

# **Illustrated Process Roadmap for Program Management Success**

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This illustrated roadmap presents all the standard processes in program management along with input, tools & techniques, and output for each process. Relationships among some processes are also presented. The processes are mapped to their process groups and knowledge areas. Program management is performed by using a set of standard processes. After you read *Fundamentals of Effective Program Management*, the most crucial elements you want to remember or refer to over and over again are the processes. For that purpose, you can use this reference instead of browsing through the whole book again to find out a basic fact about a process.

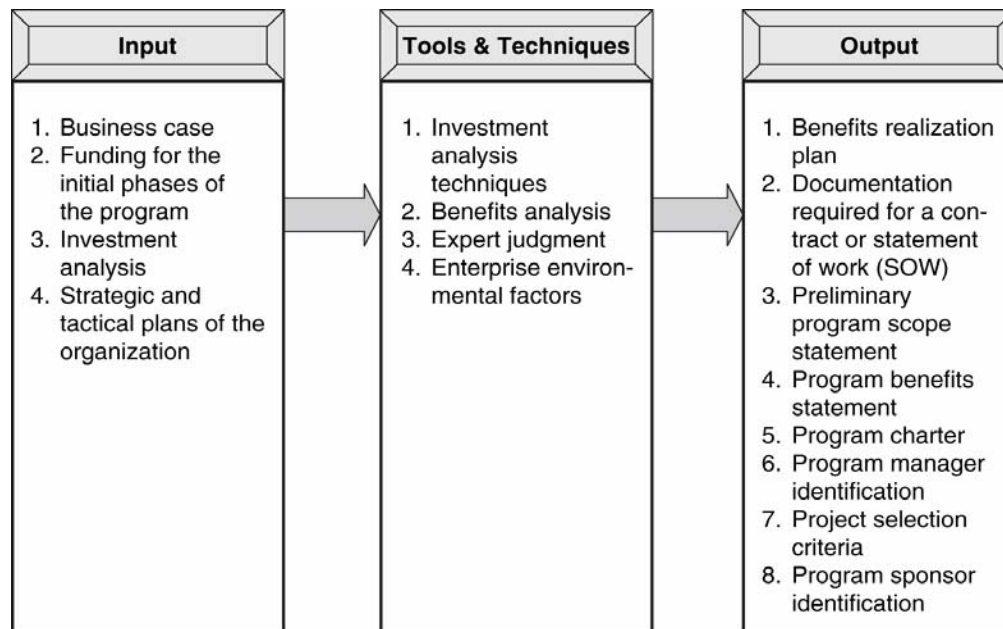
### Mapping of the program management processes to process groups and knowledge areas

Process groups	Initiating process group	Planning process group	Executing process group	Monitoring and controlling process group	Closing process group
Integration management	Initiate program Authorize projects	Develop program management plan Interface planning Transition planning Resource planning	Direct and manage program execution	Integrated change control Resource control Monitor and control program work Issue management and control	Close program Component closure
Scope management	—	Scope definition Create program WBS	—	Scope control	—
Time management	—	Schedule development	—	Schedule control	—
Cost management	—	Cost estimating and budgeting	—	Cost control	—
Quality management	—	Quality planning	Perform quality assurance	Perform quality control	—
Risk management	—	Risk management planning and analysis	—	Risk monitoring and control	—
Human resource management	Initiate team	Human resource planning	Acquire program team Develop program team	—	—
Communication management	—	Communication planning	Information distribution	Communication control Performance reporting	—
Procurement management	—	Plan program purchases and acquisitions Plan program contracting	Request seller responses Select sellers	Program contract administration	Contract closure

# 1

## Processes for Initiating a Program

<b>Program Initiating Process</b>	<b>Knowledge Area</b>	<b>Major Output</b>
Initiate program	Integration management	Program charter Benefits realization plan
Authorize projects	Integration management	Project charter
Initiate team	Human resource management	Core program team

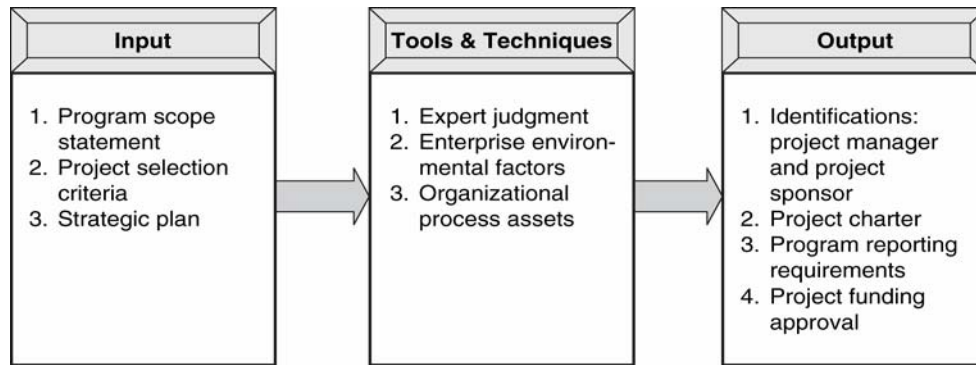


**Figure 1-1** The Initiate Program process: input, tools & techniques, and output.

**Process:** Initiate Program

**Process group:** Initiating

**Knowledge area:** Integration Management

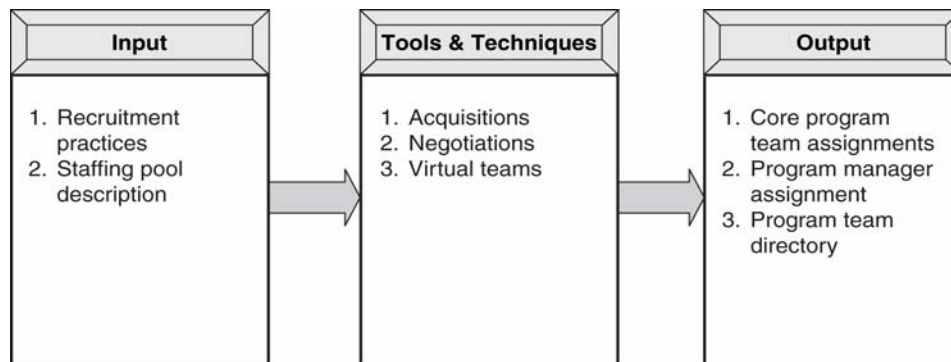


**Figure 1-2** The Authorize Projects process: input, tools & techniques, and output.

**Process:** Authorize Projects

**Process group:** Initiating

**Knowledge area:** Integration Management



**Figure 1-3** The Initiate Team process: input, tools & techniques, and output.

**Process:** Initiate Team

**Process group:** Initiating

**Knowledge area:** Human Resource Management

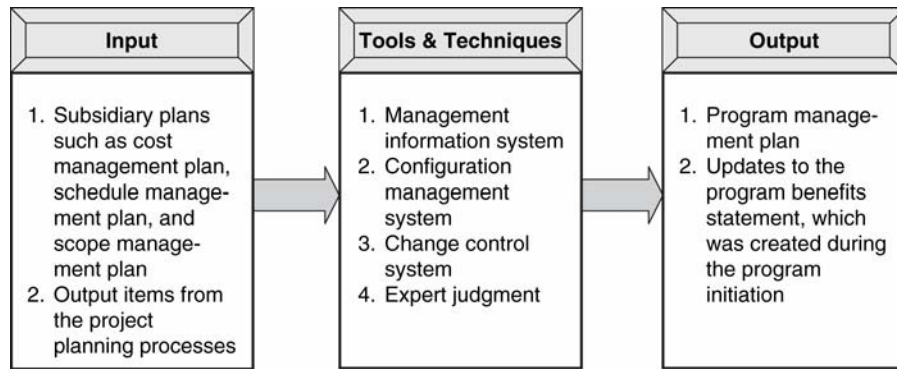
# 2

## Processes for Planning a Program

The processes of the planning process group mapped  
to the knowledge areas

<i>Knowledge area</i>	<i>Program planning process</i>	<i>Major output</i>
Integration management	Develop program management plan Interface planning Transition planning Resource planning	Program management plan Interface management plan Transition plan Resource management plan
Scope management	Scope definition Create PWBS	Program scope statement and scope management plan PWBS
Time management	Schedule development	Program schedule
Cost management	Cost estimating and budgeting	Program budget and cost management plan
Quality management	Quality planning	Quality management plan
Human resource management	Human resource planning	Staffing management plan
Communication management	Communication planning	Communication management plan
Risk management	Risk management planning and analysis	List of identified risks and risk response plan
Procurement management	Plan program purchases and acquisitions Plan program contracting	Procurement management plan Contract management plan



