



Introducing to

Process Groups: A Practice Guide

The Return of the Project Management Processes

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 - Approved Consultant & Educator (ACE) in Project Business Management
 - Project Management Professional (PMP)
 - PMI Authorized Training Partner Instructor
- History at Project Management Institute (PMI®)
 - Member (since 1998)
 - Volunteer in various roles (since 2002)
 - President of the PMI Southern Germany Chapter e.V. (2013 – 2018)



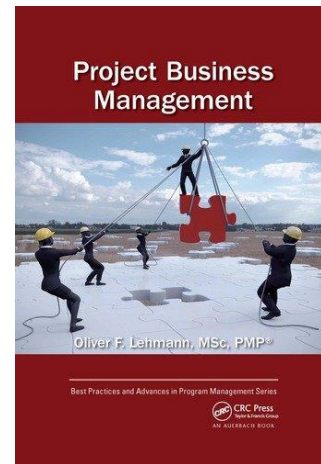
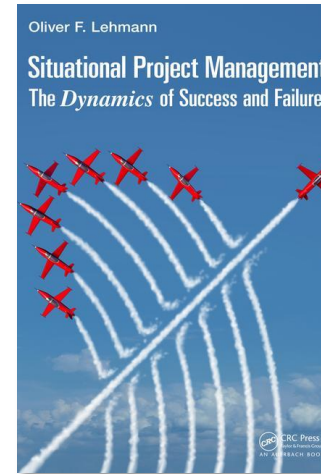
Authorized
Training Partner
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Project Management
Institute



Project
Management
Professional
(PMP)®
Project Management
Institute

Oliver F. Lehmann - Publications

- Situational Project Management:
The *Dynamics* of Success and Failure
 - ISBN: 9781498722612
 - <https://www.routledge.com/9781498722612>
- Project Business Management
 - ISBN: 9781498722612
 - <https://www.routledge.com/9780367522070>
- Articles & papers
 - >50
 - Focus: Project Business Management
 - Free access and download at:
 - <https://pmworldlibrary.net/authors/oliver-f-lehmann/>
 - <https://liverpool.academia.edu/OliverLehmann>



ARTICLES AND PAPERS

- Contract Risks for Project Vendors (Project Business Management) - Series Article - Lehmann - October 2020
- David, Goliath, and Artificial Intelligence in Project Business - Series Article - Lehmann - August 2020
- The Great Challenge: Project Contracting - Series Article - Lehmann - June 2020
- When The Game Is On Again (Project Business Management) - Series Article - Lehmann - May 2020
- Survival Hints for Project Business - Series Article - Lehmann - April 2020
- The Freelancer's Story (Project Business Management) - Series Article - Lehmann - March 2020
- Conflict Resolution in Project Business - Series Article - Lehmann - February 2020
- Sleepless in Project Management - Series Article - Lehmann - December 2019
- On the Subject of Contracts and Legal Systems - Letter to the Editor - Lehmann - November 2019
- Supply Chains Versus Project Supply Networks - Series Article - Lehmann - November 2019
- Taking Care of (Project) Business - Series Article - Lehmann - October 2019
- The Cooperative Transformation - Series Article - Lehmann - August 2019
- Are you ready for Success as a Project Vendor? - Series Article - Lehmann - June 2019
- Healing Conflicts in Project Business (Project Business Management) - Series Article - Lehmann - May 2019
- When There is No Way Out - The Sunk Cost Dilemma - Series Article - Lehmann - April 2019
- Before You're Bound Forever... - Series Article - Lehmann - January 2019
- A Health Check for a Portfolio with Customer-Facing Projects (Project Business Management) - Series Article - Lehmann - December 2018
- Bringing Strangers into the Projects (Project Business Management) - Series Article - Lehmann - November 2018
- Projects as Profit Centers—Must We Go Back to Square One Again? - Series Article - Lehmann - October 2018
- Mission Failure at LIDL - But Actually, What was the Mission? - Series Article - Lehmann - August 2018
- Dealing with Project Supply Networks (PSNs), Be a Connective Leader - Series Articles - Lehmann - July 2018
- The Great Talent Gap in Project Business Management - Series Articles - Lehmann - June 2018
- Be the Project (Business) Manager that People Think You are and Get Paid as That! - Series Articles - Lehmann - May 2018
- Let's Talk Money (Project Business Management Series) - Series Articles - Lehmann - February 2018
- Freebie Projects and The Project Business Management Office - Series Articles - Lehmann - December 2017
- Leading Project Teams Across Corporate Borders - Series Articles - Lehmann - November 2017
- Crisis in Your Customer Project? Try Benefit Engineering - Series Articles - Lehmann - October 2017
- Managing Portfolios and Programs in Project Business Management - Series Articles - Lehmann - September 2017
- Project Supply Networks (PSNs) - Series Articles - Lehmann - August 2017
- Customer Projects: What is the Future of the Business? - Featured Papers - Lehmann - February 2017
- An Introduction to a Typology of Projects - Series Articles - Lehmann - December 2016

Process Groups: A Practice Guide

- What has Happened so Far?
- Some Myth-Busting, Please?
- What's New? What Remained?
- What Does It Change?



What has Happened so Far?

What is the history that led to the new guide?

- PMBOKs
- PMBOK Guides
- Exam references

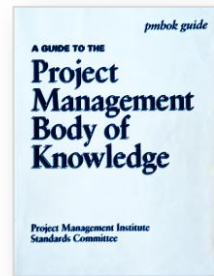


What has Happened so Far?

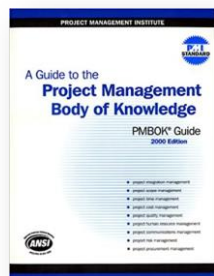
Evolution of the PMBOK / PMBOK Guide

- Predecessors:

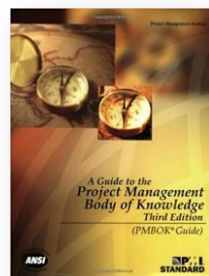
- 1983: PMI Ethics, Standards, and Accreditation Report (incl. a section titled “PMBOK”)
- 1988: Revised *PMBOK*
- 1996: *PMBOK Guide*



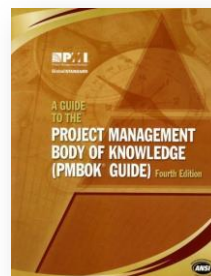
PMBOK Guide



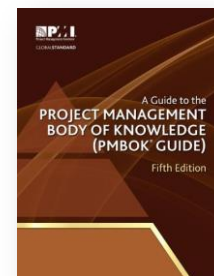
PMBOK Guide 2000



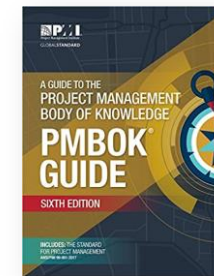
PMBOK Guide 3rd Ed.



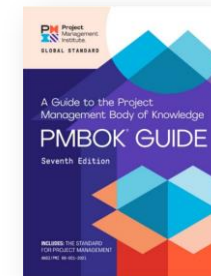
PMBOK Guide 4th Ed.



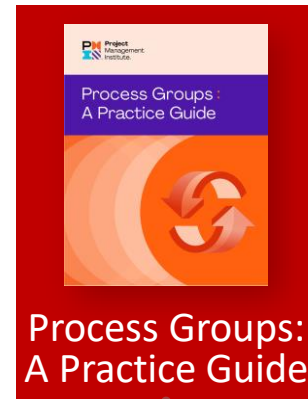
PMBOK Guide 5th Ed.



PMBOK Guide 6th Ed.



PMBOK Guide 7th Ed.



