Cert Prep: Project Management Professional (PMP)® (2018)

with Sandra Mitchell



Planning Process Group

Process	Inputs	Tools & Techniques	Outputs
Develop Project Management Plan	 Project charter Outputs from other processes Enterprise environmental factors Organizational process assets 	 Expert judgment Data gathering Brainstorming Checklists Focus groups Interviews Interpersonal and team skills Conflict management Facilitation Meeting management Meetings 	1. Project management plan
Plan Scope Management	 Project charter Project management plan Enterprise environmental factors Organizational process assets 	 Expert judgment Data analysis Meetings 	Scope management plan Requirements management plan
Collect Requirements	 Project charter Project management plan Project documents Business documents Agreements Enterprise environmental factors Organizational process assets 	 Expert judgment Data gathering Data analysis Decision making Data representation Interpersonal and team skills Context diagrams Prototypes 	Requirements documentation Requirements traceability matrix

1 Project charter	1 Expert judament	1. Project scope statement
-	·	2. Project documents
, ,	_	updates
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Enterprise environmental factors	4. Interpersonal and team skills	
5. Organizational process assets	5. Product analysis	
1. Project management plan	1. Expert judgment	1. Scope baseline
2. Project documents	2. Decomposition	2. Project documents updates
3. Enterprise environmental factors		
4. Organizational process assets		
1. Project charter	1. Expert judgment	1. Schedule management plan
2. Project management plan	2. Data analysis	
3. Enterprise environmental factors	3. Meetings	
4. Organizational process assets		
1. Project management plan	1. Expert judgment	1. Activity list
2. Enterprise environmental	2. Decomposition	2. Activity attributes
factors	3. Rolling wave planning	3. Milestone list
3. Organizational process	4. Meetings	4. Change requests
assets	, , , , , , , , , , , , , , , , , , ,	5. Project management
		plan updates
1. Project management plan	1. Precedence diagramming	1. Project schedule network
2. Project documents	method (PDM)	diagrams
2. Enterprise environmental factors	2. Dependency determination and	2. Project documents updates
3. Organizational process	integration	
assets	3. Leads and lags	
	4. Project management information system	
	 Organizational process assets Project management plan Project documents Enterprise environmental factors Organizational process assets Project charter Project management plan Enterprise environmental factors Organizational process assets Project management plan Enterprise environmental factors Organizational process assets Project management plan Enterprise environmental factors Organizational process assets Project documents Enterprise environmental factors Organizational process Organizational process 	2. Project management plan 3. Project documents 4. Enterprise environmental factors 5. Organizational process assets 1. Project management plan 2. Project documents 3. Enterprise environmental factors 4. Organizational process assets 1. Project charter 2. Project management plan 3. Enterprise environmental factors 4. Organizational process assets 1. Project management plan 3. Enterprise environmental factors 4. Organizational process assets 1. Project management plan 2. Enterprise environmental factors 3. Organizational process assets 1. Project management plan 2. Enterprise environmental factors 3. Organizational process assets 1. Project management plan 2. Enterprise environmental factors 3. Organizational process assets 1. Project management plan 2. Project documents 2. Enterprise environmental factors 3. Organizational process assets 3. Organizational process assets 4. Project management 5. Product analysis 5. Product analysis 5. Product analysis 6. Interprise denvironmental factors 6. Decomposition 7. Repert judgment 7. Expert judgment 7. Decomposition 7. Repert judgment 7. Decomposition 8. Repert judgment 8. Repert judgment 9. Decomposition 9. Repert judgmen

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Estimate Activity Durations	1. Project management plan	1. Expert judgment	1. Duration estimates
Durations	2. Project documents	2. Analogous estimating	2. Basis of estimates
	3. Enterprise environmental	3. Parametric estimating	3. Project documents updates
	factors	4. Three-point estimating	upuates
	4. Organizational process	5. Bottom-up estimating	
	assets	6. Data analysis	
		7. Decision making	
		8. Meetings	
Develop	1. Project management plan	1. Schedule network analysis	1. Schedule baseline
Schedule	2. Project documents	2. Critical path method	2. Project schedule
	3. Agreements	3. Resource optimization	3. Schedule data
	3. Enterprise environmental	4. Data analysis	4. Project calendars
	factors	5. Leads and lags	5. Change requests
	4. Organizational process	6. Schedule compression	6. Project management plan
	assets	7. Project management	updates
		information system	7. Project documents updates
		8. Agile release planning	
Plan Cost	1. Project charter	1. Expert judgment	1. Cost management plan
Management	2. Project management plan	2. Data analysis	
	3. Enterprise environmental factors	3. Meetings	
	4. Organizational process		
	assets		
Estimate Costs	1. Project management plan	1. Expert judgment	1. Cost estimates
	2. Project documents	2. Analogous estimating	2. Basis of estimates
	3. Enterprise environmental	3. Parametric estimating	3. Project documents updates
	factors	4. Bottom-up estimating	
	4. Organizational process	5. Three-point estimating	
	assets	6. Data analysis	
		7. Project management information system	
		8. Decision making	