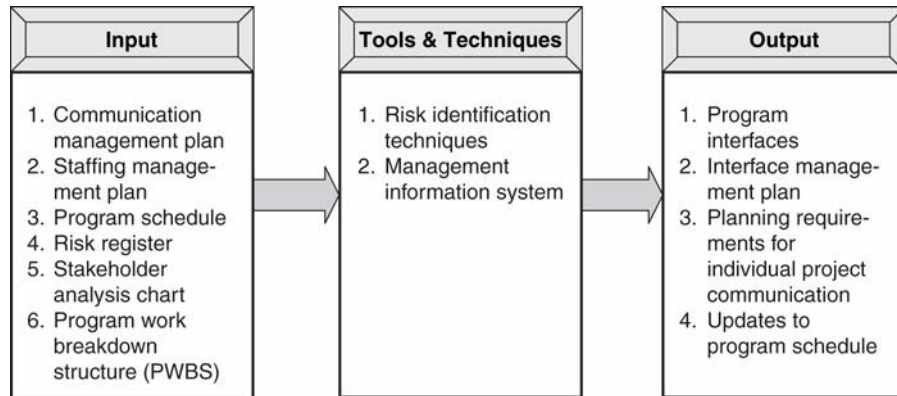


**Figure 2-1** The Develop Program Management Plan process: input, tools & techniques, and output.

**Process:** Develop Program Management Plan

**Process group:** Planning

**Knowledge area:** Integration Management

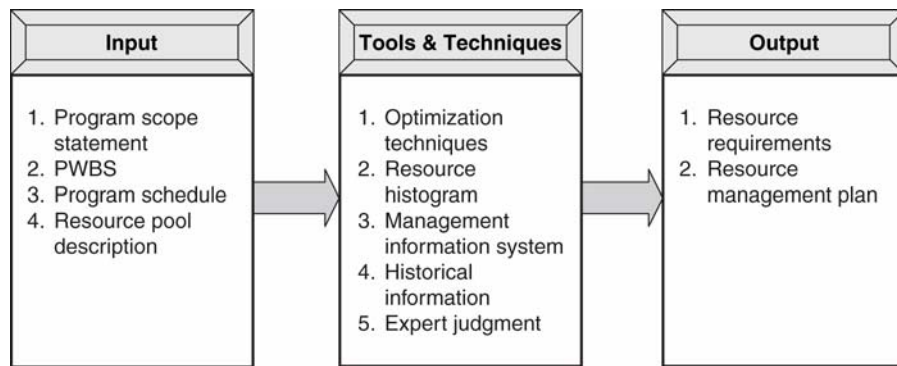


**Figure 2-2** The Interface Planning process: input, tools & techniques, and output.

**Process:** Interface Planning

**Process group:** Planning

**Knowledge area:** Integration Management

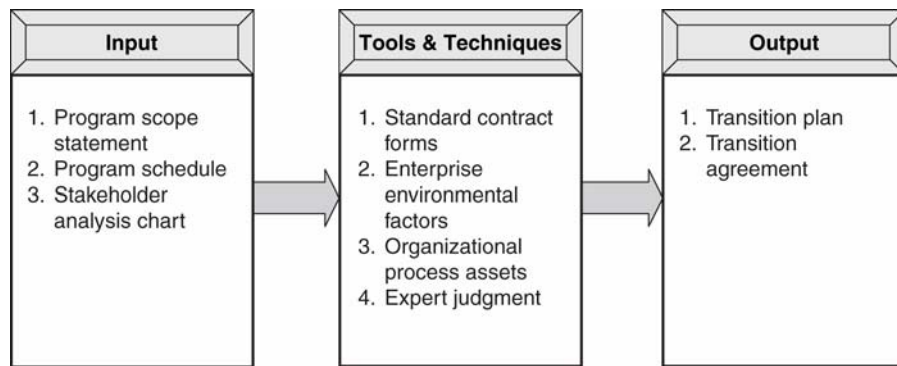


**Figure 2-3** The Resource Planning process: input, tools & techniques, and output

**Process:** Resource Planning

**Process group:** Planning

**Knowledge area:** Integration Management

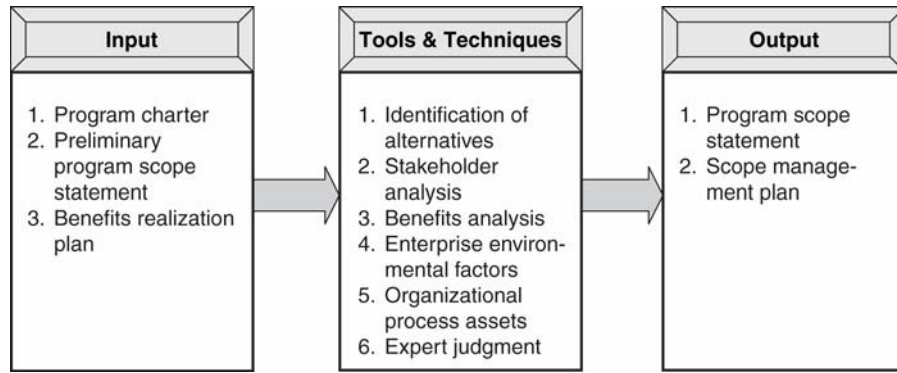


**Figure 2-4** The Transition Planning process: input, tools & techniques, and output

**Process:** Transition Planning

**Process group:** Planning

**Knowledge area:** Integration Management

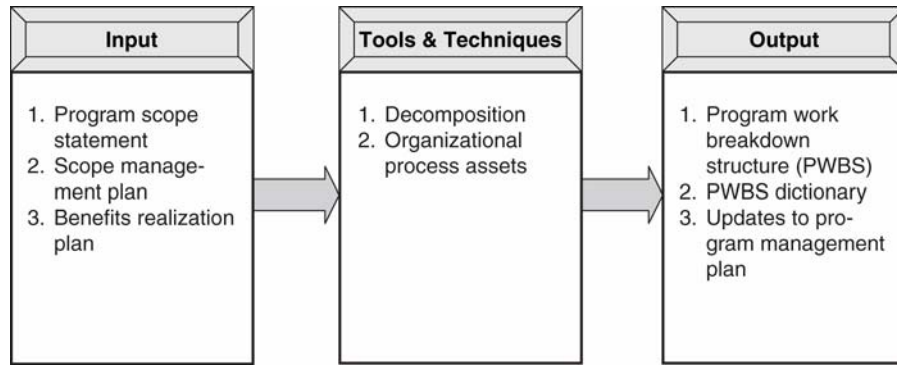


**Figure 2-5** The Scope Definition process: input, tools & techniques, and output

**Process:** Scope Definition

**Process group:** Planning

**Knowledge area:** Scope Management

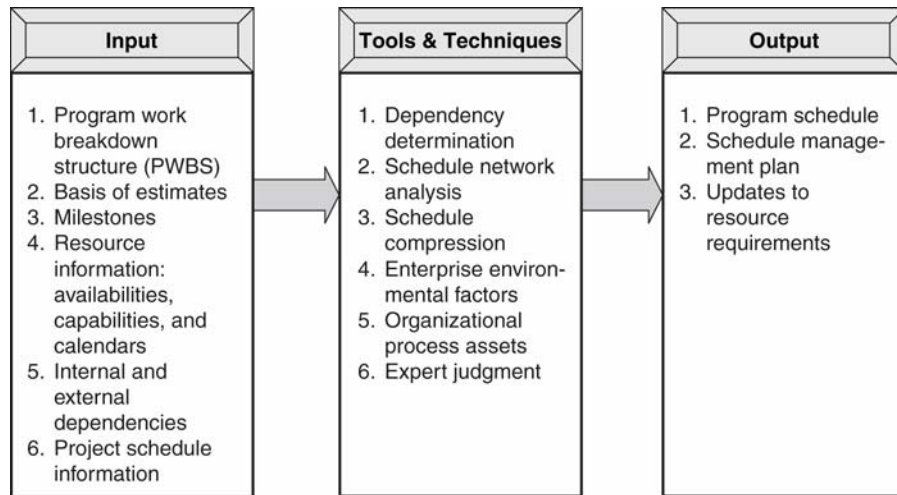


**Figure 2-6** The Create Program Work Breakdown Structure process: input, tools & techniques, and output

**Process:** Create Program Work Breakdown Structure

**Process group:** Planning

**Knowledge area:** Scope Management

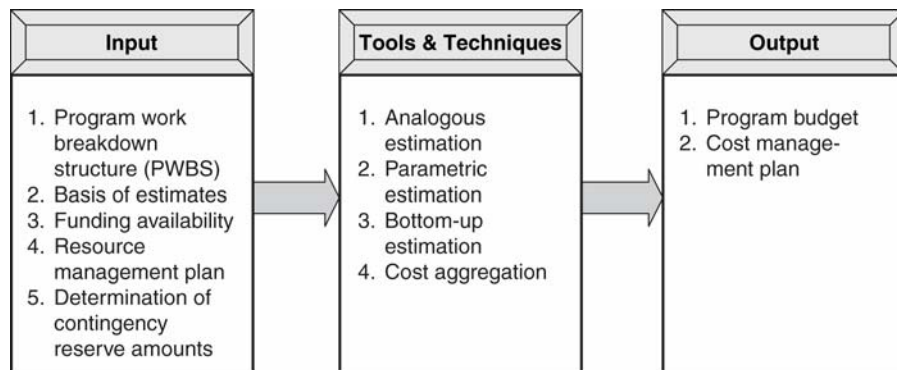


**Figure 2-7** The Schedule Development process: input, tools & techniques, and output.

**Process:** Schedule Development

**Process group:** Planning

**Knowledge area:** Time Management



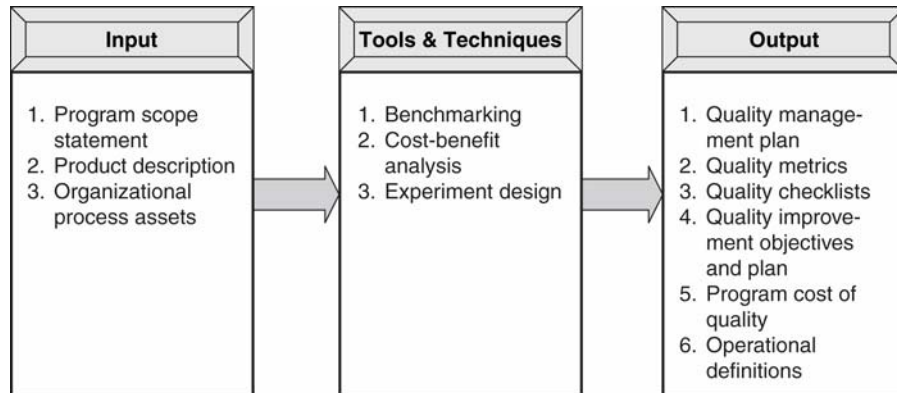
**Figure 2-8** The cost estimating and budgeting process: input, tools & techniques, and output.