Process Groups: A Practice Guide

1980

1990

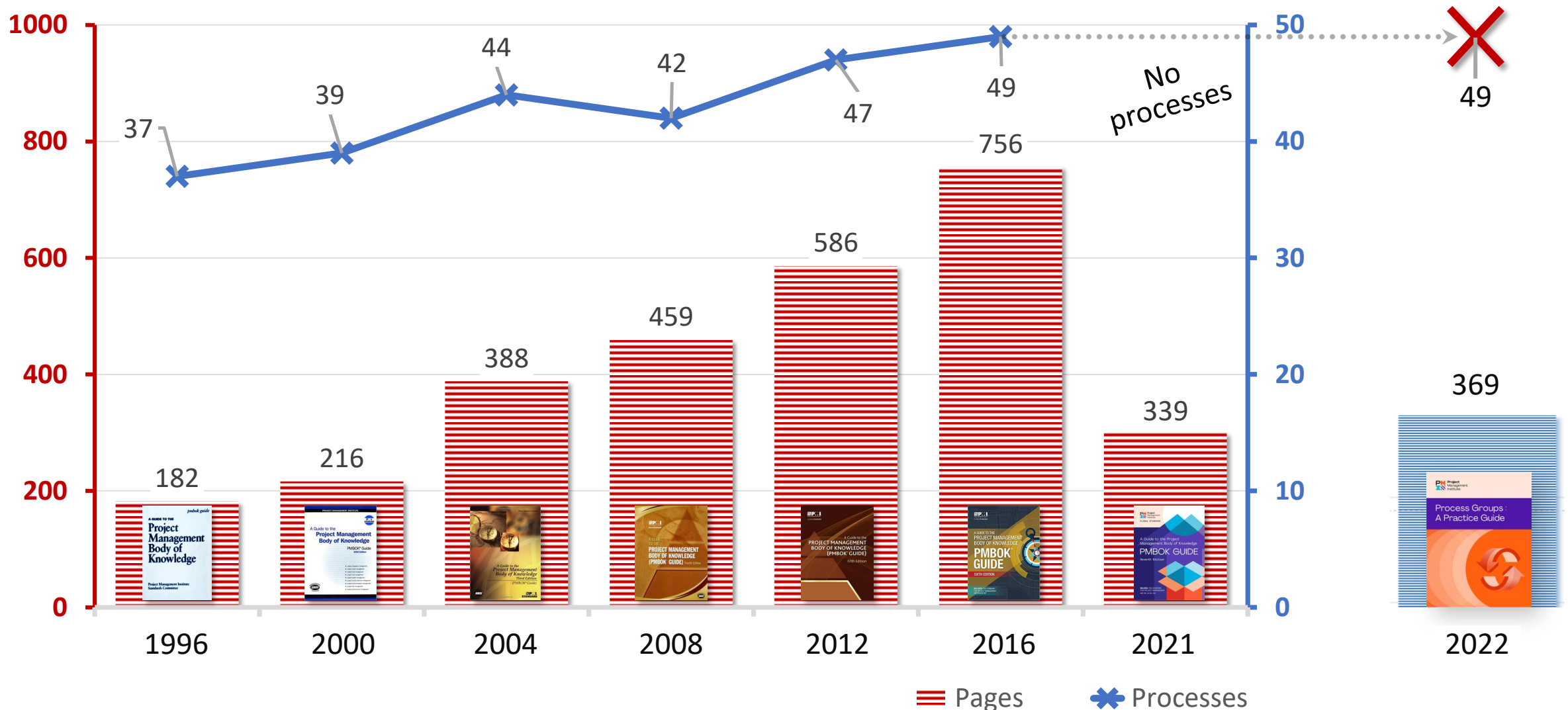
2000

2010

2020

The Context – What Happened so Far...

Evolution of the PMBOK / PMBOK Guide



Some Myth-Busting, Please?

Why the need to discuss myths?

- Before we discuss changes and impacts, let's make sure, we have a common understanding of what the *PMBOK Guide* is.
- And what it's not.



Some Myth-Busting, Please?

Myth #1:

The *PMBOK Guide* is the PMBOK.



Some Myth-Busting, Please?

Myth #1 – busted:

- The Project Management Body of Knowledge (PMBOK) is not a book, it's a library.
- The *PMBOK Guide* is the *Guide to the Project Management Body of Knowledge*.
- It leads readers through the library.



Myth #2:



The *PMBOK Guide* is a 'Best practice', a prescriptive cookbook for project management.

Myth #2 – busted:

- The PMBOK Guide actually is
 - “Generally considered good practice for most project most of the time.”
- It describes
 - What constitutes professionalism for a project chef.
 - What equipment a professional project kitchen needs.



Myth #3:

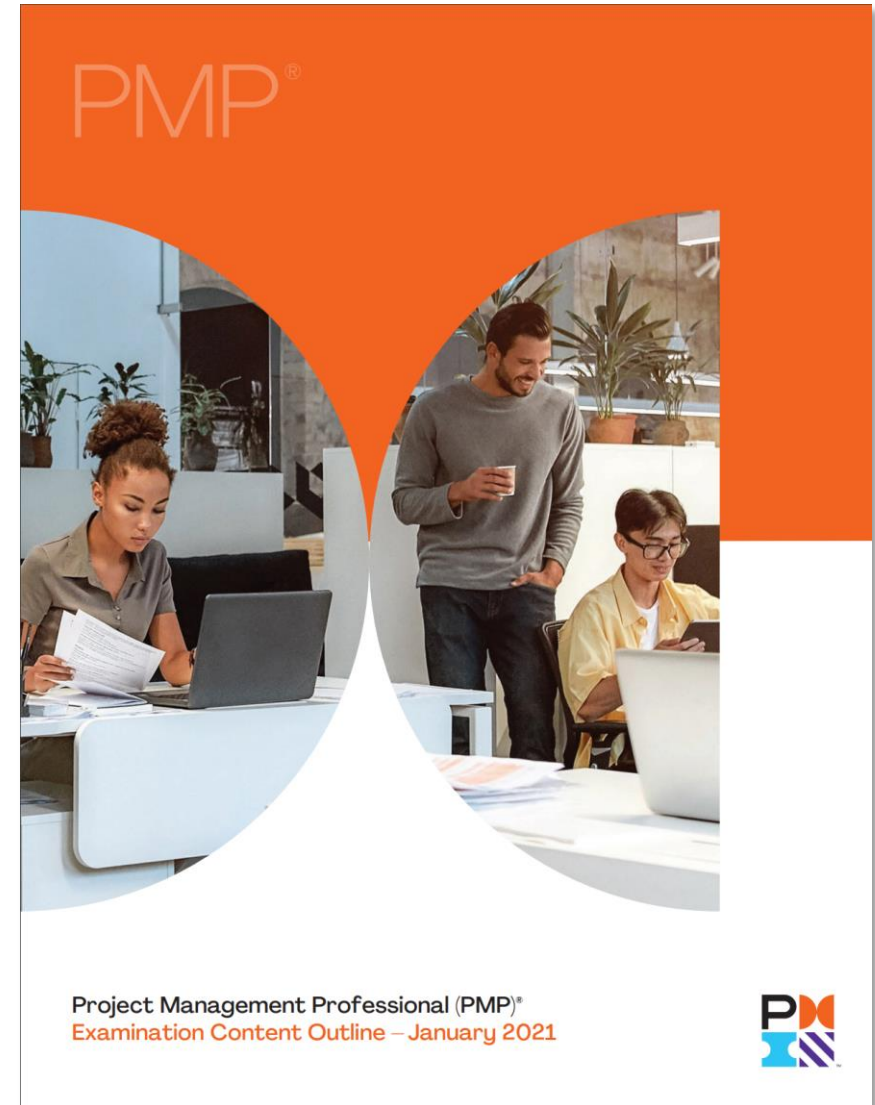
The *PMBOK Guide* is the basis for the PMP® certification.



Some Myth-Busting, Please?

Myth #3 – busted:

- The basis for the PMP certification is the PMP Examination Content Outline.
- The *PMBOK Guide* is used as a reference for
 - Correctness
 - Appropriateness
 - Relevanceof exam items.



Myth #4:



The *PMBOK Guide* was written by an unknown author.

Some Myth-Busting, Please?

Myth #4 – busted:

- The *PMBOK Guide* has been written, reviewed, and edited by 100s of people.
- Pages 651 to 664 list these contributors in the *PMBOK Guide 6th Edition*.
- Pages 197 to 206 list these contributors in the *PMBOK Guide 7th Edition*.

| | | | | | |
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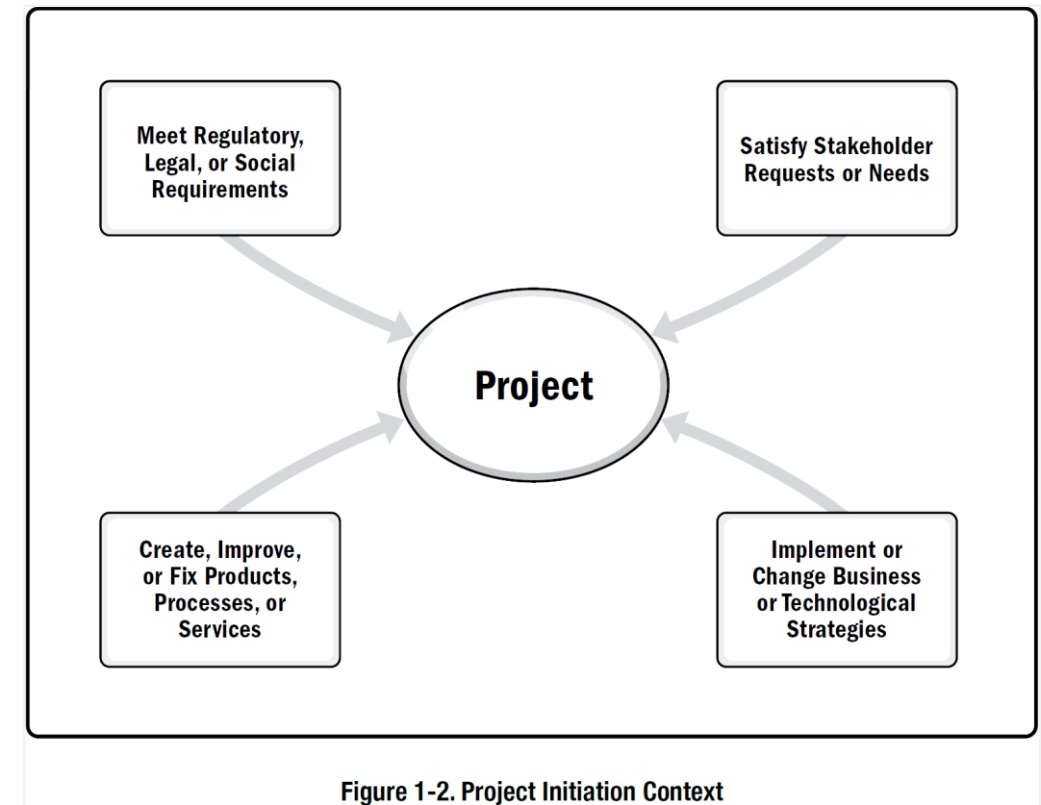
Myth #5:



