity Duration Estimating
6. Resource Planning
7. Cost Estimating
8. Cost Budgeting Risk Planning
9. Schedule Development
10. Quality Planning
11. Communications Planning

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- 1) Scope Planning — developing a written scope statement as the basis for future project decisions
- 2) Scope Definition—subdividing the major project deliverables into smaller, more manageable components
- 3) Activity Definition—identifying the specific activities that must be performed to produce the various project deliverables
- 4) Activity Sequencing—identifying and documenting interactivity dependencies
- 5) Activity Duration Estimating—estimating the number of work periods that will be needed to complete individual activities.
- 6) Resource Planning—determining what resources (people, equipment, materials, etc.) and what quantities of each should be used to perform project activities.

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7) Cost Estimating—developing an approximation (estimate) of the costs of the resources required to complete project activities.

8) Cost Budgeting—allocating the overall cost estimates to individual work packages.

9) Schedule Development —analyzing activity sequences, activity durations, and resource requirements to create the project schedule.

10) Quality Planning—identifying which quality standards are relevant to the project and determining how to satisfy them.

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- 11) Communications Planning—determining the information and communications needs of the stakeholders: who needs what information, when will they need it, and how will it be given to them.
- 12) Organizational Planning—identifying, documenting, and assigning project roles, responsibilities, and reporting relationships.
- 13) Staff Acquisition—getting the human resources needed assigned to and working on the project.
- 14) Procurement Planning—determining what to procure, how much to procure, and when.
- 15) Project Plan Development —taking the results of other planning processes and putting them into a consistent, coherent document.

Executing Process Tasks

1. Project Plan Execution—carrying out the project plan by performing the activities included therein.
2. Quality Assurance—evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards
3. Team Development —developing individual and group skills/competencies to enhance project performance
4. Information Distribution—making needed information available to project stakeholders in a timely manner.
5. Solicitation —obtaining quotations, bids, offers, or proposals as appropriate.
6. Source Selection —choosing from among potential sellers.
7. Contract Administration —managing the relationship with the seller.

Monitoring and Control

1. Schedule Control
2. Cost Control
3. Risk Control
4. Complete Monitoring and Controlling Phase Review

Closing

1. Contract Closure
2. Financial Closure

Overlap of Process Groups in a Phase

