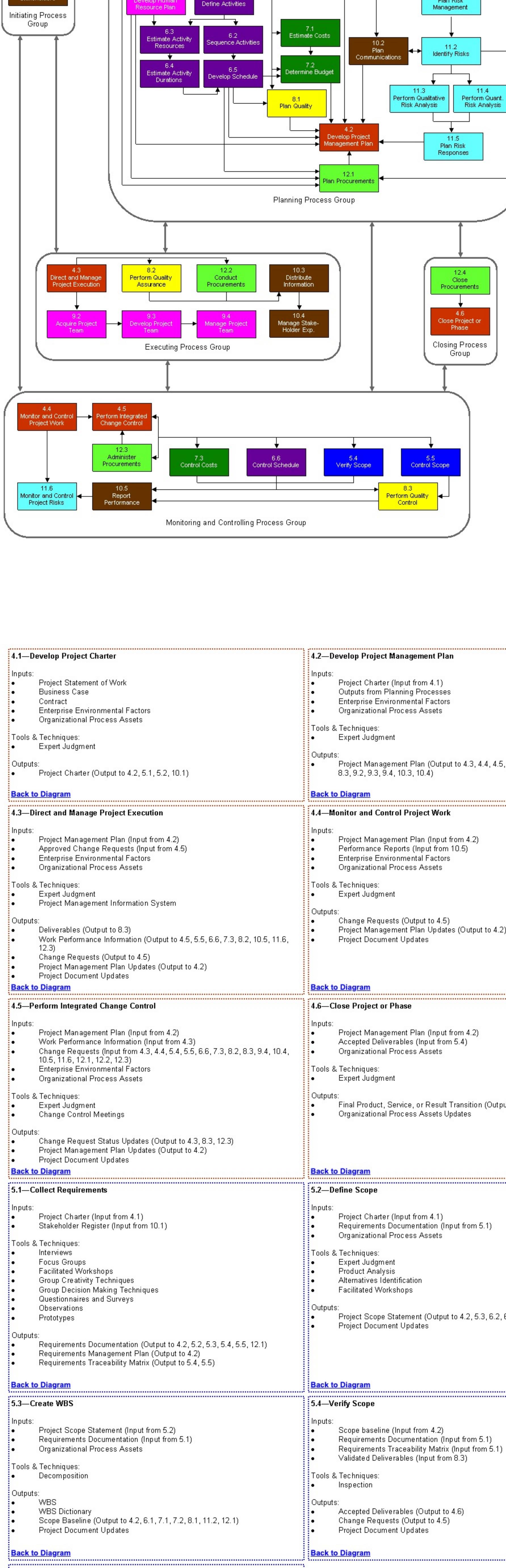


PMP Process Diagram



4.1—Develop Project Charter

Inputs:

- Project Statement of Work
- Business Case
- Contract
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Expert Judgment

Outputs:

- Project Charter (Output to 4.2, 5.1, 5.2, 10.1)

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4.3—Direct and Manage Project Execution

Inputs:

- Project Management Plan (Input from 4.2)
- Approved Change Requests (Input from 4.5)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Expert Judgment
- Project Management Information System

Outputs:

- Deliverables (Output to 8.3)
- Work Performance Information (Output to 4.5, 5.5, 6.6, 7.3, 8.2, 10.5, 11.6, 12.3)
- Change Requests (Output to 4.5)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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4.5—Perform Integrated Change Control

Inputs:

- Project Management Plan (Input from 4.2)
- Work Performance Information (Input from 4.3)
- Change Requests (Input from 4.3, 4.4, 5.4, 5.5, 6.6, 7.3, 8.2, 8.3, 9.4, 10.4, 11.6, 11.7, 12.1, 12.2, 12.3)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Expert Judgment
- Change Control Meetings

Outputs:

- Change Request Status Updates (Output to 4.3, 8.3, 12.3)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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5.1—Collect Requirements

Inputs:

- Project Charter (Input from 4.1)
- Stakeholder Register (Input from 10.1)

Tools & Techniques:

- Interviews
- Focus Groups
- Facilitated Workshops
- Group Decision Making Techniques
- Questionnaires and Surveys
- Observations
- Prototypes

Outputs:

- Requirements Documentation (Output to 4.2, 5.2, 5.3, 5.4, 5.5, 12.1)
- Requirements Management Plan (Output to 4.2)
- Requirements Traceability Matrix (Output to 5.4, 5.5)

