

# Chapter 3: The Project Management Process Groups: A Case Study

**Information Technology Project  
Management, Seventh Edition**



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PROJECT MANAGEMENT | 7e

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Note: See the text itself for full citations.

# Learning Objectives

- ▶ Describe the five project management process groups, the typical level of activity for each, and the interactions among them
- ▶ Understand how the project management process groups relate to the project management knowledge areas
- ▶ Discuss how organizations develop information technology (IT) project management methodologies to meet their needs

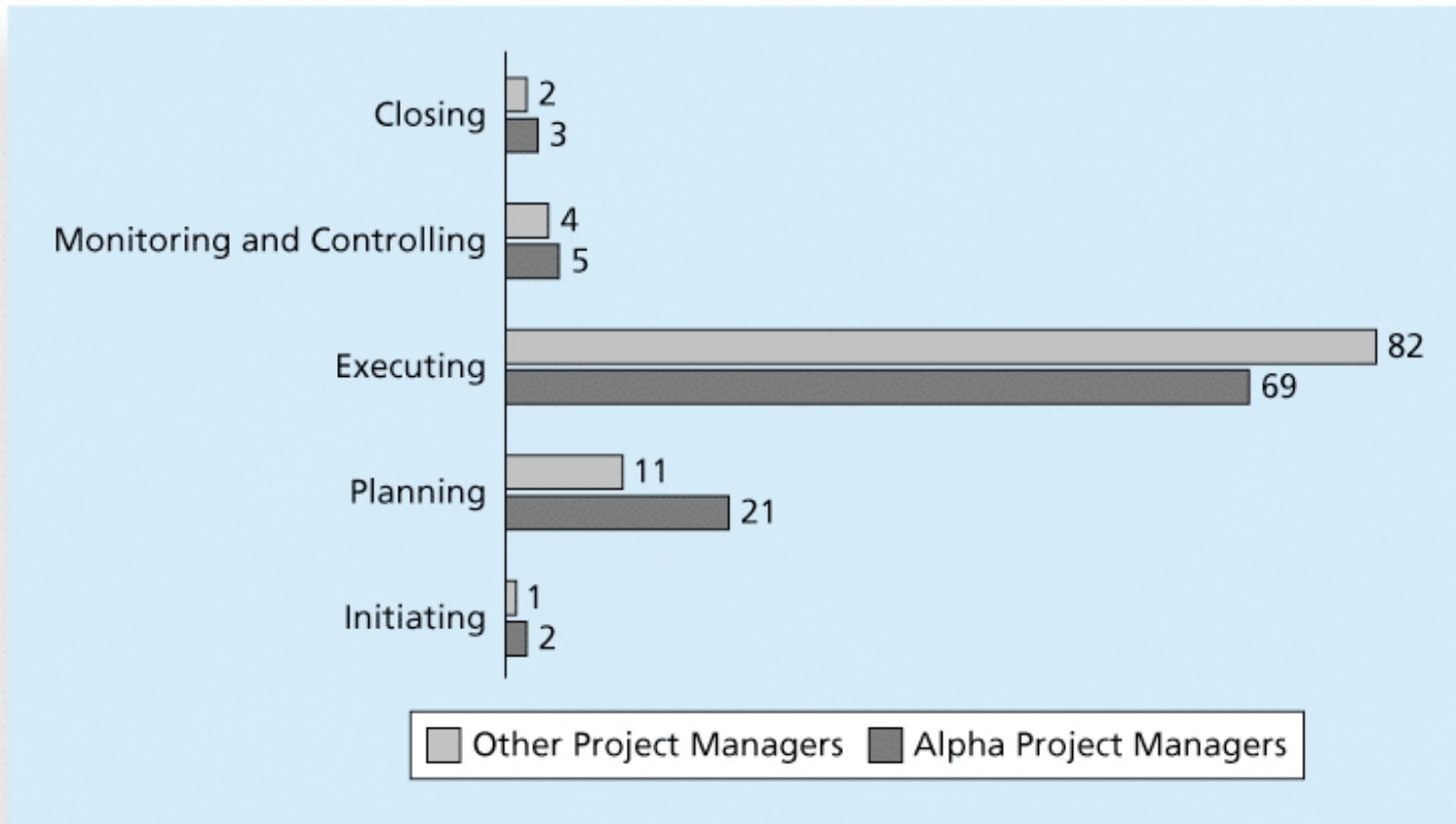
# Learning Objectives

- ▶ Review a case study of an organization applying the project management process groups to manage an IT project, describe outputs of each process group, and understand the contribution that effective initiating, planning, executing, monitoring and controlling, and closing make to project success
- ▶ Review the same case study of a project managed with an agile focus to illustrate the key differences in approaches
- ▶ Describe several templates for creating documents for each process group

# Project Management Process Groups

- ▶ A **process** is a series of actions directed toward a particular result
- ▶ Project management can be viewed as a number of interlinked processes
- ▶ The project management process groups include
  - initiating processes
  - planning processes
  - executing processes
  - monitoring and controlling processes
  - closing processes

# Figure 3-1. Percentage of Time Spent on Each Process Group



# What Went Wrong?

- ▶ Philip A. Pell, PMP, commented on how the U.S. IRS needed to improve its project management process. “Pure and simple, good, methodology-centric, predictable, and repeatable project management is the SINGLE greatest factor in the success (or in this case failure) of any project... The project manager is ultimately responsible for the success or failure of the project.”\*
- ▶ A 2008 U.S. Government Accountability Office (GAO) report stated that IRS had fixed just 29 of 98 information security weaknesses identified the previous year

\*Comments posted on CIO Magazine Web site on article “For the IRS, There’s No EZ Fix,” (April 1, 2004).

