Project Phases Processes

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Initiation Phase

This phase aims to launching the processes that can result in the authorization of a new project.

Develop Project Charter
To formally authorize the project, and assign a Project Manager

- Inputs
  1. Project Statement of Work
  2. Business case
  3. Assumptions
  4. Enterprise environmental factors
  5. Organizational process assets

- Tools & Techniques
  1. Expert judgment
  2. Facilitation techniques

- Outputs
  1. Project Charter

Identify Stakeholders
To know who could influence, or be influenced by the project and to know their impacts, interests and power on the project

- Inputs
  1. Project Charter
  2. Procurement documents
  3. Enterprise environmental factors
  4. Organizational process assets

- Tools & Techniques
  1. Stakeholder analysis

- Outputs
  1. Stakeholder register
A process of defining, preparing & coordinating subsidiary plans & integrating them into PM Plan

Inputs: 1. Project charter
2. Project scope statement
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques: 1. Expert judgment
2. Facilitation techniques
3. Meetings

Outputs: 1. Project management plan
2. Project scope statement
3. Enterprise environmental factors
4. Organizational process assets

Overview: This phase aims to establish the roadmap of the project’s knowledge areas.
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**Planning Phase**

**Plan Quality Mgmt.**
- **Inputs:**
  1. Project management plan
  2. Cost-benefit analysis
  3. Cost of quality
  4. Seven basic quality tools
  5. Design of experiments
  6. Statistical sampling
  7. Additional quality planning tools
  8. Meetings
- **Tools & Techniques:**
  1. Quality management plan
  2. Process improvement plan
  3. Quality metrics
  4. Quality checklists
  5. Project documents updates
- **Outputs:**

**Plan Human Resource Mgmt.**
- **Inputs:**
  1. Project management plan
  2. Activity resources requirements
  3. Enterprise environmental factors
  4. Organizational process updates
  1. Human resource management plan
- **Tools & Techniques:**
  1. Organization charts and position descriptions
  2. Networking
  3. Organizational theory
  4. Expert judgment
  5. Meetings
- **Outputs:**

**Plan Communication Mgmt.**
- **Inputs:**
  1. Project management plan
  2. Stakeholder register
  3. Enterprise environmental factors
  4. Organizational process updates
- **Tools & Techniques:**
  1. Communication requirements analysis
  2. Communication technology
  3. Communication models
  4. Communication methods
  5. Meetings
- **Outputs:**

**Plan Risk Mgmt.**
- **Inputs:**
  1. Project management plan
  2. Project charter
  3. Stakeholder register
  4. Enterprise environmental factors
  5. Organizational process assets
- **Tools & Techniques:**
  1. Analytical techniques
  2. Expert judgment
  3. Meetings
- **Outputs:**

**Identify Risks**
- **Inputs:**
  1. Risk management plan
  2. Schedule management plan
  3. Quality management plan
  4. Enterprise environmental factors
  5. Organizational process assets
- **Tools & Techniques:**
  1. Documentation review
  2. Information gathering techniques
  3. Checklist analysis
  4. Assumptions analysis
  5. Risk identification techniques
  6. Expert judgment
- **Outputs:**

**Qualitative Risk Analysis**
- **Inputs:**
  1. Risk management plan
  2. Scope baseline
  3. Risk register
  4. Enterprise environmental factors
  5. Organizational process assets
- **Tools & Techniques:**
  1. Risk probability and impact assessment
  2. Probability and impact matrix
  3. Risk data quality assessment
  4. Risk categorization
  5. Risk urgency assessment
  6. Expert judgment
- **Outputs:**

**Quantitative Risk Analysis**
- **Inputs:**
  1. Risk management plan
  2. Cost-benefit analysis
  3. Schedule management plan
  4. Risk register
  5. Enterprise environmental factors
  6. Organizational process assets
- **Tools & Techniques:**
  1. Data gathering and representation techniques
  2. Quantitative risk analysis and modeling techniques
  3. Expert judgment
- **Outputs:**

**Plan Procurement Mgmt.**
- **Inputs:**
  1. Project management plan
  2. Procurement management plan
  3. Procurement statement of work
  4. Procurement documents
  5. Source selection criteria
  6. Make-or-buy decisions
  7. Change requests
  8. Project documents updates
- **Tools & Techniques:**
  1. Strategy for negative or threats
  2. Strategies for positive risks or opportunities
  3. Contingent response strategies
  4. Expert judgment
- **Outputs:**

**Plan Stk. Mgmt.**
- **Inputs:**
  1. Project management plan
  2. Stakeholder management plan
  3. Analytical techniques
- **Tools & Techniques:**
  1. Export judgment
  2. Meetings
- **Outputs:**

