

PMP Certification Study Notes

Process Inputs-Tools-Outputs

-> FROM	INPUT	TOOLS & TECH	OUTPUT	
Resource Planning				
COST MANAGEMENT	scope def	WBS Historical info	Expert judgement alternatives identification	
	scope planning	Scope stat resource pool desc org policies	PM s/w	
	activity duration est	activity duration est		
Cost Estimating				
COST MANAGEMENT	scope def	wbs	analogous est	
	Resource Planning	resource req	parameteric modelling	
	activity duration est	resource rates	bottom-up est	cost est
		activity duration est	computerized tools	supporting detail
	risk id	estimating pubs Historical info chart of accs risks	Other cost est methods	cost mgt plan
Cost Budgeting				
COST MANAGEMENT	Cost Estimating	Cost est	Cost Budgeting tools &	
	scope def	wbs	tech	
	schd dev	Project schd		
	risk mgt planning	risk mgt plan		
Cost Control				
COST MANAGEMENT	Cost Budgeting	cost baseline	cost change ctl sys	
	performance reporting	performance rep change req	performance measurement EVM	
	Cost Estimating	cost mgt plan	addl planning computerized tools	
			rev cost est budget updates corrective action EAC proj closeout lessons learned	

-> FROM	INPUT	TOOLS & TECH	OUTPUT
Quality Planning			
QUALITY MANAGEMENT	scope planning	quality policy	benefit/cost analysis
		scope statement	benchmarking
		product description	flowcharting
		stds & regulations	design of expts
		other process outputs	cost of quality
Quality Assurance			
QUALITY MANAGEMENT	QP	quality mgt plan	QP tools & tech
	QP	results of QC measure operational defs	quality audits
Quality Control			
QUALITY MANAGEMENT	Proj plan exec	work results	inspection
	QP	quality mgt plan	control charts
	QP	operational defs	pareto diags
	QP	checklists	statistical sampling flowcharting trend analysis
			quality improvement acceptance decisions rework completed checklist process adj

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-> FROM	INPUT	TOOLS & TECH	OUTPUT	
Project Plan Dev				
INTEGRATION MANAGEMENT		Other planning o/p Historical info org policies constraints assumptions	proj planning methodology SH skills & knowledge PMIS EVM	Proj plan supporting detail
	Project Plan Exec			
	Proj plan dev Proj plan dev	Proj plan supporting detail org policies preventive action corrective action	gen mgt skills product skills & know work authorization sys status review meeting PMIS org procedures	work results change requests
	Integrated Change Control			
	Proj plan dev Performance reporting	Proj plan performance rep change req	change control sys configuration mgt performance measurement addl planning PMIS	proj plan updates corrective action lessons learned

-> FROM	INPUT	TOOLS & TECH	OUTPUT	
Initiation				
SCOPE MANAGEMENT		product description strategic plan proj selection criteria Historical info	proj selection methods Expert judgement	proj charter proj manager constraints assumptions
	Scope Planning			
	Initiation	product description proj charter constraints assumptions	product analysis benefit/cost analysis alternatives identification Expert judgement	scope statement supporting detail scope mgt plan
	Scope Def			
	scope planning	scope statement constraints assumptions Other planning o/p Historical info	wbs templates decomposition	wbs scope stat updates
	Scope Verification			
	Proj plan execution scope def Scope Planning Proj plan dev	work results product documentation wbs scope statement Proj plan	inspection	formal acceptance
	Scope Change Control			
	Scope Def performance reporting Scope Planning	wbs performance rep change req scope mgt plan	scope change ctl performance measurement addl planning	scope changes corrective action lessons learned adjusted baseline

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-> FROM	INPUT	TOOLS & TECH	OUTPUT
Activity Definition			
Scope Def Scope Planning	wbs scope statement Historical info constraints assumptions expert judgement	decomposition templates	activity list supporting detail wbs updates
Activity Sequencing			
Activity Definition	activity list product description mandatory dependency discretionary dependency external dependency milestones	PDM ADM conditional diagramming network templates	proj network diag activity list updates
Activity Duration Estimating			
Activity Definition Resource Planning Risk Identification	activity list constraints assumptions resource req resource capability Historical info identified risk	Expert judgement analogous est quantitative durations reserve/contingency time	activity duration est basis of est activity list updates
Schedule Development			
Activity Sequencing Activity Duration Estimating Resource Planning risk mgt planning	proj network diag activity duration est resource req resource pool desc calendars constraints assumptions leads & lags risk mgt plan activity attributes	math analysis duration compression simulation resource levelling heuristics proj mgt s/w coding structure	proj schedule supporting detail schedule mgt plan resource req update
Schedule Control			
Schedule Development performance reporting Schedule Development	Proj schedule performance rep change req schedule mgt plan	sched change control sys performance measurement addl planning proj mgt s/w variance analysis	schedule updates corrective action lessons learned