The *PMBOK Guide* describes project management in all its flavors.

Myth #5 – busted:

- The *PMBOK Guide* focuses on projects
 - ...done for internal requestors.
 - ...following a strategic mission.
- It mostly ignores:
 - Projects performed by contractors for paying customers as profit centers.
 - E.g. see pages 8, 459 (6th Ed.)



The procurement processes are presented as discrete processes with defined interfaces. In practice, procurement processes can be complex and can interact with each other and with processes in other Knowledge Areas in ways that cannot be completely detailed in the *PMBOK® Guide*. **The processes described in this section are written from the viewpoint where goods or services are obtained from outside of the project.**

Some Myth-Busting, Please?

Myth #6:

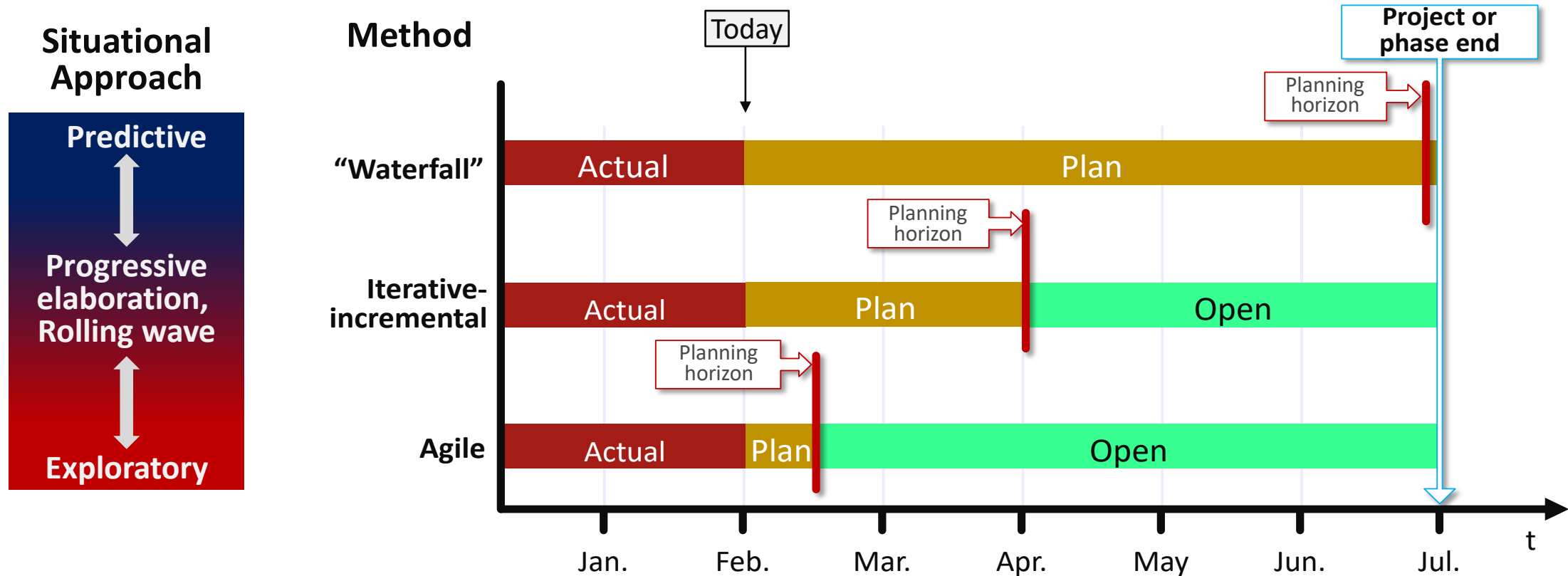
The *PMBOK Guide* follows a 'Waterfall' approach.



Some Myth-Busting, Please?

Myth #6 – busted:

- The *PMBOK Guide* addresses the entire continuum between highly predictive and highly exploratory project approaches.
- The focus however is on Iterative-incremental/progressive elaboration/rolling wave



Myth #7:

The *PMBOK Guide* knows the single best way to manage a project.



Some Myth-Busting, Please?

Myth #7 – busted:

- The *PMBOK Guide* assumes that one size doesn't fit all.

David Beckham



Cristiano Ronaldo



- It furthermore says that the body of knowledge of project management is constantly evolving.

What's New? What Remains?

How does the new Guide differ from existing standards

What is its role?



What's New? What Remains?

PMBOK Guide 6th Ed.

- Knowledge areas
- Process groups
- Processes

Process Groups: A Practice Guide

- Process groups
- Processes

PMBOK Guide 6th Ed.

| 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 Manage Project Knowledge | 4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control | 4.7 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 Schedule Management | | 6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule | | 6.6 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 Manage Quality | 8.3 Control Quality | |
| 9. Project Resource Management | | 9.1 Plan Resource Management 9.2 Estimate Activity Resources | 9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team | 9.6 Control Resources | |
| 10. Project Communications Management | | 10.1 Plan Communications Management | 10.2 Manage Communications | 10.3 Monitor 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 Implement Risk Responses | 11.7 Monitor Risks | |
| 12. Project Procurement Management | | 12.1 Plan Procurement Management | 12.2 Conduct Procurements | 12.3 Control Procurements | |
| 13. Project Stakeholder Management | 13.1 Identify Stakeholders | 13.2 Plan Stakeholder Engagement | 13.3 Manage Stakeholder Engagement | 13.4 Monitor Stakeholder Engagement | |

Process Groups: A Practice Guide

| Project Management Process Groups | | | | |
|--|--|---|---|----------------------------|
| Initiating Process Group | Planning Process Group | Executing Process Group | Monitoring and Controlling Process Group | Closing Process Group |
| 4.1 Develop Project Charter 4.2 Identify Stakeholders | 5.1 Develop Project Management Plan 5.2 Plan Scope Management 5.3 Collect Requirements 5.4 Define Scope 5.5 Create WBS 5.6 Plan Schedule Management 5.7 Define Activities 5.8 Sequence Activities 5.9 Estimate Activity Durations 5.10 Develop Schedule 5.11 Plan Cost Management 5.12 Estimate Costs 5.13 Determine Budget 5.14 Plan Quality Management 5.15 Plan Resource Management 5.16 Estimate Activity Resources 5.17 Plan Communications Management 5.18 Plan Risk Management 5.19 Identify Risks 5.20 Perform Qualitative Risk Analysis 5.21 Perform Quantitative Risk Analysis 5.22 Plan Risk Responses 5.23 Plan Procurement Management 5.24 Plan Stakeholder Engagement | 6.1 Direct and Manage Project Work 6.2 Manage Project Knowledge 6.3 Manage Quality 6.4 Acquire Resources 6.5 Develop Team 6.6 Manage Team 6.7 Manage Communications 6.8 Implement Risk Responses 6.9 Conduct Procurements 6.10 Manage Stakeholder Engagement | 7.1 Monitor and Control Project Work 7.2 Perform Integrated Change Control 7.3 Validate Scope 7.4 Control Scope 7.5 Control Schedule 7.6 Control Costs 7.7 Control Quality 7.8 Control Resources 7.9 Monitor Communications 7.10 Monitor Risks 7.11 Control Procurements 7.12 Monitor Stakeholder Engagement | 8.1 Close Project or Phase |

Both Guides

- Processes
 - Inputs
 - Tools & Techniques
 - Outputs

PMBOK Guide 6th Ed.

