

Table A1-1. Project Management Process Group and Knowledge Area Mapping

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Initiating	Planning	Executing	Monitoring & Controlling	Closing
Select project manager	Determine how you will do planning—part of management plans	Acquire final team	Measure against the performance measurement baselines	Develop closure procedures
Determine company culture and existing systems	Create project scope statement	Execute the PM plan	Measure according to the management plans	Complete contract closure
Collect processes, procedures and historical information	Determine team	Complete product scope	Determine variances and if they warrant corrective action or a change	Confirm work is done to requirements
Divide large projects into phases	Create WBS and WBS dictionary	Recommend changes and corrective actions	Scope verification	Gain formal acceptance of the product
Identify stakeholders	Create activity list	Send and receive information	Configuration management	Final performance reporting
Document business need	Create network diagram	Implement approved changes, defect repair, preventive and corrective actions	Recommend changes, defect repair, preventive and corrective actions	Index and archive records
Determine project objectives	Estimate resource requirements	Continuous improvement	Integrated change control	Update lessons learned knowledge base
Document assumptions and constraints	Estimate time and cost	Follow processes	Approve changes, defect repair, preventive and corrective actions	Hand off completed product
Develop project charter	Determine critical path	Team building	Risk audits	Release resources
Develop preliminary project scope statement	Develop schedule	Give recognition and rewards	Manage reserves	
	Develop budget	Hold progress meetings	Use issue logs	
	Determine quality standards, processes and metrics	Use work authorization system	Facilitate conflict resolution	
	Determine roles and responsibilities	Request seller responses	Measure team member performance	
	Determine communications requirements	Select sellers	Report on performance	
	Risk identification, qualitative and quantitative risk analysis and response planning		Create forecasts	
	Iterations—go back		Administer contracts	
	Determine what to purchase			
	Prepare procurement documents			
	Finalize the “how to execute and control” aspects of all management plans			
	Create process improvement plan			
	Develop final PM plan and performance measurement baselines			
	Gain formal approval			
	Hold kickoff meeting			