TIME MANAGEMENT

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-> FROM	INPUT	TOOLS & TECH	OUTPUT
Organizational Planning			
HR MANAGEMENT	Resource Planning	Project interfaces Staffing req constraints	templates HR practices org theory SH analysis
			role & resp assignment staffing mgt plan org chart supporting detail
	Staff acquisition		
Organizational Planning	staffing mgt plan staffing pool descr recruitment practices	negotiations preassignment procurement	proj staff assigned proj team directory
Team Development			
Staff acquisition Proj plan dev Organizational Planning performance reporting	proj staff proj plan staffing mgt plan performance rep external feedback	team-building activities gen mgt skills reward & recognitions sys collocation training	perf improvement i/p to perf appraisal

-> FROM	INPUT	TOOLS & TECH	OUTPUT	
Communications Planning				
COMMUNICATION MGMT		comm req comm tech constraints assumptions	SH analysis comm mgt plan	
	Information Distribution			
	Proj plan exec Communications Planning Proj plan dev	work results comm mgt plan Proj plan	comm skills info retrieval sys info distribution methods	proj records proj reports proj presentations
	performance reporting			
	Proj plan dev Proj plan exec Information Distribution	Proj plan work results other proj records	perf reviews variance analysis trend analysis EV analysis info distr tools & tech	perf reports change requests
	Administrative Closure			
Information Distribution	perf measurement doc product documentation other proj records	perf rep tool & tech proj reports proj presentations	proj archives proj closure lessons learned	

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-> FROM	INPUT	TOOLS & TECH	OUTPUT
Risk Management Planning			
Initiation Scope Def	proj charter Org risk mgt policies defined roles & resp SH risk tolerances Template for the org's risk mgt plan WBS	planning meeting	risk mgt plan
Risk Identification			
risk mgt planning	risk mgt plan proj planning o/ps risk categories Historical info	doc reviews info gathering tech checklists assumptions analysis diagramming tech	risks triggers i/ps to other processes
Qualitative Risk Analysis			
risk mgt planning Risk Identification	risk mgt plan identified risk proj status proj type data precision scales of prob & impact assumptions	risk prob & impact Prob/impact rating matrix proj assumption testing data precision ranking	overall risk rank for prj list prioritized risk list of risk for addl analysis & mgt Trends in QL RA results
Quantitative Risk Analysis			
risk mgt planning Risk Identification QL risk analysis QT risk analysis	risk mgt plan identified risk list prioritized risk list of risk for addl analysis & mgt Historical info expert judgement Other planning o/p	Interviewing Sensitivity analysis decision tree analysis simulation	prioritized list of quantified risks prob analysis of proj Prob of achieving the cost & time obj Trends in QT RA result
Risk Response Planning			
risk mgt planning QL risk analysis QL risk analysis QT risk analysis QT risk analysis QT risk analysis	risk mgt plan list prioritized risk risk rank of proj prioritized list of quantified risks prob analysis of proj Prob of achieving cost & time obj List potential responses risk thresholds risk owners common risk causes Trends in QL & QT RA result	Avoidance transference mitigation acceptance	risk response plan residual risk secondary risk contract agreement contingency reserve i/ps to other processes i/p to revised proj plan
Risk Monitoring & Control			
risk mgt planning Risk Response Planning Scope Change Control	risk mgt plan risk response plan proj communication addl risk id & analysis scope changes	proj risk response audit periodic proj risk review EV analysis tech perf measurement addl risk response planning	workaround plan corrective action proj change req update risk resp plan risk d/b update risk id chklist

RISK MANAGEMENT

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	-> FROM	INPUT	TOOLS & TECH	OUTPUT
PROCUREMENT MANAGEMENT	Procurement Planning			
	scope planning	scope statement product description Procurement resources Market conditions Other planning o/p constraints assumptions	make or buy analysis Expert judgement contract type selection	procurement mgt plan SOW
	Solicitation Planning			
	Procurement Planning Procurement Planning	procurement mgt plan SOW Other planning o/p	standard forms Expert judgement	procurement docs evaluation criteria SOW updates
	Solicitation			
	Solicitation Planning	procurement docs qualified seller list	bidder conf advertising	Proposals
	Source Selection			
	Solicitation Solicitation Planning	Proposals eval criteria organizational policies	contract negotiation weighting system screening system independent estimates	contract
	Contract Administration			
	Source Selection Proj plan exec	Contract work results change req seller invoices	contract change ctl system performance reporting payment system	correspondence contract changes payment request
Contract Cloeout				
	Contract doc	procurement audit	Contract file formal acceptance & closure	