# Media Snapshot

Just as information technology projects need to follow the project management process groups, so do other projects, such as the production of a movie. Processes involved in making movies might include screenwriting (initiating), producing (planning), acting and directing (executing), editing (monitoring and controlling), and releasing the movie to theaters (closing). Many people enjoy watching the extra features on a DVD that describe how these processes lead to the creation of a movie... This acted "...not as promotional filler but as a serious and meticulously detailed examination of the entire filmmaking process."\* Project managers in any field know how important it is to follow a good process.

\*Jacks, Brian, "Lord of the Rings: The Two Towers Extended Edition (New Line)", Underground Online (accessed from *www.ugo.com* August 4, 2004).

# Mapping the Process Groups to the Knowledge Areas

- ▶ You can map the main activities of each PM process group into the ten knowledge areas using the PMBOK® Guide, Fifth Edition, 2012
- ▶ Note that there are activities from each knowledge area under the planning process groups



# Table 3-1. Project Management Process Groups and Knowledge Area Mapping\*

Knowledge Area	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
<i>Project Integration Management</i>	Develop project charter	Develop project management plan	Direct and manage project work	Monitor and control project work, Perform integrated change control	Close project or phase
<i>Project Scope Management</i>		Plan scope management, Collect requirements, Define scope, Create WBS		Validate scope, Control scope	
<i>Project Time Management</i>		Plan schedule management, Define activities, Sequence activities, Estimate activities resources, Estimate activity durations, Develop schedule		Control schedule	

(continued)

\*Source: PMBOK® Guide, Fifth Edition, 2012.

# Table 3-1. continued

Knowledge Area	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
<i>Project Cost Management</i>		Plan cost management, Estimate costs, Determine budget		Control costs	
<i>Project Quality Management</i>		Plan quality management	Perform quality assurance	Control quality	
<i>Project Human Resource Management</i>		Plan human resource management	Acquire project team, Develop project team, Manage project team		
<i>Project Communications Management</i>		Plan communications management	Manage communications	Control communications	
<i>Project Risk Management</i>		Plan risk management, Identify risks, Perform qualitative risk analysis, Perform quantitative risk analysis, Plan risk responses		Control risks	
<i>Project Procurement Management</i>		Plan procurement management	Conduct procurements	Control procurements	Close procurements
<i>Project Stakeholder Management</i>	Identify stakeholders	Plan stakeholder management	Manage stakeholder engagement	Control stakeholder engagement	