**Process:** Cost Estimating and Budgeting

**Process group:** Planning

**Knowledge area:** Cost Management



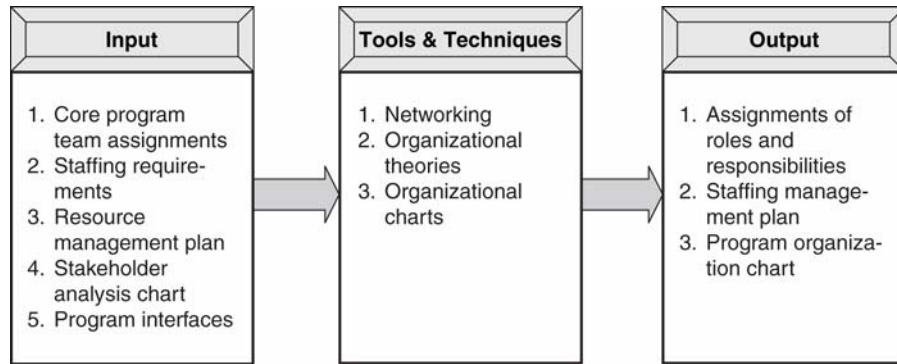


**Figure 2-9** The Quality Planning process: input, tools & techniques, and output.

**Process:** Quality Planning

**Process group:** Planning

**Knowledge area:** Quality Management

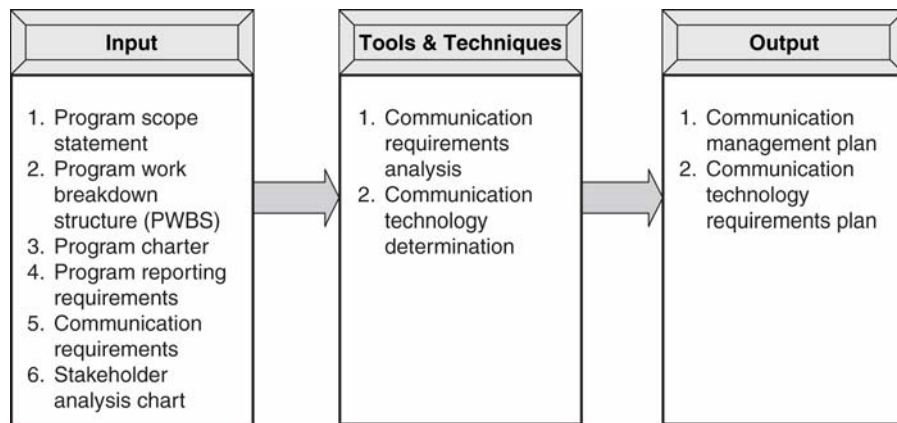


**Figure 2-10** The Human Resource Planning process: input, tools & techniques, and output.

**Process:** Human Resource Planning

**Process group:** Planning

**Knowledge area:** Human Resource Management

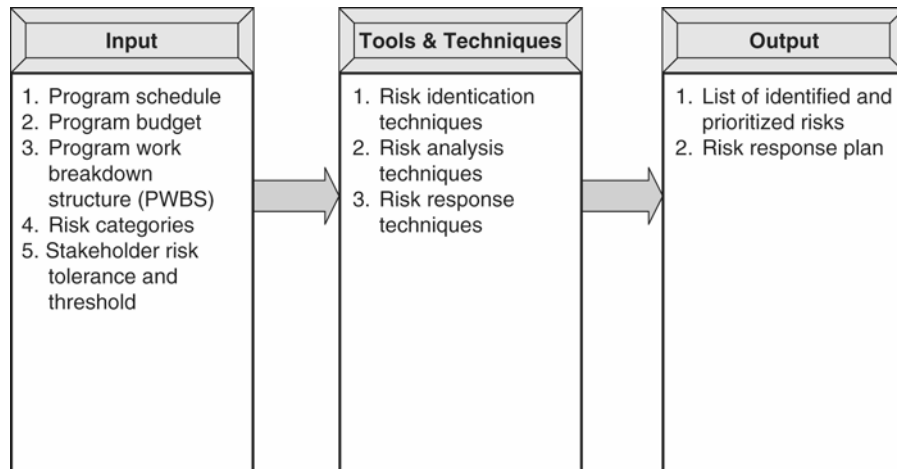


**Figure 2-11** The Communication Planning process: input, tools & techniques, and output.

**Process:** Communication Planning

**Process group:** Planning

**Knowledge area:** Communication Management

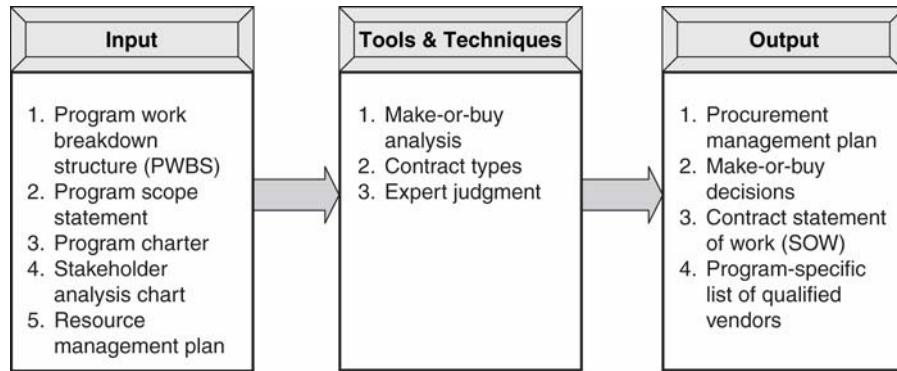


**Figure 2-12** The Risk Management Planning and Analysis process: input, tools & techniques, and output.

**Process:** Risk Management Planning and Analysis

**Process group:** Planning

**Knowledge area:** Risk Management

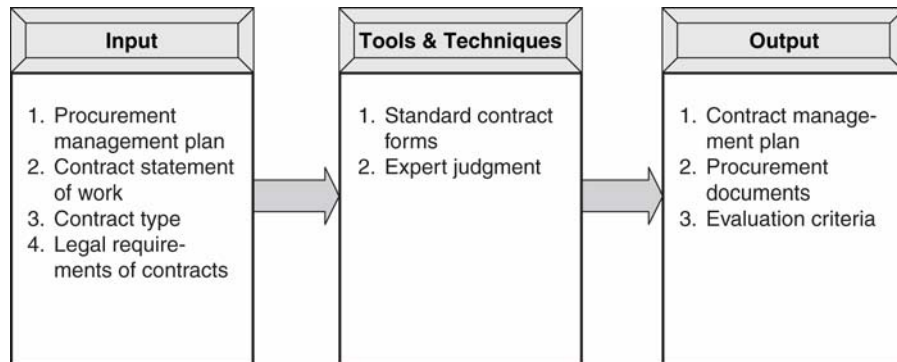


**Figure 2-13** The Plan Program Purchases and Acquisitions process: input, tools & techniques, and output.

**Process:** Plan Program Purchases and Acquisitions

**Process group:** Planning

**Knowledge area:** Procurement Management



**Figure 2-14** The Plan Program Contracting process: input, tools & techniques, and output.

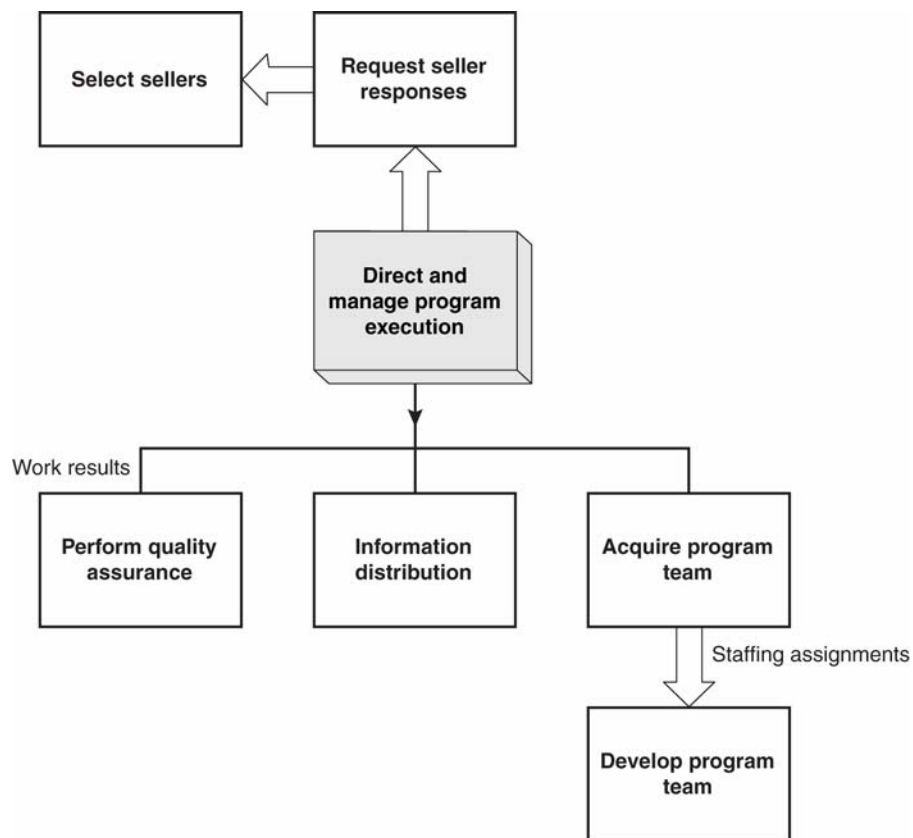
**Process:** Plan Program Contracting

**Process group:** Planning

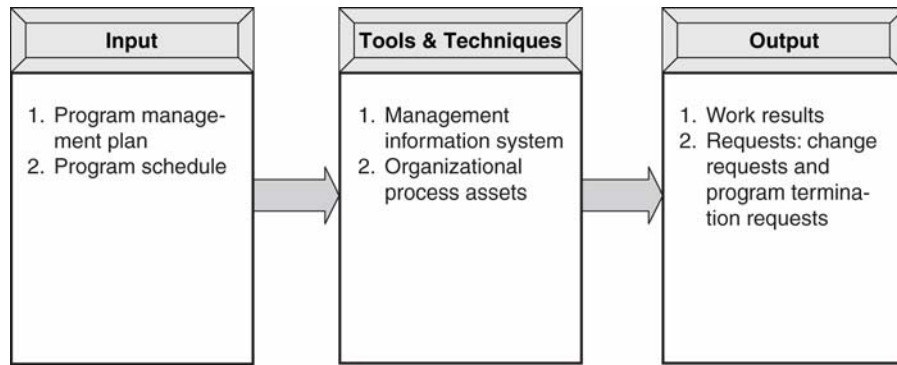
**Knowledge area:** Procurement Management

# 3

## Processes for Executing the Program



**Figure 3-1** Processes of the executing process group



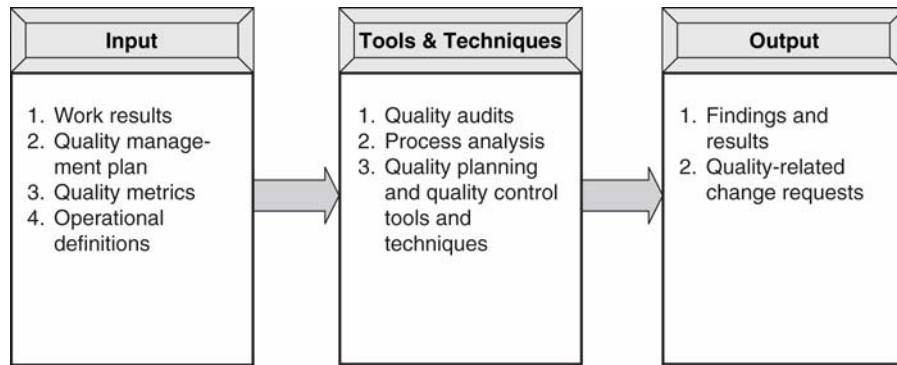
**Figure 3-2** The Direct and Manage Program Execution process: input, tools & techniques, and output.

