

INITIATING

4.1 INTEGRATION
Develop Project Charter
INPUTS: Business documents, Agreements, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Interpersonal and team skills, Meetings.
OUTPUTS: Project charter, Assumption log.

13.1 STAKEHOLDER
Identify Stakeholders
INPUTS: Project charter, Business documents, Project management plan, Project documents, Agreements, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Data analysis, Data representation, Meetings.
OUTPUTS: Stakeholder register, Change requests, Project management plan updates, Project documents updates.

5.1 SCOPE
Plan Scope Management
INPUTS: Project charter, Project management plan, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data analysis, Meetings.
OUTPUTS: Scope management plan, Requirements management plan.

5.2 SCOPE
Collect Requirements
INPUTS: Project charter, Project management plan, Project documents, Business documents, Agreements, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Data analysis, Decision making, Data representation, Interpersonal and team skills, Context diagram, Prototypes.
OUTPUTS: Requirements documentation, Requirements traceability matrix.

5.3 SCOPE
Define Scope
INPUTS: Project charter, Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data analysis, Decision making, Interpersonal and team skills, Prototypes.
OUTPUTS: Project scope statement, Project documents updates.

5.4 SCOPE
Create WBS
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Decomposition.
OUTPUTS: Scope baseline, Project documents updates.

6.1 SCHEDULE
Plan Schedule Management
INPUTS: Project charter, Project management plan, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data analysis, Meetings.
OUTPUTS: Schedule management plan.

6.2 SCHEDULE
Define Activities
INPUTS: Project management plan, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Analogous estimating, Rolling wave planning, Meetings.
OUTPUTS: Activity list, Activity attributes, Milestone list, Change requests, Project management plan updates.

6.3 SCHEDULE
Sequence Activities
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Precedence diagramming method, Dependency determination and integration, Leads and lags, Project management information system.
OUTPUTS: Project schedule network diagrams, Project documents updates.



6.4 SCHEDULE
Estimate Activity Durations
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Analogous estimating, Parametric estimating, Three-point estimating, Data analysis, Decision making, Meetings.
OUTPUTS: Duration estimates, Basis of estimates, Project documents updates.

PLANNING

7.1 COST
Plan Cost Management
INPUTS: Project charter, Project management plan, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data analysis, Meetings.
OUTPUTS: Cost management plan.

7.2 COST
Estimate Costs
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Analogous estimating, Parametric estimating, Bottom-up estimating, Three-point estimating, Data analysis, Project management information system, Decision making.
OUTPUTS: Cost estimates, Basis of estimates, Project documents updates.

7.3 COST
Determine Budget
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data aggregation, Data analysis, Historical information review, Funding limit reconciliation, Meetings.
OUTPUTS: Cost baseline, Project funding requirements, Project documents updates.

8.1 QUALITY
Plan Quality Management
INPUTS: Project charter, Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Data analysis, Decision making, Data representation, Test and inspection planning, Meetings.
OUTPUTS: Quality management plan, Quality metrics, Project management plan updates, Project documents updates.

4.2 INTEGRATION
Develop Project Management Plan
INPUTS: Project charter, Outputs from other processes, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Interpersonal and team skills, Meetings.
OUTPUTS: Project management plan.



9.1 RESOURCE
Plan Resource Management
INPUTS: Project charter, Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Analogous estimating, Data representation, Organizational theory, Data analysis, Meetings.
OUTPUTS: Resource management plan, Team charter, Project documents updates.

9.2 RESOURCE
Estimate Activity Resources
INPUTS: Project charter, Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Analogous estimating, Parametric estimating, Data analysis, Project management information system, Meetings.
OUTPUTS: Resource requirements, Basis of estimates, Resource breakdown structure, Project documents updates.

EXECUTING

9.3 RESOURCE
Acquire Resources
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Decision making, Data gathering, Interpersonal and team skills, Pre-assignment, Virtual teams.
OUTPUTS: Physical resource assignments, Team performance assessments, Change requests, Project management plan updates, Project documents updates, Enterprise environmental factors updates, Organizational process assets updates.

9.4 RESOURCE
Develop Team
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Collocation, Virtual teams, Communication technology, Interpersonal and team skills, Recognition and rewards, Training, Individual and team assessments, Meetings.
OUTPUTS: Team performance assessments, Change requests, Project management plan updates, Project documents updates, Enterprise environmental factors updates, Organizational process assets updates.