**Plan Risk Responses**
- **Inputs:**
  1. Risk management plan
  2. Risk register
- **Tools & Techniques:**
  1. Project management plan
- **Outputs:**

**To identify quality requirements & standards for the project and its deliverables & documenting how the project will demonstrate compliance with quality requirements**

**The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan**

**To Develop an appropriate approach & plan for project communications based on stakeholder’s information needs and requirements, & available organizational assets**

**The process of determining which risks may affect the project & documenting their characteristics**

**The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact**

**The process of developing options and actions to enhance opportunities & to reduce threats to project objectives**

**To develop appropriate mgmt. strategies to effectively engage stakeholders, based on their needs, interests, & potential impact on project success**
Executing Phase

This phase aims to complete the work defined in the project management plan to satisfy the project specifications by directing, managing, performing, and accomplishing the project work, providing the deliverables, and providing work performance information.

**Direct & Manage Project**

The process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project’s objectives.

**Inputs**
- Project management plan
- Approved change requests
- Enterprise environmental factors
- Organizational process assets

**Tools & Techniques**
- Expert judgment
- Project management information system

**Outputs**
- Deliverables
- Work performance data
- Change requests
- Project management plan updates
- Project documents

**Perform Quality Assurance**

To audit quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.

**Inputs**
- Quality management plan
- Process improvement plan
- Quality metrics
- Quality control measurements
- Project documents

**Tools & Techniques**
- Change requests
- Project management plan updates
- Project documents

**Outputs**
- Quality audits
- Process analysis

**Acquire Project Team**

The process of confirming human resource availability and obtaining the team necessary to complete project activities.

**Inputs**
- Human resource management plan
- Project staff assignments
- Resource calendars

**Tools & Techniques**
- Pre-assignment
- Negotiation
- Acquisition
- Virtual teams

**Outputs**
- Project staff assignments
- Resource calendars
- Project management plan updates

**Develop Project Team**

The process of improving competencies, team member interaction, and overall team environment to enhance project performance.

**Inputs**
- Interpersonal skills
- Training
- Team-building activities
- Ground rules
- Cobocation
- Recognition and rewards
- Performance assessment tools

**Tools & Techniques**
- 1. Team performance management plan
- 2. Enterprise environmental factors
- 4. Organizational process assets

**Outputs**
- 1. Team performance assessments
- 2. Enterprise environmental factors updates
- 4. Organizational process assets updates

**Manage Project Team**

The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

**Manage Communication**

To create, collect, distribute, store, retrieve, and the ultimate disposition of project information in accordance with the communications management plan.

**Perform Procurement**

The process of obtaining seller responses, selecting a seller, and awarding a contract.

**Inputs**
- Project communications
- Project management plan updates
- Project documents

**Tools & Techniques**
- Bidder conference
- Proposal evaluation techniques
- Independent estimates
- Expert judgment
- Advertising
- Analytical techniques
- Procurement negotiations

**Outputs**
- Selected sellers
- Agreements
- Resource calendars
- Project documents

**Inputs**
- Project management plan
- Procurement documents
- Source selection criteria
- Seller proposals
- Project documents
- Make-or-buy decisions
- Procurement statement of work
- Organizational process assets

**Tools & Techniques**
- Procurement management plan updates
- Project documents updates

**Outputs**
- Project documents

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Monitoring & Control Phase

This phase aims to track & review the progress & performance of the project; identify any required changes to the plan & initiate the corresponding changes.

Monitor & Control Project Work

To track, review & report project progress against the performance objectives defined in the project management plan.

**Inputs**
- Project management plan
- Schedule forecasts
- Cost forecasts
- Approved changes
- Work performance information
- Enterprise environmental factors
- Organizational process assets

**Tools & Techniques**
- Expert judgment
- Analytical techniques
- Project management information system
- Meetings

**Outputs**
- Change requests
- Work performance report
- Project management plan updates
- Project documents updates
- Organizational process assets updates

Perform Integrated Change Control

To review all change requests; approving changes & managing changes to deliverables & communicating their disposition.

**Inputs**
- Project management plan
- Work performance information
- Change requests
- Enterprise environmental factors
- Organizational process assets updates

**Tools & Techniques**
- Expert judgment
- Meetings
- Change control tools

**Outputs**
- Approved change requests
- Change log
- Project management plan updates
- Project documents updates
- Organizational process assets updates

Validate Scope

The process of formalizing acceptance of the completed project deliverables.