4.1 DEVELOP PROJECT CHARTER

Develop Project Charter is the process for developing the document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. The key benefits of this process are that it provides a direct link between the project and the strategic objectives of the organization, creates a formal record of the project, and shows the organizational commitment to the project. This process is performed once or at predefined points in the project. The inputs, tools and techniques, and outputs of the process are depicted in Figure 4-2. Figure 4-3 depicts the data flow diagram for the process.

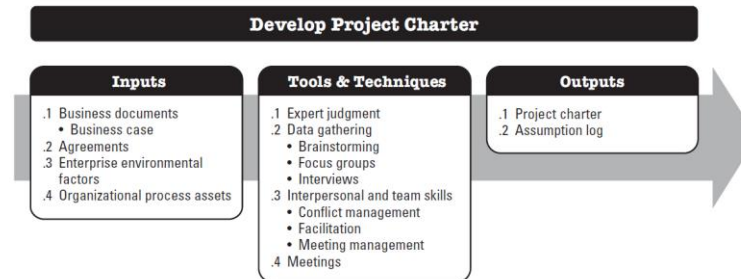


Figure 4-2. Develop Project Charter: Inputs, Tools & Techniques, and Outputs

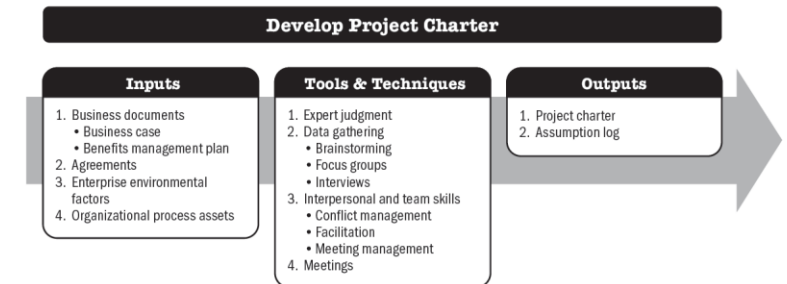
Process Groups: A Practice Guide

4.1 DEVELOP PROJECT CHARTER

Develop Project Charter is the process for developing the document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. The key benefits of this process are:

- Provides a direct link between the project and the strategic objectives of the organization,
- Creates a formal record of the project, and
- Shows the organizational commitment to the project.

This process is performed once or at predefined points in the project. The inputs, tools and techniques, and outputs are shown in Figure 4-2. Figure 4-3 presents the data flow diagram for this process.



Note: This figure provides the inputs, tools and techniques, and outputs that may be used for this process. Descriptions for inputs and outputs appear in Section 9. Descriptions for tools and techniques appear in Section 10.

Figure 4-2. Develop Project Charter: Inputs, Tools & Techniques, and Outputs

What's New? What Remains?

Introductory texts for the process group chapters come from

- The “Standard for Project Management”
- = Part 2 of the PMBOK Guide 6th Ed.

PMBOK Guide 6th Ed., part. 2

2

INITIATING PROCESS GROUP

The Initiating Process Group consists of those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase. The purpose of the Initiating Process Group is to align the stakeholders' expectations and the project purpose, inform stakeholders of the scope and objectives, and discuss how their participation in the project and its associated phases can help to ensure their expectations are met. Within the initiating processes, the initial scope is defined and initial financial resources are committed. Stakeholders who will interact and influence the overall outcome of the project are identified. If not already assigned, the project manager is appointed. This information is captured in the project charter and stakeholder register. When the project charter is approved, the project is officially authorized, and the project manager is authorized to apply organizational resources to project activities.

The key benefits of this Process Group are that only projects that are aligned with the organization's strategic objectives are authorized and that the business case, benefits, and stakeholders are considered from the start of the project. In some organizations, the project manager is involved in developing the business case and defining the benefits. In those organizations, the project manager generally helps write the project charter; in other organizations, the pre-project work is done by the project sponsor, project management office (PMO), portfolio steering committee, or other stakeholder group. This standard assumes the project has been approved by the sponsor or other governing body and they have reviewed the business documents prior to authorizing the project.

Business documents are documents that are generally originated outside of the project, but are used as input to the project. Examples of business documents include the business case, and benefits management plan. Figure 2-1 shows the sponsor and the business documents in relation to the Initiating Processes.

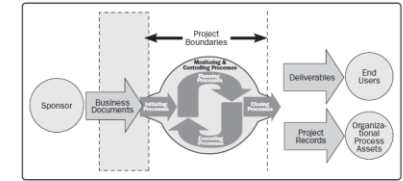


Figure 2-1. Project Boundaries

As described in Section 1.5, projects are often divided into phases. When this is done, information from processes in the Initiating Process Group is reexamined to determine if the information is still valid. Revisiting the initiating processes at the start of each phase helps keep the project focused on the business need that the project is undertaken to address. The project charter, business documents, and success criteria are verified. The influence drivers, expectations, and objectives of the project stakeholders are reviewed.

Involving the sponsors, customers, and other stakeholders during initiation creates a shared understanding of success criteria. It also increases the likelihood of deliverable acceptance when the project is complete, i stakeholder satisfaction throughout the project.

The Initiating Process Group includes the project management processes identified in Sections 2.1 through 2.

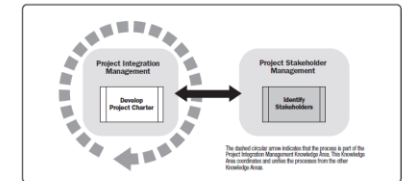


Figure 2-2. Initiating Process Group

Process Groups: A Practice Guide

4

Initiating Process Group

The processes in the Initiating Process Group are shown in Table 4-1.

| Table 4-1. Initiating Process Group Processes | |
|---|---------------------------|
| Initiating Processes | |
| 4.1 Develop Project Charter | 4.2 Identify Stakeholders |

These processes define a new project or a new phase of an existing project by obtaining authorization to start the project or phase. The purpose of this Process Group is to align stakeholder expectations and the project purpose, inform stakeholders of the scope and objectives, and discuss how their participation in the project and its associated phases can help to ensure their expectations are met. The initial scope is defined and initial financial resources are committed. Stakeholders who will interact and influence the overall outcome of the project are identified. The project manager is appointed if not already assigned. This information is captured in the project charter and stakeholder register. When the project charter is approved, the project is officially authorized, and the project manager is authorized to apply organizational resources to the project activities.

The key benefits of this Process Group are that only projects that are aligned with the organization's strategic objectives are authorized and the business case, benefits, and stakeholders are considered from the start of the project. In some organizations, the project manager is involved in developing the business case and defining the benefits. In those organizations, the project manager generally helps write the project charter; in other organizations, the pre-project work is done by the project sponsor, project management office (PMO), portfolio steering committee, or other stakeholder group. This practice guide assumes the project has been approved by the sponsor or other governing body and the business documents have been reviewed prior to authorizing the project. In most cases, business documents originate outside of the project, but are used as inputs to the project.