9.5 RESOURCE
Manage Team
INPUTS: Project management plan, Project documents, Team performance reports, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Interpersonal and team skills, Project management information system.
OUTPUTS: Change requests, Project management plan updates, Project documents updates, Enterprise environmental factors updates.

8.2 QUALITY
Manage Quality
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Data gathering, Data analysis, Decision making, Data representation, Audits, Quality improvement methods.
OUTPUTS: Quality reports, Test and evaluation documents, Project management plan updates, Project documents updates.

4.3 INTEGRATION
Direct and Manage Project Work
INPUTS: Project management plan, Project documents, Approved change requests, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Project management information system, Meetings.
OUTPUTS: Deliverables, Work performance data, Issue log, Change requests, Project management plan updates, Project documents updates, Organizational process assets updates.

4.4 INTEGRATION
Manage Project Knowledge
INPUTS: Project management plan, Project documents, Deliverables, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Knowledge management, Information management, Interpersonal and team skills.
OUTPUTS: Lessons learned register, Project management plan updates, Project documents updates, Organizational process assets updates.



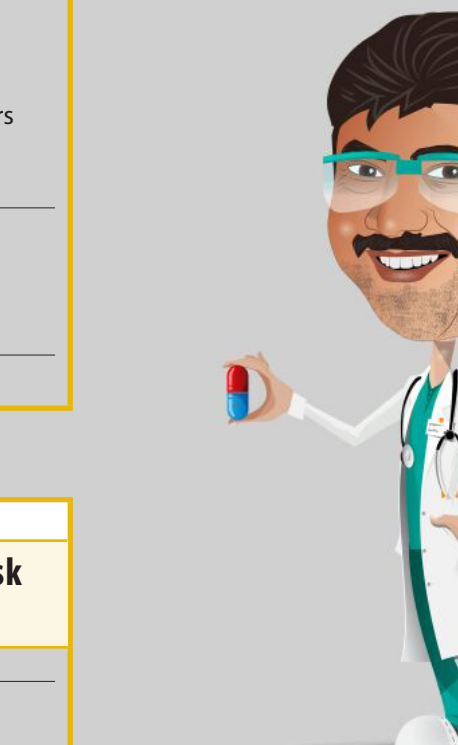
13.2 STAKEHOLDER
Plan Stakeholder Engagement
INPUTS: Project charter, Project management plan, Project documents, Agreements, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Data analysis, Decision making, Data representation, Meetings.
OUTPUTS: Stakeholder engagement plan.

12.1 PROCUREMENT
Plan Procurement Management
INPUTS: Project charter, Business documents, Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data analysis, Source selection analysis, Meetings.
OUTPUTS: Procurement management plan, Procurement strategy, Bid documents, Procurement statement of work, Source selection criteria, Make-or-buy decisions, Independent cost estimates, Change requests, Project documents updates, Organizational process assets updates.

11.1 RISK
Plan Risk Management
INPUTS: Project charter, Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data analysis, Meetings.
OUTPUTS: Risk management plan.

11.3 RISK
Perform Qualitative Risk Analysis
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Data analysis, Interpersonal and team skills, Risk categorization, Data representation, Meetings.
OUTPUTS: Project documents updates.

11.5 RISK
Plan Risk Responses
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Interpersonal and team skills, Strategies for threats, Strategies for opportunities, Contingent response strategies, Strategies for overall project risk, Data analysis, Decision making.
OUTPUTS: Change requests, Project management plan updates, Project documents updates.



11.2 RISK
Identify Risks
INPUTS: Project management plan, Project documents, Agreements, Procurement documentation, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Data analysis, Interpersonal and team skills, Prompt lists.
OUTPUTS: Risk register, Risk report, Project documents updates.

11.4 RISK
Perform Quantitative Risk Analysis
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data gathering, Interpersonal and team skills, Representations of uncertainty, Data analysis.
OUTPUTS: Project documents updates.

10.1 COMMUNICATIONS
Plan Communications Management
INPUTS: Project charter, Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Communication requirements analysis, Organizational technology, Communication models, Communication methods, Interpersonal and team skills, Data representation, Meetings.
OUTPUTS: Communications management plan, Project management plan updates, Project documents update.



MONITORING & CONTROLLING

5.5 SCOPE
Validate Scope
INPUTS: Project management plan, Project documents, Verified deliverables, Work performance data.
TOOLS & TECHNIQUES: Inspection, Decision making.
OUTPUTS: Accepted deliverables, Work performance information, Change requests, Project documents updates.