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5.3—Create WBS

Inputs:

- Project Scope Statement (Input from 5.2)
- Requirements Documentation (Input from 5.1)
- Organizational Process Assets

Tools & Techniques:

- Decomposition

Outputs:

- WBS
- WBS Dictionary
- Scope Baseline (Output to 4.2, 6.1, 7.1, 7.2, 8.1, 11.2, 12.1)
- Project Document Updates

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5.5—Control Scope

Inputs:

- Project Management Plan (Input from 4.2)
- Work Performance Information (Input from 4.3)
- Requirements Documentation (Input from 5.1)
- Requirements Traceability Matrix (Input from 5.1)
- Organizational Process Assets

Tools & Techniques:

- Variance Analysis

Outputs:

- Work Performance Measurements (Output to 8.3, 10.5)
- Organizational Process Assets Updates
- Change Requests (Output to 4.5)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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6.1—Define Activities

Inputs:

- Scope Baseline (Input from 5.3)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Decomposition
- Rolling Wave Planning
- Templates
- Expert Judgment

Outputs:

- Activity List (Output to 6.2, 6.3, 6.4, 6.5)
- Activity Attributes (Output to 6.2, 6.3, 6.4, 6.5)
- Milestone List (Output to 6.2)

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6.3—Estimate Activity Resources

Inputs:

- Activity List (Input from 6.1)
- Activity Attributes (Input from 6.1)
- Resource Calendars (Input from 9.2, 12.2)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Expert Judgment
- Alternatives Analysis
- Published Estimating Data
- Bottom-up Estimating
- Project Management Software

Outputs:

- Activity Resource Requirements (Output to 6.4, 6.5, 9.1, 12.1)
- Resource Breakdown Structure
- Project Document Updates

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6.5—Develop Schedule

Inputs:

- Activity List (Input from 6.1)
- Activity Attributes (Input from 6.1)
- Resource Calendars (Input from 6.2)
- Activity Resource Requirements (Input from 6.3)
- Activity Duration Estimates (Input from 6.4)
- Project Scope Statement (Input from 5.2)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Schedule Network Analysis
- Critical Path Method
- Critical Chain Method
- Resource Leveling
- What-if Scenario Analysis
- Schedule Compression
- Scheduling Tools

Outputs:

- Project Schedule (Output to 6.6, 7.1, 7.2, 8.1, 11.2, 12.1)
- Schedule Baseline (Output to 4.2, 6.6, 8.1)
- Schedule Data
- Project Document Updates

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7.1—Estimate Costs

Inputs:

- Scope Baseline (Input from 5.3)
- Project Schedule (Input from 6.5)
- Human Resource Plan (Input from 9.1)
- Risk Register (Input from 11.2)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Expert Judgment
- Analogous Estimating
- Parametric Estimating
- Bottom-up Estimating
- Three-point Estimates
- Reserve Analysis
- Cost of Quality
- Project Management Estimating Software
- Vendor Bid Analysis

Outputs:

- Activity Cost Estimates (Output to 7.2, 11.2, 12.1)
- Basis of Estimates (Output to 7.2)
- Project Document Updates

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7.3—Control Costs

Inputs:

- Project Management Plan (Input from 4.2)
- Work Performance Information (Input from 7.2)
- Work Performance Measurements (Input from 4.3)
- Organizational Process Assets

Tools & Techniques:

- Earned Value Management
- Forecasting
- To-Complete Performance Index (TCP)
- Performance Reviews
- Variance Analysis
- Project Management Software

Outputs:

- Work Performance Measurements (Output to 8.3, 10.5)
- Budget Forecasts (Output to 10.5)
- Organizational Process Assets Updates
- Change Requests (Output to 4.5)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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8.1—Plan Quality

Inputs:

- Scope Baseline (Input from 5.3)
- Stakeholder Register (Input from 10.1)
- Cost Performance Baseline (Input from 7.2)
- Schedule Baseline (Input from 6.5)
- Risk Register (Input from 11.2)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Planning Meetings and Analysis
- Expert Judgment

Outputs:

- Stakeholder Register (Output to 5.1, 8.1, 10.2, 10.4, 11.2)
- Stakeholder Management Strategy (Output to 10.2, 10.4)

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8.3—Perform Quality Control

Inputs:

- Quality Management Plan (Input from 4.2)
- Work Performance Information (Input from 4.3)
- Work Performance Measurements (Input from 5.5, 6.6, 7.3)
- Approved Change Requests (Input from 4.5)
- Deliverables (Input from 4.3)
- Organizational Process Assets