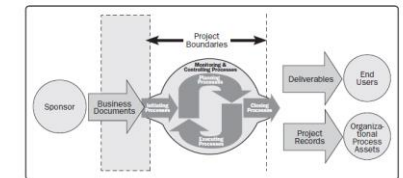
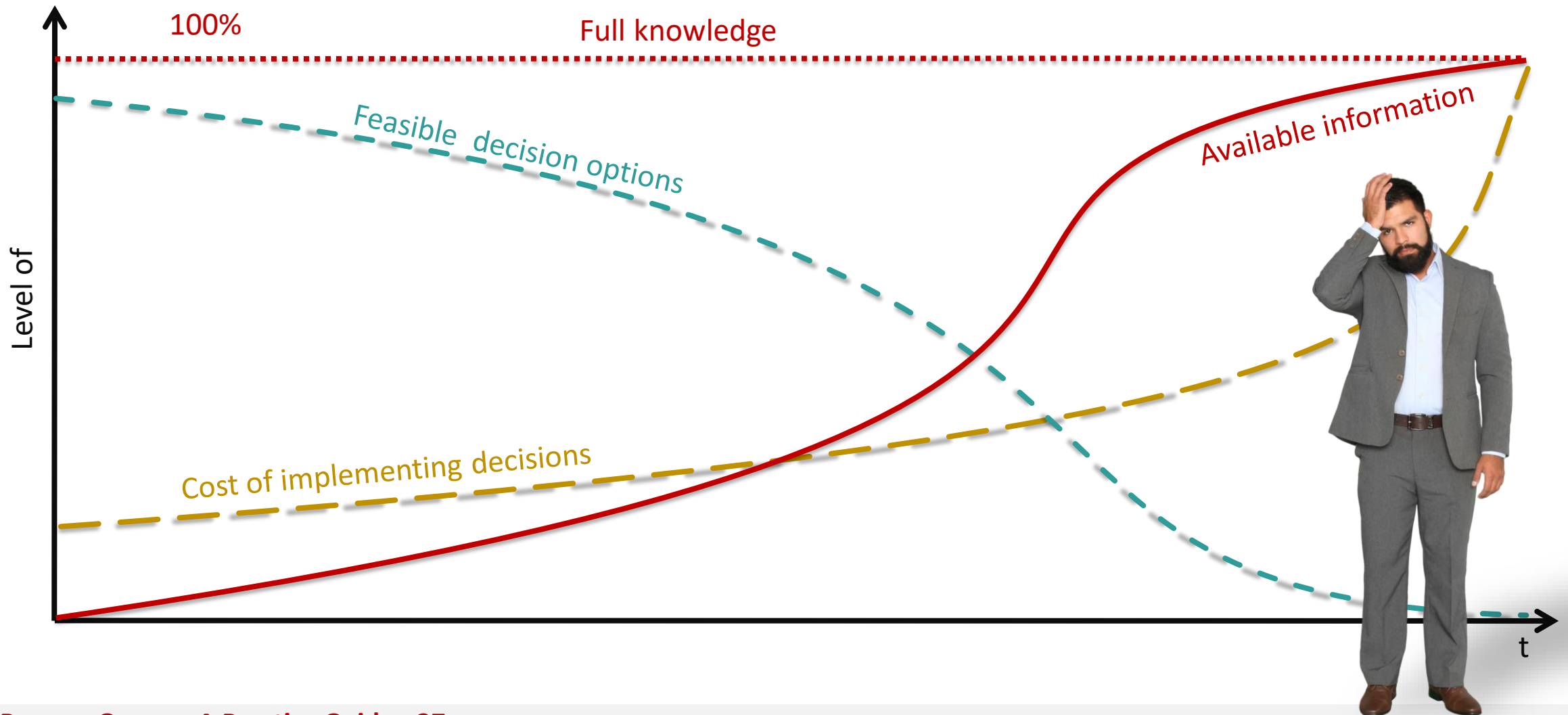


Figure 4-1. Project Boundaries

Projects are often divided into phases. When this is done, information from processes in the Initiating Process Group is reexamined to determine if the information is still valid. Revisiting the initiating processes at the start of each phase helps keep the project focused on the business need that the project was undertaken to address. The project charter, business documents, and success criteria are verified. The influence drivers, expectations, and objectives of the project stakeholders are reviewed.

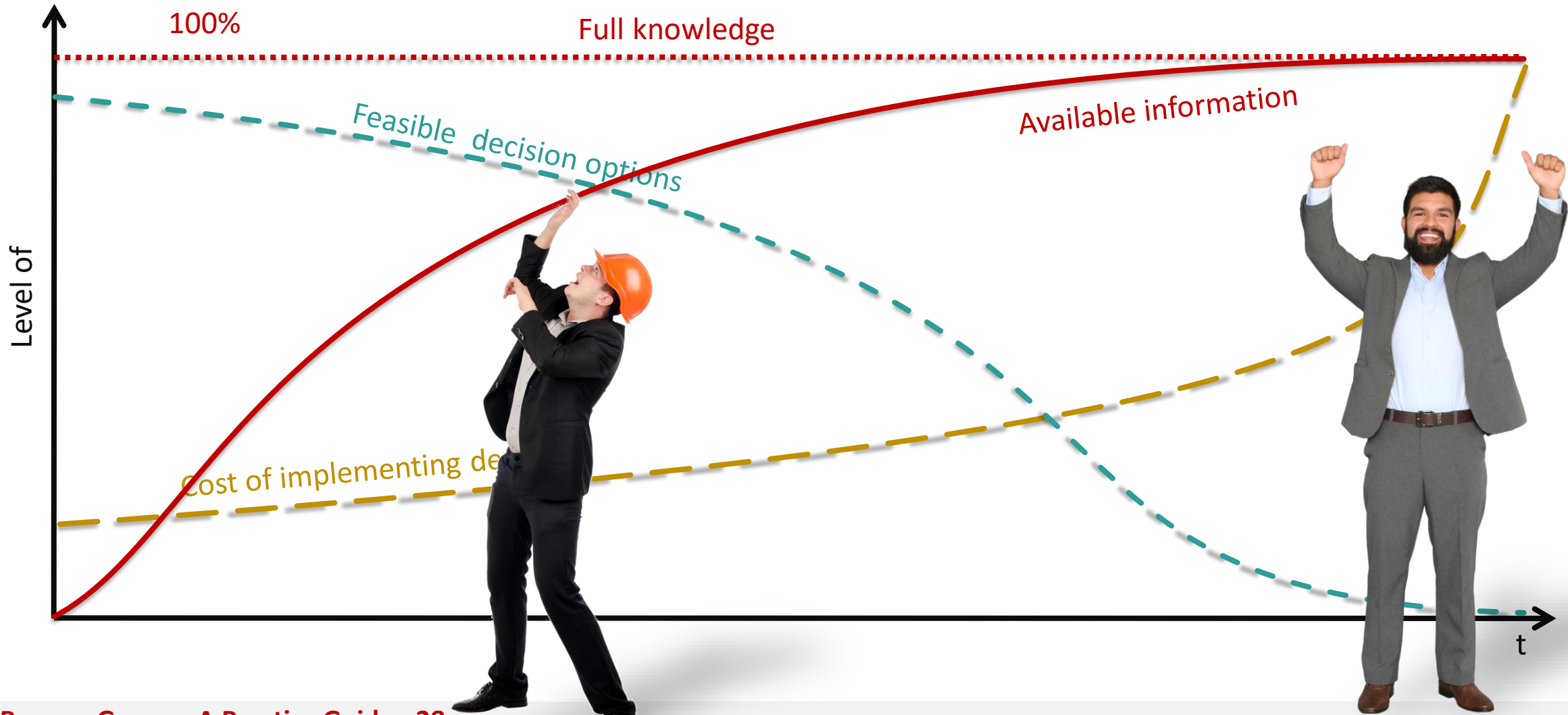
What's New? What Remains?

The underlying presumption: Learning during a project



What's New? What Remains?

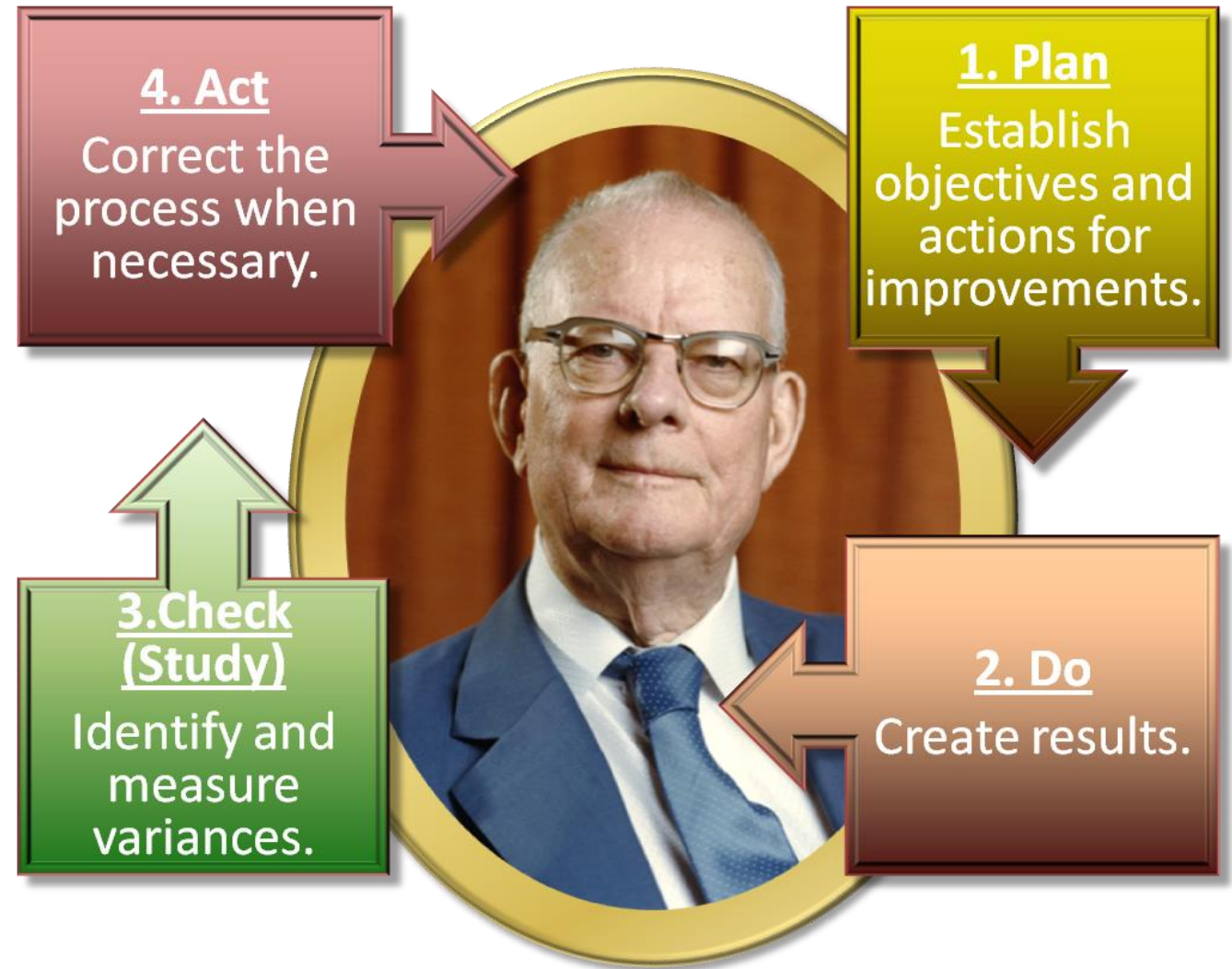
What well-implemented project management methods achieve



What's New? What Remains?