5.6 SCOPE
Control Scope
INPUTS: Project management plan, Project documents, Work performance data, Organizational process assets.
TOOLS & TECHNIQUES: Data analysis.
OUTPUTS: Work performance information, Change requests, Project management plan updates, Project documents updates.

4.5 INTEGRATION
Monitor and Control Project Work
INPUTS: Project management plan, Project documents, Work performance information, Agreements, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data analysis, Decision making, Meetings.
OUTPUTS: Work performance reports, Change requests, Project management plan updates, Project documents updates.



6.6 SCHEDULE
Control Schedule
INPUTS: Project management plan, Project documents, Work performance data, Organizational process assets.
TOOLS & TECHNIQUES: Data analysis, Critical path method, Project management information system, Resource optimization, Leads and lags, Schedule compression.
OUTPUTS: Work performance information, Schedule forecasts, Change requests, Project management plan updates, Project documents updates.

7.4 COST
Control Costs
INPUTS: Project management plan, Project documents, Work performance data, Organizational process assets.
TOOLS & TECHNIQUES: Data analysis, Earned value management system, Work performance information, Cost forecasts, Change requests, Project management plan updates, Project documents updates.

13.3 STAKEHOLDER
Manage Stakeholder Engagement
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Communication skills, Interpersonal and team skills, Ground rules, Meetings.
OUTPUTS: Change requests, Project management plan updates, Project documents updates.

12.2 PROCUREMENT
Conduct Procurements
INPUTS: Project management plan, Project documents, Procurement documentation, Seller proposals, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Advertising, Bidder conferences, Data analysis, Interpersonal and team skills.
OUTPUTS: Selected sellers, Agreements, Change requests, Project management plan updates, Project documents updates, Organizational process assets updates.

11.6 RISK
Implement Risk Responses
INPUTS: Project management plan, Project documents, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Interpersonal and team skills, Project management information system.
OUTPUTS: Change requests, Project documents updates.

10.2 COMMUNICATIONS
Manage Communications
INPUTS: Project management plan, Project documents, Work performance reports, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Communication technology, Communication methods, Communication skills, Project management information system.
OUTPUTS: Project communications, Project management plan updates, Project documents updates, Organizational process assets updates.

13.4 STAKEHOLDER
Monitor Stakeholder Engagement
INPUTS: Project management plan, Project documents, Work performance data, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Data analysis, Decision making, Data representation, Communication skills, Interpersonal and team skills, Meetings.
OUTPUTS: Work performance information, Change requests, Project management plan updates, Project documents updates.

12.3 PROCUREMENT
Control Procurements
INPUTS: Project management plan, Project documents, Agreements, Procurement documentation, Work performance data, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Claims administration, Data analysis, Inspection, Audits.
OUTPUTS: Closed procurements, Work performance information, Procurement documentation updates, Change requests, Project management plan updates, Project documents updates, Organizational process assets updates.

11.7 RISK
Monitor Risks
INPUTS: Project management plan, Project documents, Work performance data, Work performance reports, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Data analysis, Audits.
OUTPUTS: Work performance information, Change requests, Project management plan updates, Project documents updates, Organizational process assets updates.

10.3 COMMUNICATIONS
Monitor Communications
INPUTS: Project management plan, Project documents, Work performance data, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Change control tools, Data analysis, Decision making, Meetings.
OUTPUTS: Work performance information, Approved change requests, Project management plan updates, Project documents updates.

9.6 RESOURCE
Control Resources
INPUTS: Project management plan, Project documents, Approved change requests, Deliverables, Work performance data, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Data gathering, Data analysis, Inspection.
OUTPUTS: Work performance information, Change requests, Project management plan updates, Project documents updates.

8.3 QUALITY
Control Quality
INPUTS: Project management plan, Project documents, Approved change requests, Deliverables, Work performance data, Enterprise environmental factors, Organizational process assets.
TOOLS & TECHNIQUES: Data gathering, Data analysis, Inspection, Testing/product evaluations, Data representation, Meetings.
OUTPUTS: Quality control measurements, Verified deliverables, Work performance information, Change requests, Project management plan updates, Project documents updates.

CLOSING

4.7 INTEGRATION
Close Project or Phase
INPUTS: Project charter, Project management plan, Project documents, Accepted deliverables, Business documents, Agreements, Procurement documentation, Organizational process assets.
TOOLS & TECHNIQUES: Expert judgment, Data analysis, Meetings.
OUTPUTS: Project documents updates, Final product, service, or result transition, Final report, Organizational process assets updates.

