

PMP 过程和过程组

研究 PMP，顺便整理了一下 PMBOK 中的过程组，还是有些乱，各位将就着看看吧。

(蓝色是需要注意的，红色是要特别注意的)

BY 纵坐标的幻

Initial 起始	Plan 计划	Execute 执行	Control and Monitor 监控	Close 关闭
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Process	Input	Technology & tools	Output
4 Integration management			
4.1 Develop Project Charter	Contract (when applicable) Project stamen of work(SOW) Enterprise environment factors Organization process assets	Project selection methods Project management Methodology Project management Information System Expert Judgment	Project Charter
4.2 Develop Preliminary Scope statement	Project Chart SOW Enterprise environment factors Organization process assets	项目管理方法论 Project Management Methodology PMIS Expert Judgment	Preliminary Scope Statement
4.3 Develop project Management Plan	Preliminary Scope Statement Project Management Process Enterprise environment factors Organization process assets	项目管理方法论 Project Management Methodology PMIS Expert Judgment	Project Management Plan

Process	Input	Technology & tools	Output
4.4 Direct & Manage project Execution	Project Management Plan Approved Corrective Actions Approved Preventive Actions Approved Change Requests Approved Defect Repair Validated Defect Repair Administrative Closure Procedure	Project Management Methodology PMIS	Deliverables Requested Changes Implemented Corrective Actions Implemented Preventive Actions Implemented Defect Repair Implemented Change Requests Work performance information
4.5 Monitor & Control Project Work	Project Management Plan Work Performance Information Rejected Change Requests	项目管理方法论 Project Management Methodology PMIS Earned value Management Expert Judgment	Recommended Corrective Actions Recommended Preventive Actions Recommended Defect Repair Requested Change Forecasts
4.6 Integrated Change Control	Project Management Plan Recommended Corrective Actions Recommended Preventive Actions Recommended Defect Repair Requested Change Deliverables Work Performance Information	项目管理方法论 Project Management Methodology PMIS Expert Judgment	Approved Corrective Actions Approved Preventive Actions Approved Change Requests Approved Defect Repair Validated Defect Repair Rejected Change Request Project Management Plan (Updates) Project Scope Statement(Updates)

Process	Input	Technology & tools	Output
4.7 Close Project	Project Management Plan Deliverables Work Performance Information Contract Document Enterprise environment factors Organization process assets	项目管理方法论 Project Management Methodology PMIS Expert Judgment	Administrative Closure Procedure Contract Closure Procedure Final Product Service or Result Organization process assets (Updates) Lesson Learn? Historical info?
5 Scope Management			
5.1 Scope Planning	Project Charter Preliminary Scope Statement Enterprise environment factors Organization process assets	Expert Judgment Templates, form standards	Project Scope Management Plan
5.2 Scope Definition	Project Scope Management Plan Project Charter Preliminary Scope Statement Organization process assets Approved Changes	Product Analysis Alternatives Identification Expert Judgment Stakeholder Analysis	Project Scope Statement Requested Changes Project Scope Management Plan (Updates)
5.3 Create WBS	Project Scope Statement Project Scope Management Plan Organization process assets Approved Changes	WBS Templates Decomposition	WBS WBS Dictionary Scope baseline Project Scope Management Plan(Updates) Project Scope Statement (Updates) Requested Changes

Process	Input	Technology & tools	Output
5.4 Scope Verification	Project Scope Statement Project Scope Management Plan WBS Dictionary Deliverables	Inspection	Acceptable Deliverables Requested Changes Recommended Corrective Actions
5.5 Scope Control	Project Scope Statement Project Scope Management Plan Approved Changes Requests WBS WBS Dictionary Performance Report Work Performance Information	Change Control System Configuration Management System Replanting Variance Analysis	Requested Changes Project Scope Management Plan Project Scope Statement (Updates) WBS (Updates) WBS Dictions (updates) Scope Baseline (updates) Recommended Corrective Actions Project Management Plan (updates)
6 Time management			
6.1 Activity Definition	Enterprise Environment Factors Organizational Process Assets Project Scope Statement Work Breakdown structure WBS dictionary Project Management Plan	Decomposition Templates Rolling Wave Plan Expert Judgment Planning Component	Activity List Activity Attributes Milestone List Requested Change