The “Deming cycle”

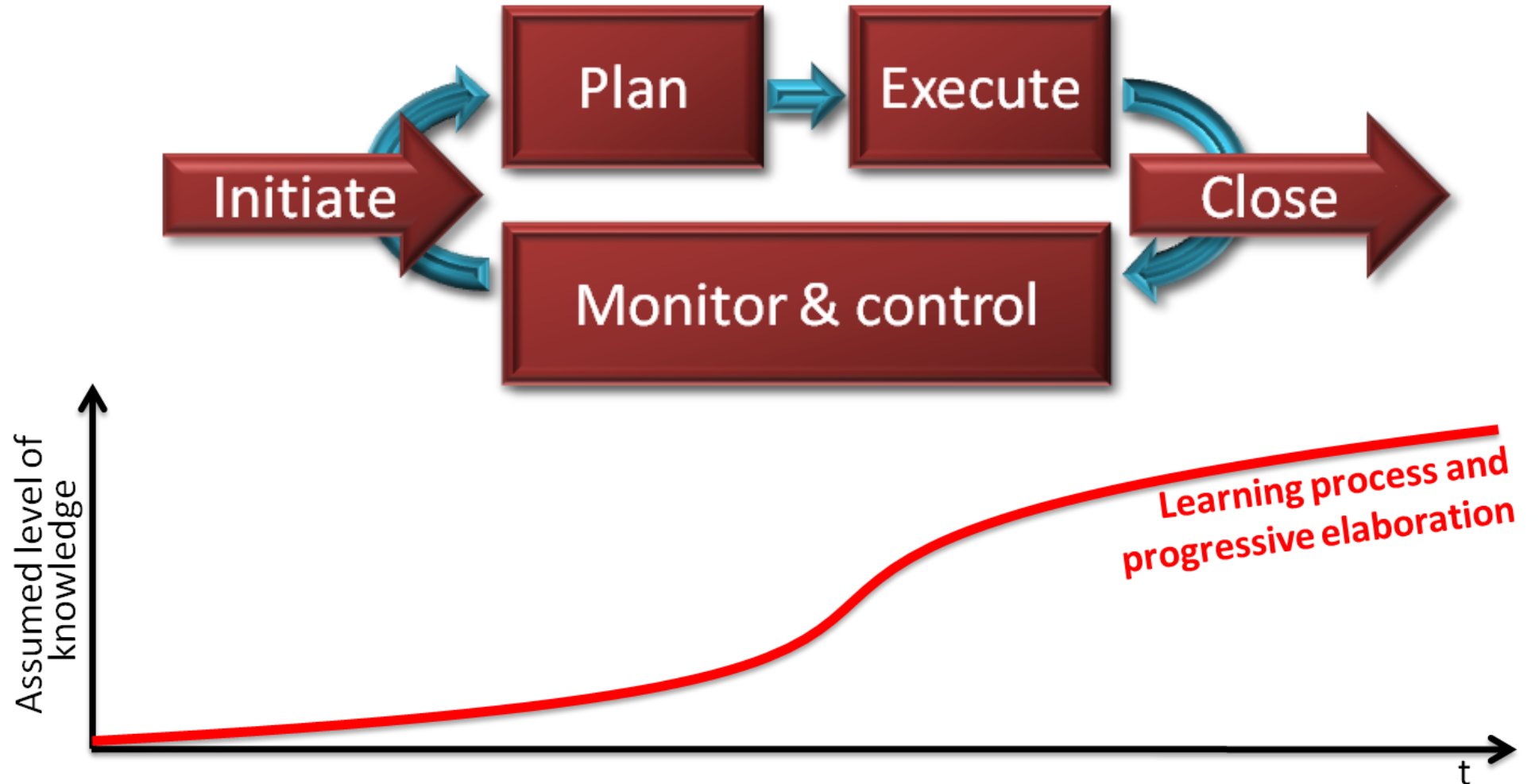
- Also called “P-D-C-A cycle” or “P-D-S-A cycle”
- A tenet in quality management
 - Plan: Design or revise processes to improve results.
 - Do: Implement the process in a controlled environment and measure its performance.
 - Check: Study the results to identify need for adjustment or improvement to the process.
 - Act: Decide on actions needed to adjust or improve the process and implement these.



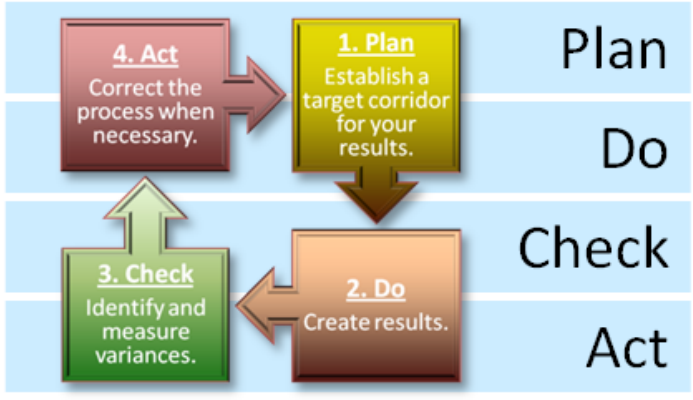
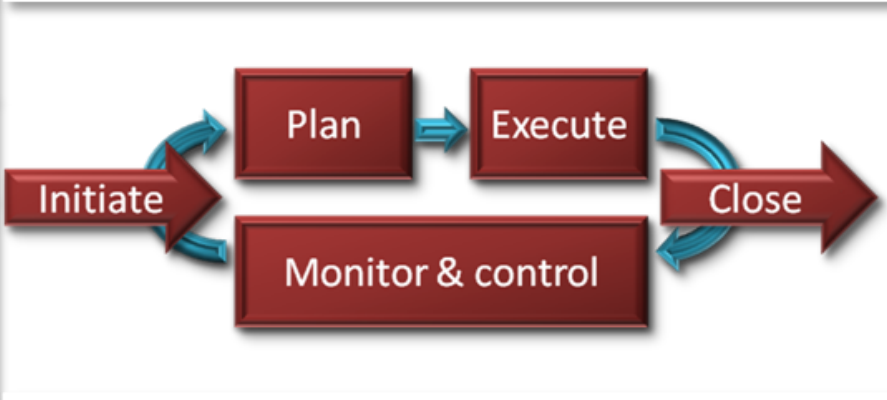
What's New? What Remains?

The Process model

- Developed from the Deming cycle



What's New? What Remains?

| Deming cycle | PMBOK® Guide process groups | Note |
|--|-----------------------------|--|
| | Initiating | <i>(Necessary due to the temporary nature of projects)</i> |
|  | Planning |  |
| Do | Executing | |
| Check | Monitoring & Controlling | |
| Act | Closing | <i>(Necessary due to the temporary nature of projects)</i> |

What Does It Change?

What are the consequences

- For certifications?
- For corporate methods?



What Does It Change?

PMBOK Guides as

- Contents of the CAPM Exam
- References for the PMP Exam



What Does It Change?

Overall approach for PMP certification

- PMBOK Guide 6th Ed.

- Based on

- Process groups
- Knowledge areas
- Processes

- Focus on what things are:

- Process inputs
- Tools & techniques
- Process outputs



- PMBOK Guide 7th Ed.

- Based on

- Values
- Principles
- Performance domains
- Outcomes

- Focus on what things should be.