**Process:** Direct and Manage Program Execution

**Process group:** Executing

**Knowledge area:** Integration Management



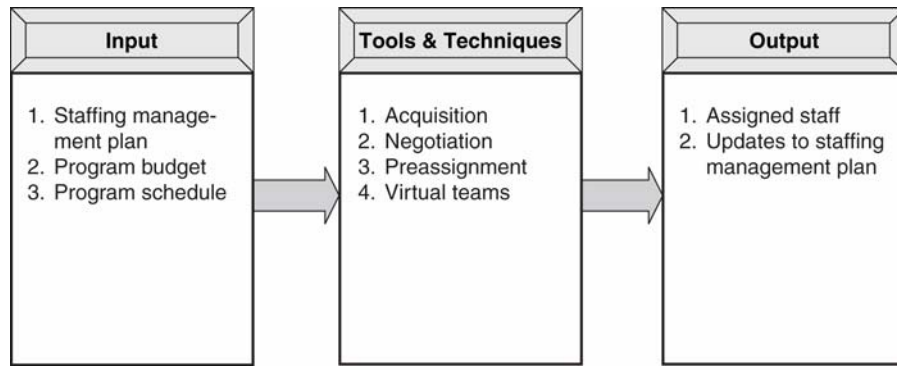


**Figure 3-3** The Perform Quality Assurance process: input, tools & techniques, and output.

**Process:** Perform Quality Assurance

**Process group:** Executing

**Knowledge area:** Quality Management

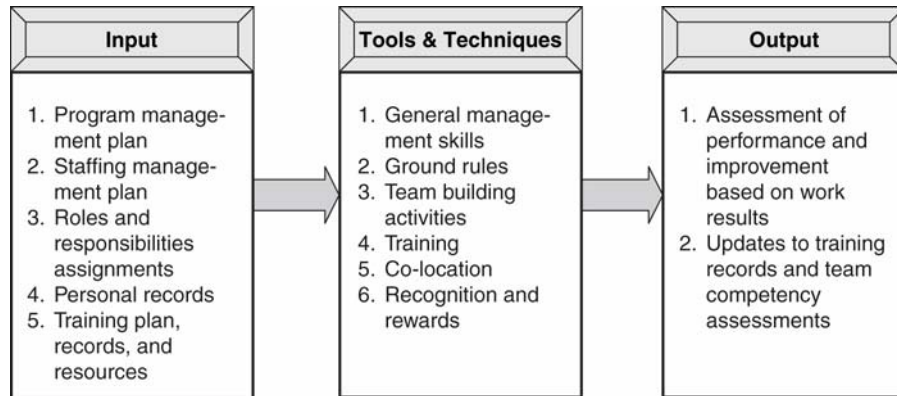


**Figure 3-4** The Acquire Program Team process: input, tools & techniques, and output.

**Process:** Acquire Program Team

**Process group:** Executing

**Knowledge area:** Human Resource Management

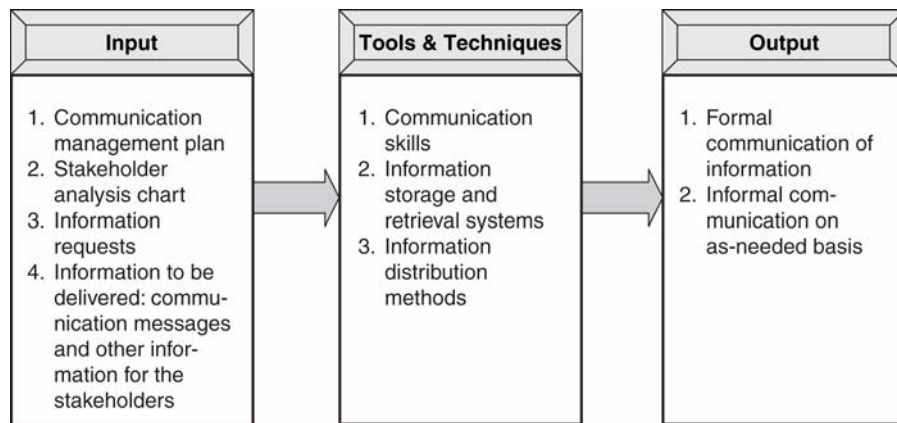


**Figure 3-5** The Develop Program Team process: input, tools and techniques, and output.

**Process:** Develop Program Team

**Process group:** Executing

**Knowledge area:** Human Resource Management

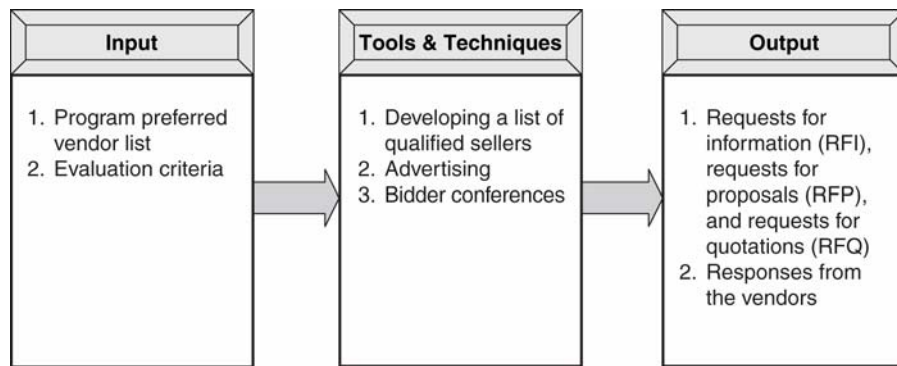