Process	Input	Technology & tools	Output
6.2 Activity Sequencing	Project Scope Statement Activity List Activity Attributes Milestone List Approved Change Requests	Precedence Diagramming Method (PDM) Arrow Diagramming method (ADM) Schedule Networking Template Dependency Determination Applying Leads and Lags	Project Schedule network Diagrams Activity List (Updates) Activity Attributes (Updates) Requested Changes
6.3 Activity Resource Estimating	Activity List Activity Attributes Organization process assets Enterprise environment factors Project Management Plan Resource Availability	Expert Judgment Alternatives Analysis Published Estimation Data Project Management Software Bottom-up Estimation	Activity Resource Requirements Activity Attributes (Updates) RBS - Resource breakdown structure Resource Calendar (Updates?) Requested Changes
6.4 Activity Duration Estimating	Enterprise Environment Factors Organizational Process Assets Activity List Activity Attributes Project Scope Statement Resource Calendar Activity Resource Requirements Project Management Plan Risk Register Activity Cost Estimates	Expert Judgment 类比估算 Analogues Estimating 参数估算 Three-point Estimating Reserve Analysis	Activity Duration Estimates Activity Attributes (Updates)

Process	Input	Technology & tools	Output
6.5 Schedule Development	Organization Process assets Project scope statement Activity List Activity Attributes Project Schedule Network diagrams Activity resource requirement Resource Calendar Activity Duration estimates Project Management plan Risk register	Schedule Network Analysis Critical Path Method Schedule Compression What-If Scenario Analysis (Monte Carlo) Resource Leveling Critical Chain Method Project Management Software Applying Calendar Adjust Leads And Lags Schedule Model	Project Schedule Schedule network diagram Bar charts Milestone charts Schedule Model data Schedule baseline Resource requirement (Updates) Activity attributes (Updates) Requested changes Project management plan (Updates) Schedule management plan (Updates)
6.6 Schedule Control	Schedule management plan Schedule baseline Performance report Approved changes	Progress Reporting Schedule Change Control System Performance Measurement Project Management Software Variance Analysis Schedule Comparison Bar Chart	Schedule Model data (Updates) Schedule baseline (Updates) Performance measurements Requested changes Recommend corrective actions Organization process assets (updates) Activity List (Updates) Activity Attributes (Updates) Project Management Plan (Updates)
7 Cost management			

Process	Input	Technology & tools	Output
7.1 Cost Estimating	Enterprise environment factors Organization Process assets Project scope statement WBS WBS Dictionary Project management plan Schedule management plan Staff management plan Risk register	Analogous Estimation Determine Resource cost rate Bottom-up Estimating Parametric Estimating Project Management Software Vender Bid Analysis Reserve Analysis Cost of Quality	Activity Cost Estimating Activity Cost Estimating Supporting Detail Requested Changes Cost Management Plan (Updates)
7.2 Cost Budgeting	Project Scope Statement WBS WBS Dictionary Activity Cost Estimating Activity Cost Estimating Support Detail Project Schedule Resource Calendar Contract Cost Management Plan	Cost aggregation Reserve Analysis Parametric Estimating Funding limit Reconciliation	Cost baseline Project Funding requirement Cost management plan (Updates) Requested Changes

Process	Input	Technology & tools	Output
7.3 Cost Control	<p>Cost baseline</p> <p>Project Funding requirement</p> <p>Project management plan</p> <p>Approved Change Requests</p> <p>Performance Report</p> <p>Work Performance Information</p>	<p>Cost Change Control System</p> <p>Performance Measurement Analysis</p> <p>Project Management Software</p> <p>Forecasting</p> <p>Variance Management</p> <p>Project Performance Review</p>	<p>Requested Changes</p> <p>Project management Plan (Updates)</p> <p>Cost Estimates (updates)</p> <p>Cost baseline (updates)</p> <p>Project Funding requirement (updates)</p> <p>Recommended Corrective Actions</p> <p>Performance Measurements</p> <p>Forecasted Completion</p> <p>Organization process assets (Updates)</p>
8 Quality Management			
8.1 Quality Planning	<p>Enterprise Environment Factors</p> <p>Organization Process Asset</p> <p>Project Scope Statement</p> <p>Project Management Plan</p>	<p>Cost Benefit Analysis</p> <p>Benchmarking</p> <p>Design of Experiment</p> <p>Cost of Quality</p> <p>Addition Quality planning tools</p>	<p>Quality Management Plan</p> <p>Quality Metrics</p> <p>Quality Checklist</p> <p>Process Improvement plan</p> <p>Quality baseline</p> <p>Project Management Plan (Updates)</p>