Tools & Techniques:

- Flowcharting
- Histograms
- Part-to-Part Charts
- Run Chart
- Scatter Diagram
- Statistical Sampling
- Inspection
- Approved Change Requests Review

Outputs:

- Qualified Control Measurements (Output to 8.2)
- Validated Deliverables (Output to 5.4)
- Organizational Process Assets Updates
- Change Requests (Output to 4.5)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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9.1—Develop Human Resource Plan

Inputs:

- Activity Resource Requirements (Input from 6.3)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Organization Charts and Position Descriptions
- Networking
- Organizational Theory

Outputs:

- Human Resource Plan (Output to 4.2, 7.1)

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9.3—Develop Project Team

Inputs:

- Project Charter (Input from 4.1)
- Procurement Documents (Input from 4.2)
- Resource Calendars (Input from 9.2, 12.2)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Interviews
- Team-Building Activities
- Group Rules
- Co-Location
- Recognition and Awards

Outputs:

- Team Performance Assessments (Output to 9.4)
- Enterprise Environmental Factors Updates
- Change Requests (Output to 4.5)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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10.1—Identify Stakeholders

Inputs:

- Project Charter (Input from 4.1)
- Procurement Documents (Input from 12.1)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Stakeholder Analysis
- Expert Judgment

Outputs:

- Stakeholder Register (Output to 5.1, 8.1, 10.2, 10.4, 11.2)
- Stakeholder Management Strategy (Output to 10.2, 10.4)

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10.3—Distribute Information

Inputs:

- Communications Management Plan (Input from 4.2)
- Performance Reports (Input from 10.5)
- Organizational Process Assets

Tools & Techniques:

- Communication Methods
- Information Distribution Tools

Outputs:

- Organizational Process Assets Updates

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10.5—Report Performance

Inputs:

- Project Management Plan (Input from 4.2)
- Work Performance Information (Input from 4.3)
- Work Performance Measurements (Input from 4.3)
- Budget Forecasts (Input to 10.5)
- Organizational Process Assets Updates
- Change Requests (Output to 4.5)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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11.1—Plan Risk Management

Inputs:

- Risk Register (Input from 11.2)
- Risk Management Plan (Input from 11.1)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Cost Aggregation
- Future Assessments
- Expert Judgment
- Historical Relationships
- Funding Limit Reconciliation

Outputs:

- Cost Performance Baseline (Output to 4.2, 8.1, 12.1)
- Project Funding Requirements (Output to 7.3)
- Project Document Updates

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11.3—Perform Qualitative Risk Analysis

Inputs:

- Risk Register (Input from 11.2)
- Risk Management Plan (Input from 11.1)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Risk Probability and Impact Assessment
- Probability and Trend Analysis
- Risk Data Quality Assessment
- Risk Categorization
- Risk Urgency Assessment

Outputs:

- Risk Register Updates (Output to 11.2)

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11.5—Plan Risk Responses

Inputs:

- Risk Register (Input from 11.2)
- Risk Management Plan (Input from 11.1)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Strategies for Negative Risks or Threats
- Contingent Response Strategies
- Risk-Related Contract Decisions (Output to 12.1)
- Project Management Plan Updates (Output to 4.2)

Outputs:

- Risk Register Updates (Output to 11.2)
- Risk-Related Contract Decisions (Output to 12.1)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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12.1—Plan Procurements

Inputs:

- Scope Baseline (Input from 5.3)
- Requirements Documentation (Input from 5.1)
- Resource Calendars (Input from 9.2, 12.2)
- Enterprise Environmental Factors
- Organizational Process Assets

Tools & Techniques:

- Make-or-Buy Analysis
- Expert Judgment
- Contract Type

Outputs:

- Procurement Management Plan (Output to 4.2, 12.2)
- Procurement Documents (Output to 12.2)
- Procurement Contracts (Output to 12.2)
- Activity Cost Estimates (Output from 6.5)
- Performance Baseline (Input from 7.2)
- Enterprise Environmental Factors Updates
- Change Requests (Output to 4.5)
- Project Management Plan Updates (Output to 4.2)
- Project Document Updates

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12.3—Administer Procurements

Inputs:

- Procurement Documents (Input from 12.1)
- Procurement Management Plan (Input from 4.2)
- Contract (Input from 12.2)
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