**Inputs**
- Project management plan
- Requirements documentation
- Requirements traceability matrix
- Work performance data
- Organizational process assets updates

**Tools & Techniques**
- Inspection
- Group decision-making techniques

**Outputs**
- Accepted deliverables
- Change requests
- Work performance information
- Project documents updates
- Organizational process assets updates

Control Schedule

The process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline.

**Inputs**
- Project management plan
- Project schedule
- Work performance data
- Project calendars
- Schedule data
- Organizational process assets

**Tools & Techniques**
- Performance reviews
- Project management software
- Resource optimization techniques
- Monitoring techniques
- Leads and lags
- Schedule compression
- Scheduling tool

**Outputs**
- Work performance information
- Schedule forecasts
- Change requests
- Project management plan updates
- Project documents updates
- Organizational process assets updates

Control Scope

The process of monitoring the status of the project and product scope and managing changes to the scope baseline.

**Inputs**
- Project management plan
- Quality metrics
- Quality checklists
- Work performance data
- Approved change requests

**Tools & Techniques**
- Seven basic quality tools
- Statistical sampling
- Inspection
- Approved change requests review

**Outputs**
- Quality control measurements
- Validated changes
- Work performance information
- Inspections and audits
- Performance reporting
- Payment systems
- Claims administration
- Records management
- Organizational process assets updates

Control Costs

The process of monitoring the status of the project to update the project costs & managing changes to the cost baseline.

**Inputs**
- Project management plan
- Project costing requirements
- Work performance data
- Organizational process assets

**Tools & Techniques**
- Earned value management
- Forecasting
- To-complete performance index (TCPi)
- Performance reviews
- Project management software
- Graphical analysis

**Outputs**
- Work performance information
- Cost forecasts
- Change requests
- Project management plan update
- Project documents updates
- Organizational process assets update

Control Quality

The process of monitoring & recording results of executing the quality activities to assess performance & recommend necessary changes.

**Inputs**
- Project management plan
- Seven basic quality tools
- Statistical sampling
- Inspection
- Approved change requests

**Tools & Techniques**
- Seven basic quality tools
- Statistical sampling
- Inspection
- Approved change requests review

**Outputs**
- Quality control measurements
- Validated changes
- Work performance information
- Inspections and audits
- Performance reporting
- Payment systems
- Claims administration
- Records management
- Organizational process assets updates

Control Communication

To monitor & control communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

**Inputs**
- Project management plan
- Project communications
- Issue log
- Work performance data
- Organizational process assets

**Tools & Techniques**
- Information management system
- Expert judgment
- Meetings

**Outputs**
- Work performance information
- Change requests
- Project management plan updates
- Project documents updates
- Organizational process assets updates

Control Procurement

The process of managing procurement relationships, monitoring contract performance, & making changes & corrections as appropriate.

**Inputs**
- Project management plan
- Procurement documents
- Agreements
- Change requests
- Work performance data

**Tools & Techniques**
- Contract management system
- Procurement performance reviews
- Inspections and audits
- Performance reporting
- Payment systems
- Claims administration
- Records management
- Organizational process assets updates

**Outputs**
- Work performance information
- Change requests
- Project management plan updates
- Project documents updates
- Organizational process assets updates

Control Risks

To implement risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, & evaluating risk process effectiveness.

**Inputs**
- Project management plan
- Risk register
- Work performance data
- Work performance reports

**Tools & Techniques**
- Risk reassessment
- Risk audits
- Variance and trend analysis
- Technical performance measurement
- Reserve analysis
- Meetings

**Outputs**
- Work performance information
- Change requests
- Project management plan updates
- Project documents updates
- Organizational process assets updates

Control Stakeholders’ Engagement

The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

**Inputs**
- Project management plan
- Project costing requirements
- Work performance data
- Project documents

**Tools & Techniques**
- Information management system
- Expert judgment
- Meetings

**Outputs**
- Work performance information
- Change requests
- Project management plan updates
- Project documents updates
- Organizational process assets updates
Clos[ing Phase

This phase aims to conclude all activities across all Project Management Process Groups to formally complete the project, phase, or contractual obligations.

Close project/Phase

- **Inputs**
  1. Project management plan
  2. Accepted deliverables
  3. Organizational process assets

- **Tools & Techniques**
  1. Expert judgment
  2. Analytical techniques
  3. Meetings

- **Outputs**
  1. Final product, service, or result transition
  2. Organizational process assets updates

Close Procurement

- **Inputs**
  1. Project management plan
  2. Procurement documents
  3. Records management system

- **Tools & Techniques**
  1. Procurement audits
  2. Procurement negotiations
  3. Records management system

- **Outputs**
  1. Closed procurements
  2. Organizational process assets updates