

PROJECT INTEGRATION MANAGEMENT

PROCESSES

1. DEVELOP PROJECT CHARTER
2. DEVELOP PROJECT MANAGEMENT PLAN
3. DIRECT AND MANAGE PROJECT WORK
4. MANAGE PROJECT KNOWLEDGE
5. MONITOR AND CONTROL PROJECT WORK
6. PERFORM INTEGRATED CHANGE CONTROL
7. CLOSE PROJECT OR PHASE

OUTPUTS

1. PROJECT CHARTER, ASSUMPTION LOG
2. PROJECT MANAGEMENT PLAN
3. DELIVERABLES, WORK PERFORMANCE DATA, CHANGE REQUESTS, ISSUES LOG
4. LESSONS LEARNED REGISTER
5. WORK PERFORMANCE REPORTS, CHANGE REQUESTS
6. APPROVED CHANGE REQUESTS, PROJECT DOCUMENTS UPDATES
7. FINAL PRODUCT/SERVICE TRANSITION, FINAL REPORT

ETC.

1. BUSINESS CASE, BENEFITS MANAGEMENT PLAN → CHARTER
2. PERFORMANCE MEASUREMENT BASELINE = SCOPE BASELINE, SCHEDULE BASELINE, COST BASELINE
3. MANAGEMENT PLANS = LOOK FORWARD. ALL KNOWLEDGE AREAS CONTAIN THEM
4. CHANGE REQUESTS – APPROVED/REJECTED IN PERFORM INTEGRATED CHANGE CONTROL. BIG PART OF PROJECT MANAGEMENT (AND EXAM).

PROJECT SCOPE MANAGEMENT

PROCESSES

1. PLAN SCOPE MANAGEMENT
2. COLLECT REQUIREMENTS
3. DEFINE SCOPE
4. CREATE WBS
5. VALIDATE SCOPE
6. CONTROL SCOPE

OUTPUTS

1. SCOPE MANAGEMENT PLAN, REQUIREMENTS MANAGEMENT PLAN
2. REQUIREMENTS DOCUMENTATION, REQUIREMENTS TRACEABILITY MATRIX
3. PROJECT SCOPE STATEMENT
4. SCOPE BASELINE
5. ACCEPTED DELIVERABLES
6. CHANGE REQUESTS, WORK PERFORMANCE INFORMATION

ETC.

1. SCOPE BASELINE = THE WBS, WBS DICTIONARY, AND THE SCOPE STATEMENT.
2. CONTROL ACCOUNT – PART OF WBS, PROVIDES A METHOD TO MANAGE/CONTROL COSTS AT A HIGH LEVEL.
3. WORK PACKAGES – LOWEST LEVEL OF WBS, CONTAIN ACTIVITIES
4. WBS – IDENTIFIES ALL DELIVERABLES TO BE DELIVERED

PROJECT SCHEDULE MANAGEMENT

PROCESSES

1. PLAN SCOPE MANAGEMENT
2. COLLECT REQUIREMENTS
3. DEFINE SCOPE
4. CREATE WBS
5. VALIDATE SCOPE
6. CONTROL SCOPE

OUTPUTS

1. SCOPE MANAGEMENT PLAN, REQUIREMENTS MANAGEMENT PLAN
2. REQUIREMENTS DOCUMENTATION, REQUIREMENTS TRACEABILITY MATRIX
3. PROJECT SCOPE STATEMENT
4. SCOPE BASELINE
5. ACCEPTED DELIVERABLES
6. CHANGE REQUESTS, WORK PERFORMANCE INFORMATION

ETC.

1. SCOPE BASELINE = THE WBS, WBS DICTIONARY, AND THE SCOPE STATEMENT.
2. CONTROL ACCOUNT – PART OF WBS, PROVIDES A METHOD TO MANAGE/CONTROL COSTS AT A HIGH LEVEL.
3. WORK PACKAGES – LOWEST LEVEL OF WBS, CONTAIN ACTIVITIES
4. WBS – IDENTIFIES ALL DELIVERABLES TO BE DELIVERED

PROJECT COST MANAGEMENT

PROCESSES

1. PLAN COST MANAGEMENT
2. ESTIMATE COSTS
3. DETERMINE BUDGET
4. CONTROL COSTS

OUTPUTS

1. COST MANAGEMENT PLAN
2. COST ESTIMATES, BASIS OF ESTIMATES, PROJECT DOCUMENTS UPDATES
3. COST BASELINE, FUNDING REQUIREMENTS, DOCUMENTS UPDATES
4. WORK PERFORMANCE INFORMATION, COST FORECASTS, CHANGE REQUESTS

ETC.

1. BAC – BUDGET AT COMPLETION
2. PLANNED VALUE (PV) = PLANNED % COMPLETE X BAC
3. EARNED VALUE (EV) = ACTUAL % COMPLETE X BAC
4. COST VARIANCE = EV – AC
5. SCHEDULE VARIANCE = EV – PV
6. COST PERFORMANCE INDEX = EV / AC
7. SCHEDULE PERFORMANCE INDEX = EV / PV

PROJECT QUALITY MANAGEMENT

PROCESSES

1. PLAN QUALITY MANAGEMENT
2. MANAGE QUALITY
3. CONTROL QUALITY

OUTPUTS

1. QUALITY MANAGEMENT PLAN, QUALITY METRICS
2. CHANGE REQUESTS, TEST/EVAL DOCUMENTS
3. QUALITY CONTROL MEASUREMENTS, VERIFIED DELIVERABLES

ETC.