**Figure 3-6** The Information Distribution process: input and output.

**Process:** Information Distribution

**Process group:** Executing

**Knowledge area:** Communication Management

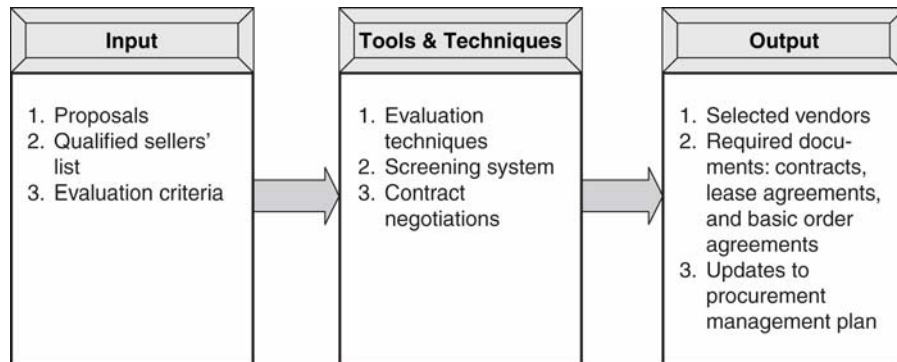


**Figure 3-7** The Request Seller Responses process: input, tools and techniques, and output.

**Process:** Request Seller Responses

**Process group:** Executing

**Knowledge area:** Procurement Management



**Figure 3-8** The Select Sellers process: input, tools & techniques, and output.

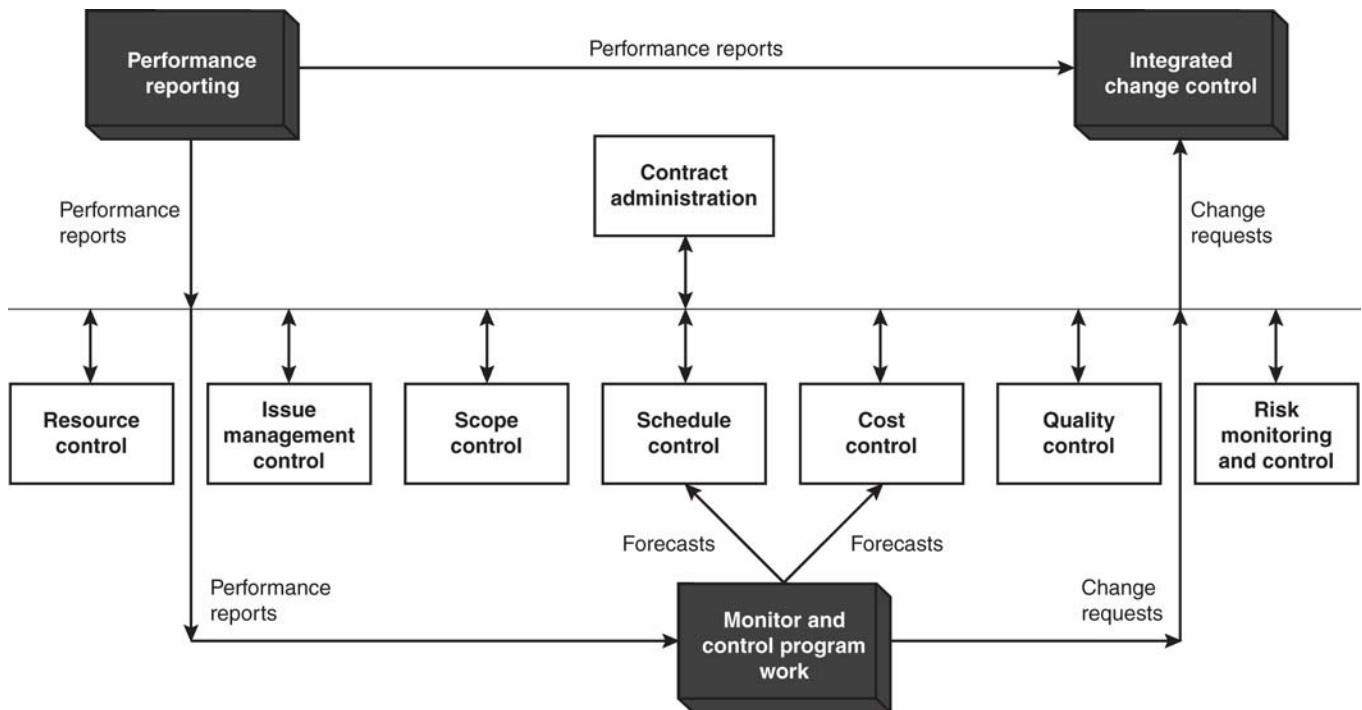
**Process:** Select Sellers

**Process group:** Executing

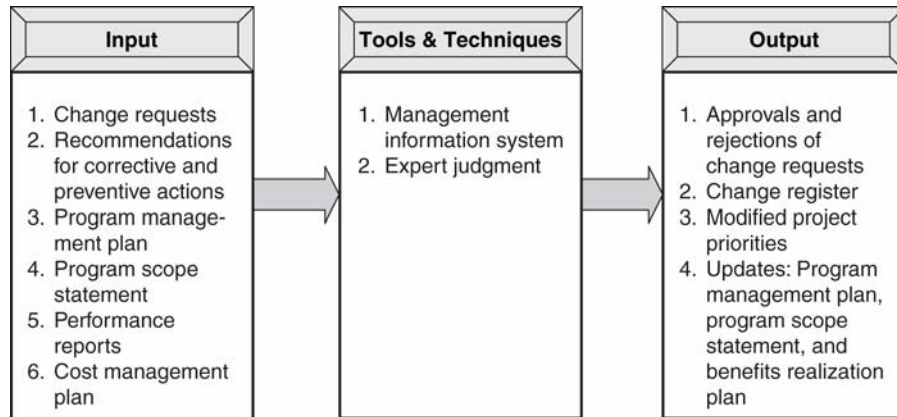
**Knowledge area:** Procurement Management

# 4

## Processes for Monitoring and Controlling the Program



**Figure 4-1** The main interactions among the processes in the monitoring and controlling process group.



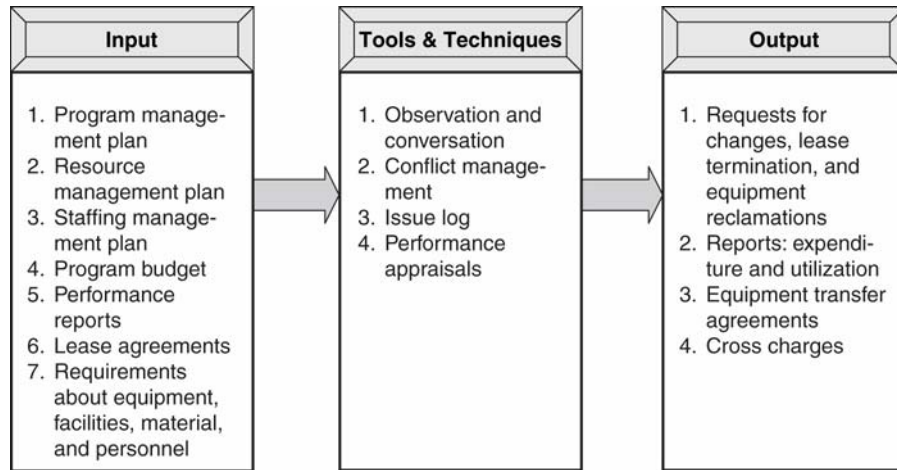
**Figure 4-2** The Integrated Change Control process: input, tools & techniques, and output.