- Process Groups: A Practice Guide

- Based on


- Process groups
- Processes

- Focus on what things are:

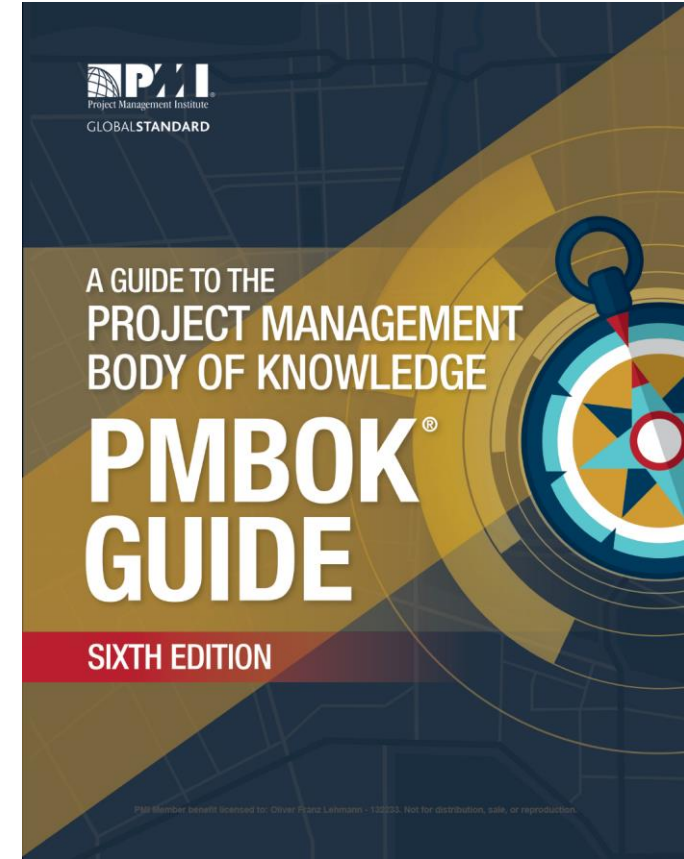
- Process inputs
- Tools & techniques
- Process outputs

What Does It Change?

Structure & relevance for the PMP exam

| <i>PMBOK® Guide, 6th Edition</i> | Pages | Relevance for Exam Preparation |
|---|-------|--------------------------------|
| 1. A Guide to the Project Management Body of Knowledge <ul style="list-style-type: none"> • Introduction • The environment, in which projects operate • The role of the project manager • 10 knowledge areas | 538 | High |
| 2. The Standard for Project Management  <ul style="list-style-type: none"> • Introduction • 5 process groups | 94 | Low |
| 3. Appendices, glossary, and index | 61 | App. X3 - X6, Glossary: High |

Relevant pages: 599

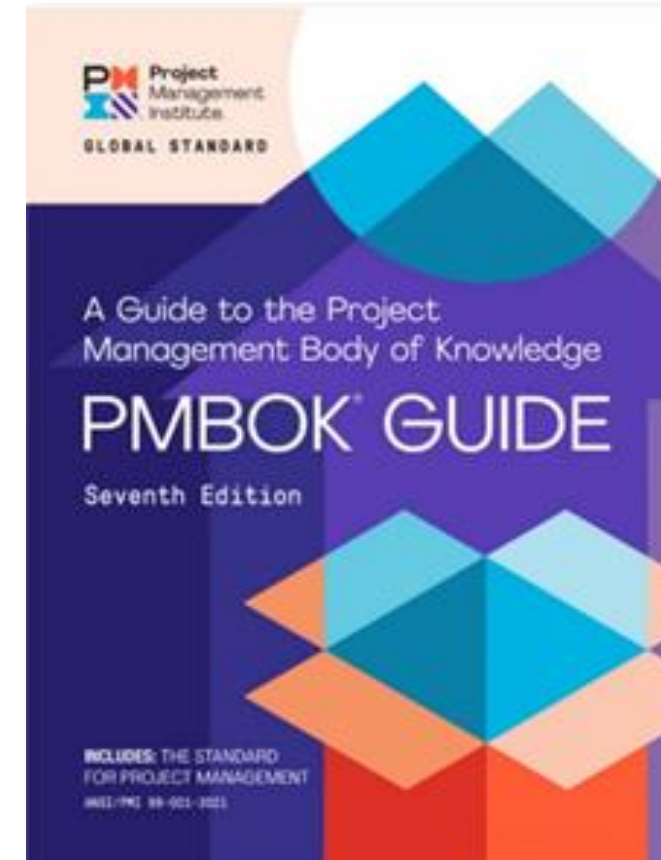


What Does It Change?

Structure & relevance for the PMP exam

| PMBOK® Guide, 7th Edition | Pages | Relevance for Exam Preparation |
|---|--------------|---------------------------------------|
| 1. The Standard for Project Management <ul style="list-style-type: none"> • Introduction • System for value delivery • 12 Principles | 57 | High |
| 2. A Guide to the Project Management Body of Knowledge <ul style="list-style-type: none"> • 10 Performance domains • Tailoring • Models, methods, and artifacts | 193 | High |
| 3. Appendices, glossary, and index | 46 | App. X2 – X5, Glossary: High |

Relevant pages: 299

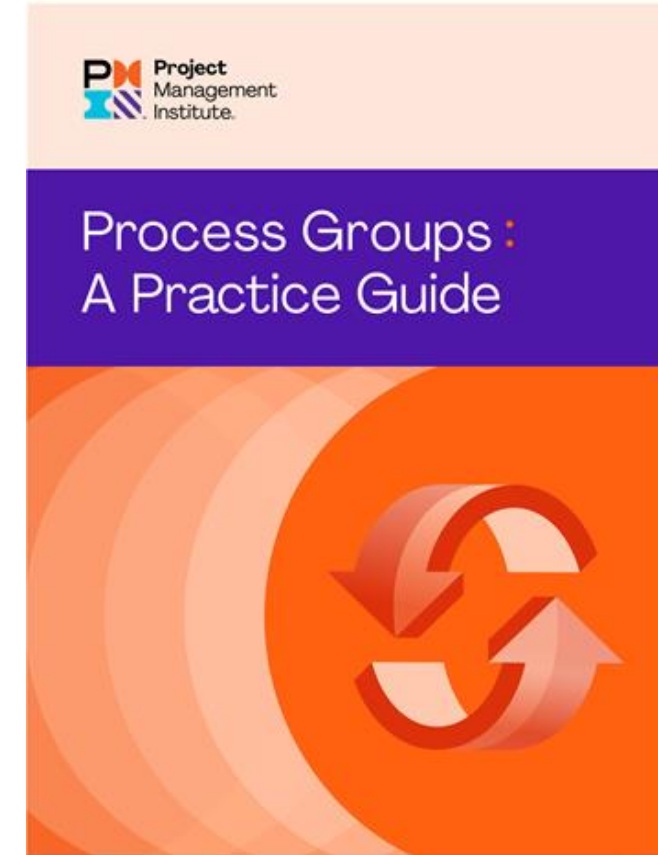


What Does It Change?

Structure & relevance for the PMP exam

| <i>Process Groups: A Practice Guide</i> | Pages | Relevance for Exam Preparation |
|--|------------|--------------------------------|
| 1. Process Group section <ul style="list-style-type: none"> • Introduction • 5 Process groups • Inputs & Outputs • Tools & Techniques | 313 | High |
| 2. Glossary | 27 | High |

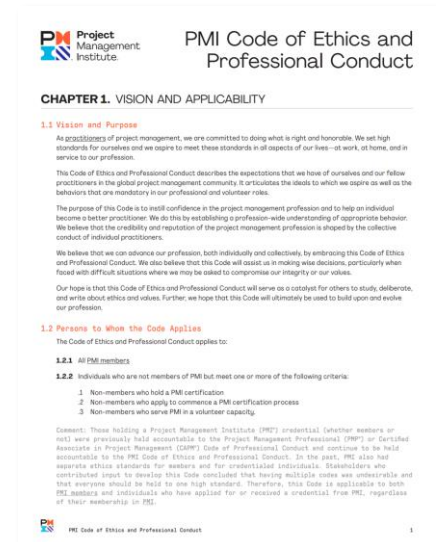
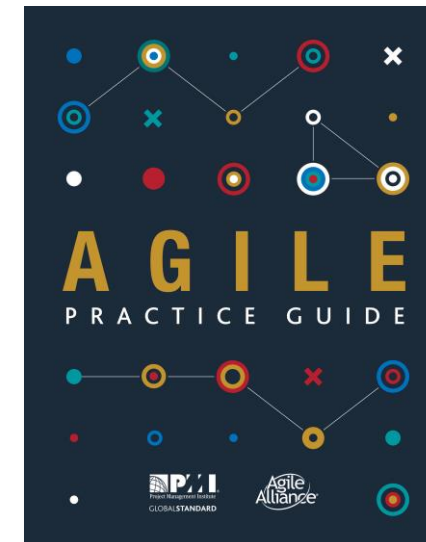
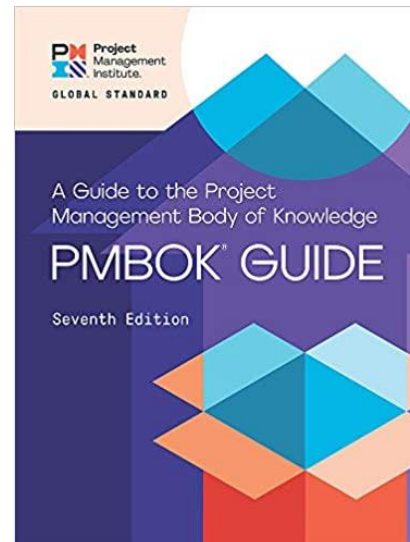
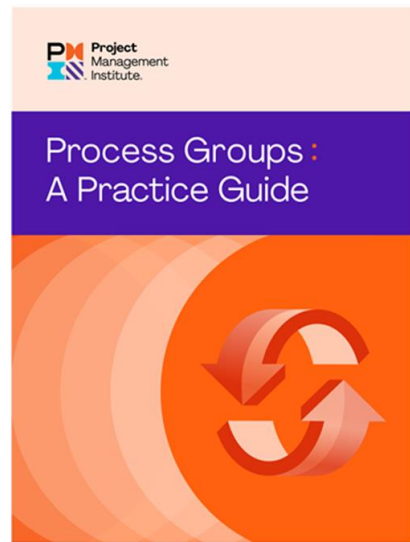
Relevant pages: 340