1. CONTROL CHART – GRAPHIC DISPLAY, USED TO DETERMINE IF A PROCESS IS IN CONTROL
2. CAUSE AND EFFECT DIAGRAM – AKA ISIKAWA, FISHBONE. HELPS IDENTIFY ROOT CAUSES
3. AFFINITY DIAGRAMS – RELATES PIECES OF INFO TO OTHER PIECES OF INFO. MIND MAPPING IS EXAMPLE.
4. SCATTER DIAGRAMS – USED FOR FINDING TRENDS IN DATA.
5. DO RESULTS MEET STANDARDS
6. IS VARIANCE WITHIN ACCEPTABLE LIMITS

PROJECT RESOURCE MANAGEMENT

PROCESSES

1. PLAN RESOURCE MANAGEMENT
2. ESTIMATE ACTIVITY RESOURCES
3. ACQUIRE RESOURCES
4. DEVELOP TEAM
5. MANAGE TEAM
6. CONTROL RESOURCES

OUTPUTS

1. RESOURCE MANAGEMENT PLAN, TEAM CHARTER
2. RESOURCE REQUIREMENTS, RESOURCE BREAKDOWN STRUCTURE
3. RESOURCE ASSIGNMENTS
4. TEAM PERFORMANCE ASSESSMENT
5. CHANGE REQUESTS
6. WORK PERFORMANCE INFORMATION

ETC.

1. THEORY X – SAD FACE. IDEA THAT PEOPLE NEED TO BE WATCHED, AS THEY AVOID WORK
2. THEORY Y – HAPPY FACE. IDEA THAT PEOPLE WANT TO ACHIEVE.
3. MASLOW – PHYSIOLOGICAL → SELF-ACTUALIZATION
4. TEAMS
 1. FORMING – BEGINNING
 2. STORMING – DISAGREEMENTS
 3. NORMING – RELATIONSHIPS BEGIN
 4. PERFORMING – EFFICIENT
 5. ADJOURNING – PROJECT ENDS
5. CONFLICT RESOLUTION – FORCING, COLLABORATION, ACCOMMODATION (SMOOTHING), AVOIDANCE

PROJECT COMMUNICATIONS MANAGEMENT

PROCESSES

1. PLAN COMMUNICATION MANAGEMENT
2. MANAGE COMMUNICATIONS
3. MONITOR COMMUNICATIONS

OUTPUTS

1. COMMUNICATIONS MANAGEMENT
2. PROJECT COMMUNICATIONS
3. NO KEY OUTPUT

ETC.

1. COMMUNICATION CHANNELS = $N * (N-1) / 2$

PROJECT RISK MANAGEMENT

PROCESSES

1. PLAN RISK MANAGEMENT
2. IDENTIFY RISKS
3. PERFORM QUALITATIVE RISK ANALYSIS
4. PERFORM QUANTITATIVE RISK ANALYSIS
5. PLAN RISK RESPONSES
6. IMPLEMENT RISK RESPONSES
7. MONITOR RISKS

OUTPUTS

1. RISK MANAGEMENT PLAN
2. RISK REGISTER, RISK REPORT
- 3 – 7. NO KEY OUTPUTS

ETC.

1. COMMUNICATION CHANNELS = $N * (N-1) / 2$

PROJECT PROCUREMENT MANAGEMENT

PROCESSES

1. PLAN PROCUREMENT MANAGEMENT
2. CONDUCT PROCUREMENTS
3. CONTROL PROCUREMENTS

OUTPUTS

1. PROCUREMENT MANAGEMENT PLAN, COST ESTIMATES, MAKE/BUY DECISIONS, SOURCE SELECTION CRITERIA, PROCUREMENT SOW
2. SELECTED SELLERS, AGREEMENTS
3. CLOSED PROCUREMENTS, WORK PERFORMANCE INFO, CHANGE REQUESTS

ETC.

1. COMMUNICATION CHANNELS = $N * (N-1) / 2$

PROJECT STAKEHOLDER MANAGEMENT

PROCESSES

1. IDENTIFY STAKEHOLDERS
2. PLAN STAKEHOLDER ENGAGEMENT
3. MANAGE STAKEHOLDER ENGAGEMENT
4. MONITOR STAKEHOLDER ENGAGEMENT

OUTPUTS

1. STAKEHOLDER REGISTER
2. STAKEHOLDER ENGAGEMENT PLAN
3. ISSUE LOG
4. N/A

ETC.

1. DATA REPRESENTATION: POWER/INFLUENCE; POWER/INTEREST; IMPACT/INFLUENCE
2. SALIENCE MODEL: DESCRIBING STAKEHOLDERS BASED ON POWER(INFLUENCE), URGENCY, AND LEGITIMACY
3. HIGH POWER/LOW INTEREST: KEEP SATISFIED
4. LOW POWER/LOW INTEREST: MONITOR
5. LOW POWER/HIGH INTEREST: KEEP INFORMED
6. HIGH POWER/HIGH INTEREST: MANAGE CLOSELY