**Process:** Integrated Change Control

**Process group:** Monitoring and Controlling

**Knowledge area:** Integration Management



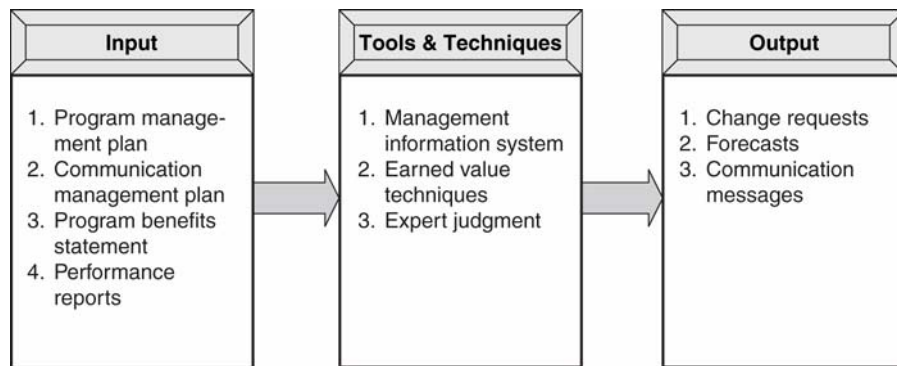


**Figure 4-3** The Resource Control process: input, tools & techniques, and output.

**Process:** Resource Control

**Process group:** Monitoring and Controlling

**Knowledge area:** Integration Management

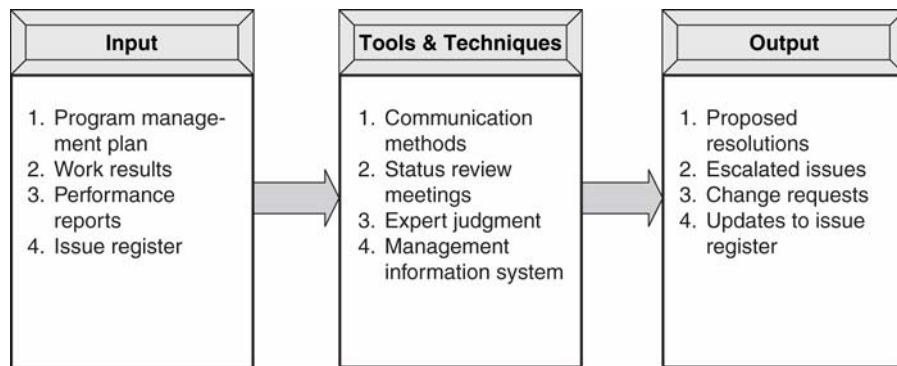


**Figure 4-4** The Monitor and Control Program Work process: input, tools & techniques, and output.

**Process:** Monitor and Control Program Work

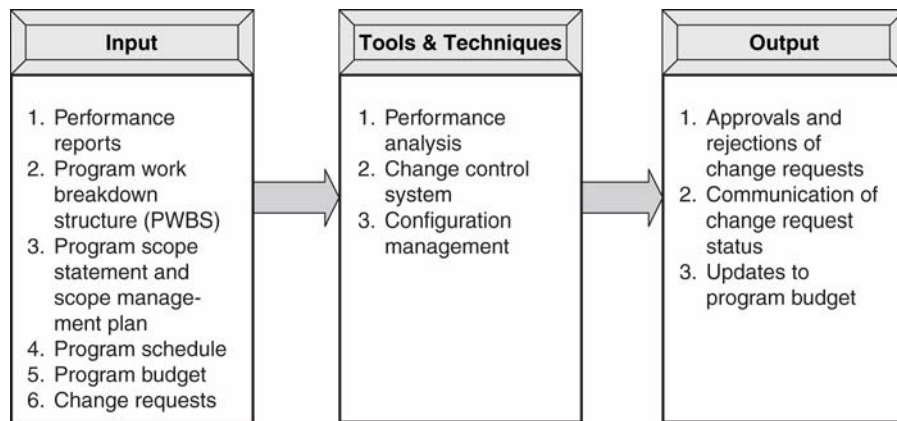
**Process group:** Monitoring and Controlling

**Knowledge area:** Integration Management



**Figure 4-5** The Issue Management and Control process: input, tools & techniques, and output

**Process:** Issue Management and Control  
**Process group:** Monitoring and Controlling  
**Knowledge area:** Integration Management