What Does It Change?

Literature most relevant for the PMP exam

- Examination Content Outline
- Process Groups: A Practice Guide
- PMBOK® Guide 7th Edition
- Agile Practice Guide
- PMI Code of Ethics and Professional Conduct



What Does It Change?

A list with recommendations of what to read can be found at <https://www.oliverlehmann.com/free/free-resources#list>

Reading Plan for the PMP Preparation

01-2021 Exam Version – Valid by 10-2021

This list specifies the text sections of the three most relevant books recommended for exam preparation study:

1. PMBOK Guide 6th Ed. *or*
Process Groups: A Practice Guide *
2. PMBOK Guide 7th Ed.
3. Agile Practice Guide

[Click here for downloadable reading plan](#)

*: In November 2022, the PMBOK Guide 6th Ed. has been replaced as a reference by a new standard named "[Process Groups: A Practice Guide](#)", which has identical contents but a condensed structure, reducing the number of pages to read to 313. Either of the two documents should be read for exam preparation.

Help others find this free resource:



1.a Process Groups: A Practice Guide 340 pages

[Free download for PMI members](#)

- | | |
|---|-----------|
| 8 Chapters | 313 pages |
| <ul style="list-style-type: none"> • 1.: Introduction • 2.: The Project Environment • 3.: Role of the project manager • 4. - 8.: The Process Groups | |

| | |
|----------|----------|
| Glossary | 27 pages |
|----------|----------|

-- Or --

1.b PMBOK Guide 6th Edition 599 pages

[Free download for PMI members](#) (near page bottom)

Part 1: The Guide to the Project Management Body of Knowledge

- | | |
|---|-----------|
| 13 Chapters | 538 pages |
| <ul style="list-style-type: none"> • 1.: Introduction • 2.: The environment, in which projects operate • 3.: The role of the project manager • 4. - 13.: The 10 knowledge areas | |

Part 3: Appendices, Glossary, and Index

- | | |
|--|----------|
| 5 chapters | 61 pages |
| <ul style="list-style-type: none"> • App. X3 - X6 | |

What Does It Change?

What About Corporate Methods?

- Methods based on PMBOK Guide process groups.
 - Can remain unchanged.
 - Possibly: Page references may need to be updated.



| 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 Manage Project Knowledge | 4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control | 4.7 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 Schedule Management | | 6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule | | 6.6 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 Manage Quality | 8.3 Control Quality | |
| 9. Project Resource Management | | 9.1 Plan Resource Management 9.2 Estimate Activity Resources | 9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team | 9.6 Control Resources | |
| 10. Project Communications Management | | 10.1 Plan Communications Management | 10.2 Manage Communications | 10.3 Monitor 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 Implement Risk Responses | 11.7 Monitor Risks | |
| 12. Project Procurement Management | | 12.1 Plan Procurement Management | 12.2 Conduct Procurements | 12.3 Control Procurements | |
| 13. Project Stakeholder Management | 13.1 Identify Stakeholders | 13.2 Plan Stakeholder Engagement | 13.3 Manage Stakeholder Engagement | 13.4 Monitor Stakeholder Engagement | |

What Does It Change?

What About Corporate Methods?

- Methods based on PMBOK Guide process groups.
 - Can remain unchanged.
 - Possibly: Page references may need to be updated.

- Methods based on Knowledge areas:
 - Knowledge areas are still there, “hidden” in the processes, but no longer named as such.
 - Explain the knowledge areas as part of the methodology and populate them with the processes.

| Project Management Process Groups | | | | |
|--|--|---|---|----------------------------|
| Initiating Process Group | Planning Process Group | Executing Process Group | Monitoring and Controlling Process Group | Closing Process Group |
| 4.1 Develop Project Charter 4.2 Identify Stakeholders | 5.1 Develop Project Management Plan 5.2 Plan Scope Management 5.3 Collect Requirements 5.4 Define Scope 5.5 Create WBS 5.6 Plan Schedule Management 5.7 Define Activities 5.8 Sequence Activities 5.9 Estimate Activity Durations 5.10 Develop Schedule 5.11 Plan Cost Management 5.12 Estimate Costs 5.13 Determine Budget 5.14 Plan Quality Management 5.15 Plan Resource Management 5.16 Estimate Activity Resources 5.17 Plan Communications Management 5.18 Plan Risk Management 5.19 Identify Risks 5.20 Perform Qualitative Risk Analysis 5.21 Perform Quantitative Risk Analysis 5.22 Plan Risk Responses 5.23 Plan Procurement Management 5.24 Plan Stakeholder Engagement | 6.1 Direct and Manage Project Work 6.2 Manage Project Knowledge 6.3 Manage Quality 6.4 Acquire Resources 6.5 Develop Team 6.6 Manage Team 6.7 Manage Communications 6.8 Implement Risk Responses 6.9 Conduct Procurements 6.10 Manage Stakeholder Engagement | 7.1 Monitor and Control Project Work 7.2 Perform Integrated Change Control 7.3 Validate Scope 7.4 Control Scope 7.5 Control Schedule 7.6 Control Costs 7.7 Control Quality 7.8 Control Resources 7.9 Monitor Communications 7.10 Monitor Risks 7.11 Control Procurements 7.12 Monitor Stakeholder Engagement | 8.1 Close Project or Phase |



What Does It Change?

What does it mean for providers of seminars and practice questions?

- Contents can generally remain mostly unchanged.
- Page references into the PMBOK Guide 6th Edition must be redirected to lead into the new guide.

| Project Management Process Groups | | | | |
|--|--|---|---|----------------------------|
| Initiating Process Group | Planning Process Group | Executing Process Group | Monitoring and Controlling Process Group | Closing Process Group |
| 4.1 Develop Project Charter 4.2 Identify Stakeholders | 5.1 Develop Project Management Plan 5.2 Plan Scope Management 5.3 Collect Requirements 5.4 Define Scope 5.5 Create WBS 5.6 Plan Schedule Management 5.7 Define Activities 5.8 Sequence Activities 5.9 Estimate Activity Durations 5.10 Develop Schedule 5.11 Plan Cost Management 5.12 Estimate Costs 5.13 Determine Budget 5.14 Plan Quality Management 5.15 Plan Resource Management 5.16 Estimate Activity Resources 5.17 Plan Communications Management 5.18 Plan Risk Management 5.19 Identify Risks 5.20 Perform Qualitative Risk Analysis 5.21 Perform Quantitative Risk Analysis 5.22 Plan Risk Responses 5.23 Plan Procurement Management 5.24 Plan Stakeholder Engagement | 6.1 Direct and Manage Project Work 6.2 Manage Project Knowledge 6.3 Manage Quality 6.4 Acquire Resources 6.5 Develop Team 6.6 Manage Team 6.7 Manage Communications 6.8 Implement Risk Responses 6.9 Conduct Procurements 6.10 Manage Stakeholder Engagement | 7.1 Monitor and Control Project Work 7.2 Perform Integrated Change Control 7.3 Validate Scope 7.4 Control Scope 7.5 Control Schedule 7.6 Control Costs 7.7 Control Quality 7.8 Control Resources 7.9 Monitor Communications 7.10 Monitor Risks 7.11 Control Procurements 7.12 Monitor Stakeholder Engagement | 8.1 Close Project or Phase |

Questions?



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