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Determine	1. Project management plan	1. Expert judgment	1. Cost baseline
Budget	2. Project documents	2. Cost aggregation	2. Project funding
	3. Business documents	3. Data analysis	requirements
	4. Agreements	4. Historical information review	3. Project documents updates
	5. Enterprise environmental	5. Funding limit reconciliation	
	factors	6. Financing	
	6. Organizational process assets		
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Plan Quality Management	1. Project charter	1. Expert judgment	1. Quality management plan
Ivianagement	2. Project management plan	2. Data gathering	2. Quality metrics
	3. Project documents	3. Data analysis	3. Project management plan updates
	4. Enterprise environmental factors	4. Decision making	'
		5. Data representation	4. Project documents updates
	5. Organizational process assets	6. Test and inspection planning	
		7. Meetings	
Plan Resource	1. Project charter	1. Expert judgment	1. Resource management plan
Management	2. Project management plan	2. Data representation	2. Team charter
	3. Enterprise environmental factors	3. Organizational theory	3. Project documents updates
	4. Organizational process	4. Meetings	
	assets		
Estimate Activity	Project management plan	1. Expert judgment	1. Resource requirements
Resources	2. Project documents	2. Analogous estimating	2. Basis of estimates
	3. Enterprise environmental	3. Parametric estimating	3. Resource breakdown
	factors	4. Bottom-up estimating	structure
	4. Organizational process	5. Data analysis	4. Project documents updates
	assets	6. Project management information system	
		7. Meetings	

Plan Communications Management	 Project charter Project management plan Project documents Enterprise environmental factors Organizational process assets 	 Expert judgment Communication requirements analysis Communication technology Communication models Communication methods Interpersonal and team skills Data representation Meetings 	 Communications management plan Project management plan updates Project documents updates
Plan Risk Management	 Project charter Project management plan Project documents Enterprise environmental factors Organizational process assets 	 Expert judgment Data analysis Meetings 	1. Risk management plan
Identify Risks	 Project management plan Project documents Agreements Procurement documentation Enterprise environmental factors Organizational process assets 	 Expert judgment Data gathering Data analysis Interpersonal and team skills Prompt lists Meetings 	 Risk register Risk report Project documents updates
Perform Qualitative Risk Analysis	 Project management plan Project documents Enterprise environmental factors Organizational process assets 	 Expert judgment Data gathering Data analysis Interpersonal and team skills Risk categorization Data representation Meetings 	1. Project documents updates

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Perform	1. Project management plan	1. Expert judgment	1. Project documents updates
Quantitative Risk	2. Project documents	2. Data gathering	
Analysis	3. Enterprise environmental factors	3. Interpersonal and team skills	
	4. Organizational process assets	4. Representations of uncertainty	
		5. Data analysis	
Plan Risk	1. Project management plan	1. Expert judgment	1. Change requests
Responses	2. Project documents	2. Data gathering	2. Project management plan
	3. Enterprise environmental factors	3. Interpersonal and team skills	updates 3. Project documents updates
	4. Organizational process	4. Strategies for threats	
	assets	5. Strategies for	
		opportunities	
		6. Contingent response strategies	
		7. Strategies for overall project risk	
		8. Data analysis	
		9. Decision making	
Plan Procurement	1. Project charter	1. Expert judgment	1. Procurement
Management	2. Business documents	2. Data gathering	management plan
	3. Project management plan	3. Data analysis4. Source selection analysis	2. Procurement strategy3. Bid documents
	4. Project documents		
	5. Enterprise environmental factors	5. Meetings	4. Procurement statement of work
	6. Organizational process		5. Source selection criteria
	assets		6. Make-or-buy decisions
			7. Independent cost estimates
			8. Change requests
			9. Project documents updates
			10. Organizational process assets updates

Plan Stakeholder	1. Project charter	1. Expert judgment	1. Stakeholder engagement
Engagement	2. Project management plan	2. Data gathering	plan
	3. Project documents	3. Data analysis	
	4. Agreements	4. Decision making	
	5. Enterprise environmental	5. Data representation	
	factors	6. Meetings	
	6. Organizational process		
	assets		