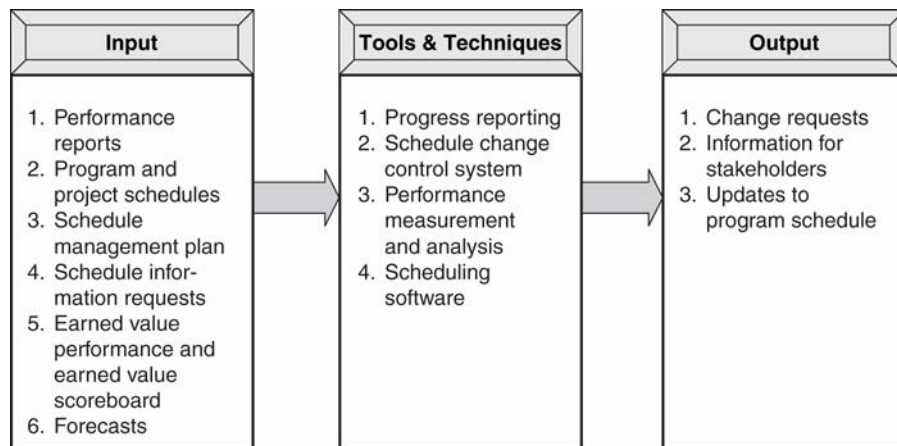


**Figure 4-6** The Scope Control process: input, tools and techniques, and output.

**Process:** Scope Control

**Process group:** Monitoring and Controlling

**Knowledge area:** Scope Management

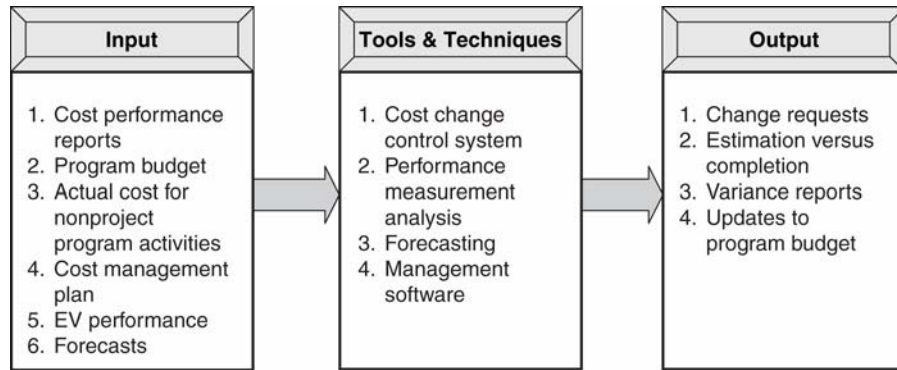


**Figure 4-7** The Schedule Control process: input, tools & techniques, and output.

**Process:** Schedule Control

**Process group:** Monitoring and Controlling

**Knowledge area:** Time Management

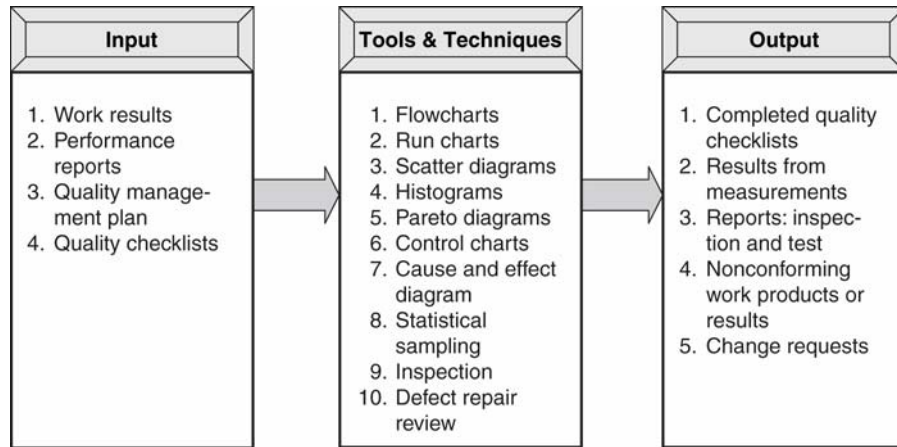


**Figure 4-8** The Cost Control process: input, tools & techniques, and output.

**Process:** Cost Control

**Process group:** Monitoring and Controlling

**Knowledge area:** Cost Management

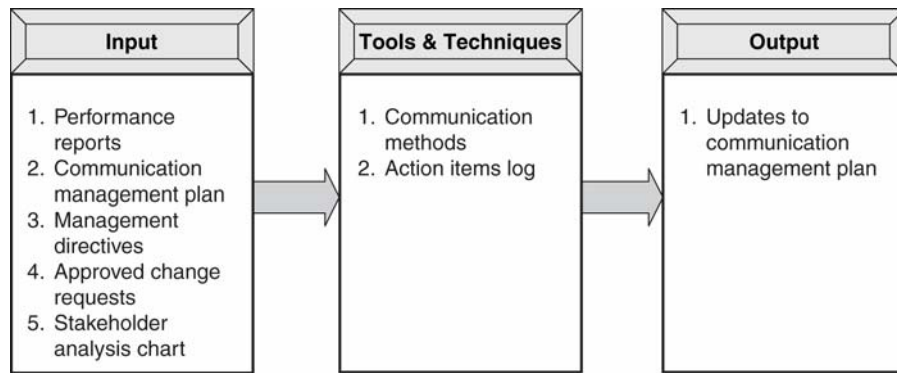


**Figure 4-9** The Perform Quality Control process: input, tools & techniques, and output.

**Process:** Perform Quality Control

**Process group:** Monitoring and Controlling

**Knowledge area:** Quality Management



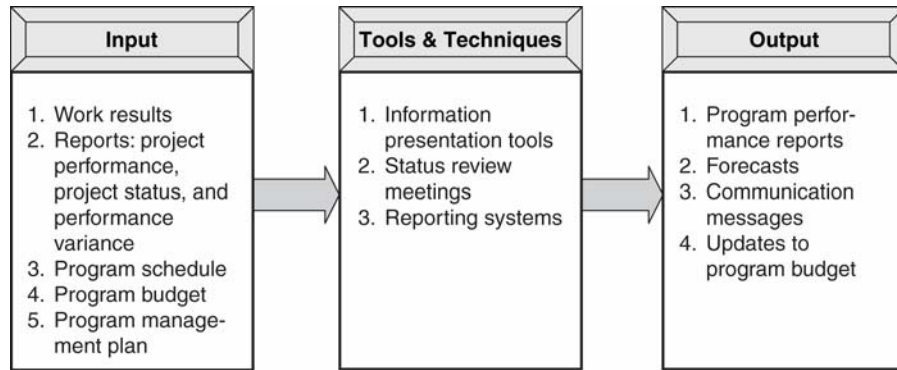
**Figure 4-10** The Communication Control process: input, tools & techniques, and output.

**Process:** Communication Control

**Process group:** Monitoring and Controlling

**Knowledge area:** Communication Management



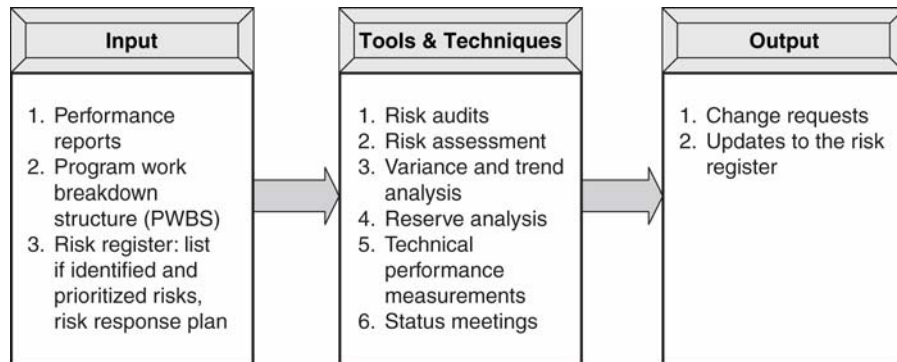