Process	Input	Technology & tools	Output
8.2 Perform Quality Assurance	Quality Management Plan Quality Metrics Process Improvement plan Approved Change Requests Work Performance Information Quality Control Measurement Implemented Change Requested Implemented Corrective Actions Implemented Defect Repair Implemented Preventive Actions	Quality Planning tools and Techniques Quality Audit Process Analysis Quality Control Tools and Techniques	Requested Changes Recommend corrective Actions Organization Process Assets (Update) Project Management Plan(Updates)
8.3 Perform Quality Control	Quality Management Plan Quality Metrics Quality Checklist Deliverables Work Performance Information Approved Change Requests Organization Process Assets	Cause and Effect Diagram Control charts Flowcharting Histogram Pareto Chat Run Chat Scatter Diagram Statistical Sampling Inspection Defect Repair Review	Quality Control Measurements Validated Defect Repair Quality Baseline (Updates) Recommended Corrective Actions Recommended Preventive Actions Request Changes Recommended Defect Repair Organization Process Assets Validated Deliverables Project Management Plan (Updates)
9 Human Resource Management			

Process	Input	Technology & tools	Output
9.1 HR Planning	Enterprise Environment Factors 组织结构, 人际, 行政/后勤, 技术, 政治等因素 Organization Process Assets Template, checklists Project Management Plan Activity Resource Requirement	Organization Chart And Position Description Networking Organization Theory	Role and Responsibility Role, Authority, Responsibility, Competency Project Organization Chart Staffing Management Plan
9.2 Acquire Project team	Enterprise Environment Factors Organization Process Assets Role and Responsibility Project Organization Charts Staff Management Plan	Pre-Assignment Negotiation Acquisition Virtual Team	Project Staff Assignment Resource Availability Staff Management Plan (Updates)
9.3 Develop Project Team	Project Staff Assignment Staff Management Plan Resource Availability	General Management Skills Training Team-Building Activities Ground Rules Co-location Recognition and Awards	Team Performance Assessment
9.4 Manage Project Team	Organization Process Assets Project Staff Assignment Team Performance Assessment Role and Responsibility Performance Report Work Performance information Staff Management Plan Project Organization Chart	Observation and Conversation Project Performance Appraisal Conflict Management Issue Log	Project Management Plan (Updates) Requested Changes Recommended Corrective Actions Recommended preventive Actions Organization Process Assets (Updates)
10 Communication Management			

	Process	Input	Technology & tools	Output
	10.1 Communications Planning	Enterprise Environment Factors Organization Process Assets Project Scope Statement Project Management Plan Constraints Assumptions	Communication Requirement Analysis Communications Technology	Communication Management Plan
	10.2 Information Distribution	Communication Management Plan	Communication skills Information gathering and retrieval system Information Distribution Method Lesson Learned process	Organization process Assets (Updates) Lessons learned documentation Project records. Project reports. Project presentations. Feedback from stakeholders. Stakeholder notifications. Requested Changes
	10.3 Performance Reporting	Work performance information Project Management Plan Performance measurement baseline Performance Measurement QC Measurements Deliverables Approved Change Request Forecasted Completion	Information presentation tools Performance information Gathering and compilation Status review meeting Time report system Cost report system	Performance Report Forecasts Requested Changes Recommend Corrective Actions Organization Process Assets

Process	Input	Technology & tools	Output
10.4 Manage Stakeholders	Communication Management Plan Organization Processes Assets	Communication Method Issue Logs	Resolved Issues Approved Corrective Actions Approved Change Requests Organization Process Assets (Updates) Project Management Plan (Updates)
11 Risk Management			
11.1 Risk Management Planning	Enterprise Environment Factors Organization Process Assets Project Scope Statement Project Management	Planning meeting and analysis	Risk management plan Methodology Roles and responsibilities Budgeting Timing Risk categories Definitions of risk probability and impact Probability and impact matrix. Revised stakeholders' tolerances Reporting formats Tracking

Process	Input	Technology & tools	Output
11.2 Risk Identification	Enterprise Environment Factors Organization Process Assets Project Scope Statement Project Management plan Risk management plan	Document Reviews Check List analysis Information Gathering technology Brainstorming Delphi Interviewing Root cause identification SWOT Diagram Technology Fishbone Flow charts Influence diagrams Assumption Analysis	Risk Register List of Identified Risks List of Potential Responses Root cause of risks Updated risk Categories
11.3 Qualitative Risk Analysis	Organization Process Asset Risk management plan Project Scope Statement Risk Register	Risk Probability and Impact Assessment Probability and Impact matrix Risk Data Quality Assessment Risk Categorization Risk urgency Assessment	Risk Register(Updates) Ranking /Priority Categories Near-term required response list List of risk for Additional analysis and response Watch lists for low risk Trends in qualitative risk analysis result

Process	Input	Technology & tools	Output
11.4 Quantitative Risk Analysis	Organization Process Asset Risk management plan Schedule mgt plan Cost mgt plan Project Scope Statement Risk Register	Data Gather and Representation Interviewing Probability Distributions (beta?) Expert Judgment Quantitative Risk analysis and modeling techniques 敏感度分析 (龙卷风图) EMV 决策树 Modeling and simulation (Monte Carlo)	Risk Register(Updates) Probabilistic analysis Probability of Achieving schedule and cost Prioritized list of quantified Risks Trend of analysis result
11.5 Risk Response Planning	Risk Register Risk management plan	Strategies for negative risks Strategies for positive risks Strategies for both threats and opportunity Contingent Response Strategy	Risk Register(Updates) Project Management Plan (Updates) Risk-Related Contractual Agreements
11.6 Risk Monitoring and Control	Risk Register Risk management plan Approved Changes Work performance information Performance reports	Risk Reassessment Risk Audit Variance /Trend analysis Technical Performance Measurement Reserve analysis Status meeting	Risk Register(Updates) Project Management Plan (Updates) Recommended Corrective Actions Recommend Preventive Actions Requested Changes Organization Process Assets(Updates)

Process	Input	Technology & tools	Output
12 Procurement Management			
12.1 Plan Purchases and Acquisitions	Enterprise Environment Factors Organization Process Assets Project Scope Statement WBS WBS Dictionary Project Management Plan Risk Register Risk-Related Contractual Agreements Resource Requirements Project Schedule Activity Cost Estimation Cost baseline	Make or Buy Analysis Expert Judgment Contract Type FP/Lump sum FPIF CPF /CPPC CPFF CPIF T&M	Procurement Mgt Plan CSOW Make or buy decision Requested Changes
12.2 Plan Contracting	Procurement Mgt Plan CSOW Make or buy decision Project Management Plan Risk Register Risk-Related Contractual Agreements Resource Requirements Project Schedule Activity Cost Estimation Cost baseline	Standard Form Expert Judgment	Procurement Documents invitation for bid request for proposal (RFP) request for quotation (RFQ) tender notice invitation for negotiation contractor initial response Evaluation Criteria Contract Statement of work (Updates)

Process	Input	Technology & tools	Output
12.3 Request Seller Responses	Organization Process Assets Procurement Documents Procurement Mgt Plan	Bidder Conference Advertising Develop Qualified Seller's List	Qualified Seller List Proposals Procurement Document Package
12.4 Select Sellers	Qualified Seller List Proposals Procurement Document Package Procurement Mgt plan Project Mgt Plan Risk Register Risk-Related Contractual Agreements Evaluation Criteria	加权系统 weight system 独立估算 Independent Estimates Expert Judgment 筛选系统 screening system Seller Rating Systems Contract Negotiation Proposal Evaluation Techniques	Selected Sellers Contract Contract mgt plan Resource Availability Procurement Mgt plan (Updates) Requested Changes
12.5 Contract Administration	Contract mgt plan Contracts Selected Sellers Performance Report Work Performance Information Approved Change Requests	Contract Change control System Buyer-Conducted Performance Review Inspections and Audits Performance Reporting Payment System Claims Administration Record Mgt System Information Technology	Contract Documentation Requested Changes Recommended Corrective Actions Project Mgt Plan (updates) Procurement Mgt Plan Contract Mgt Plan Organization Process Assets (Updates) Correspondence Payment schedules and requests Seller performance evaluation documentation

	Process	Input	Technology & tools	Output
	12.6 Contract Closure	Contract mgt plan Contract Documentation Procurement Mgt plan Contract Closure Procedure	Procurement Audits Record Mgt System	Closed Contract Organization process assets (updates) Contract file Deliverable Acceptance (验收) Lesson learned Documents

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