**Figure 4-11** The Performance Reporting process: input, tools & techniques, and output.

**Process:** Performance Reporting

**Process group:** Monitoring and Controlling

**Knowledge area:** Communication Management

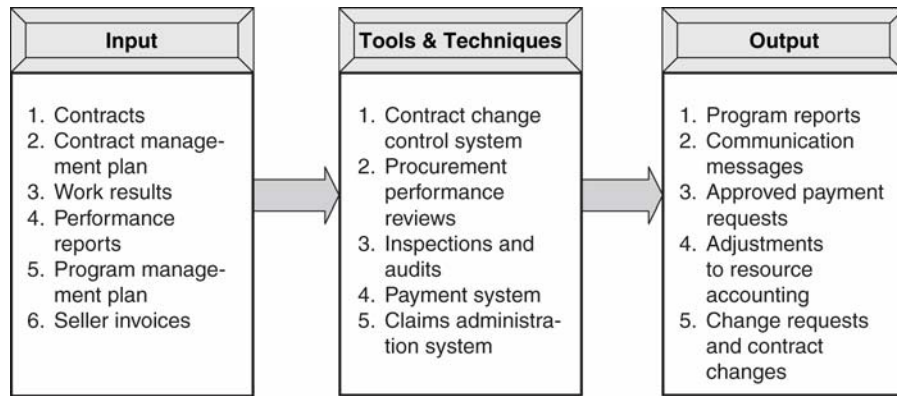


**Figure 4-12** The Risk Monitoring and Control process: input, tools & techniques, and output.

**Process:** Risk Monitoring and Control

**Process group:** Monitoring and Controlling

**Knowledge area:** Risk Management



**Figure 4-13** The Program Contract Administration process: input, tools & techniques, and output.

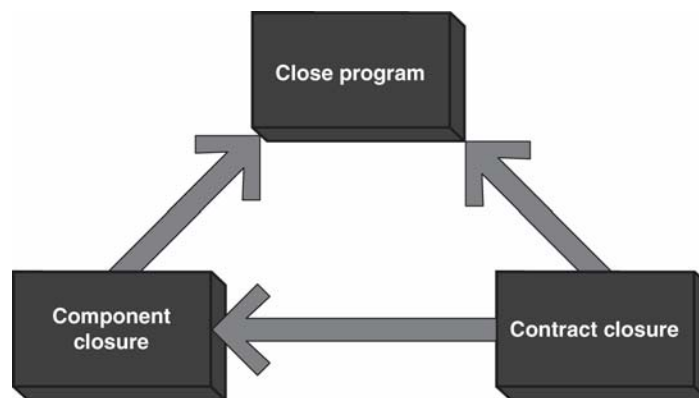
**Process:** Program Contract Administration

**Process group:** Monitoring and Controlling

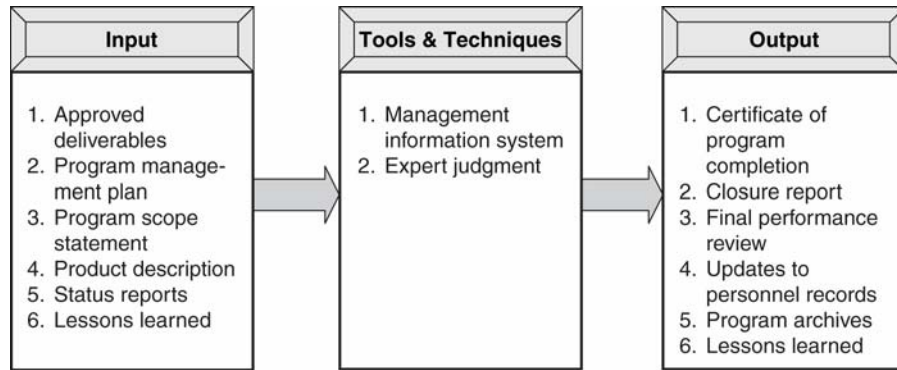
**Knowledge area:** Procurement Management

# 5

## Processes for Closing the Program



**Figure 5-1** Processes in the closing process group used to close a program

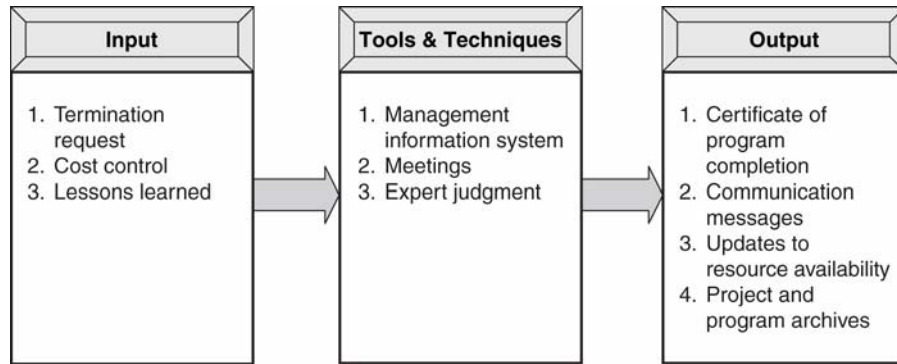


**Figure 5-2** The Close Program process: input, tools & techniques, and output.

**Process:** Close Program

**Process group:** Closing

**Knowledge area:** Integration Management

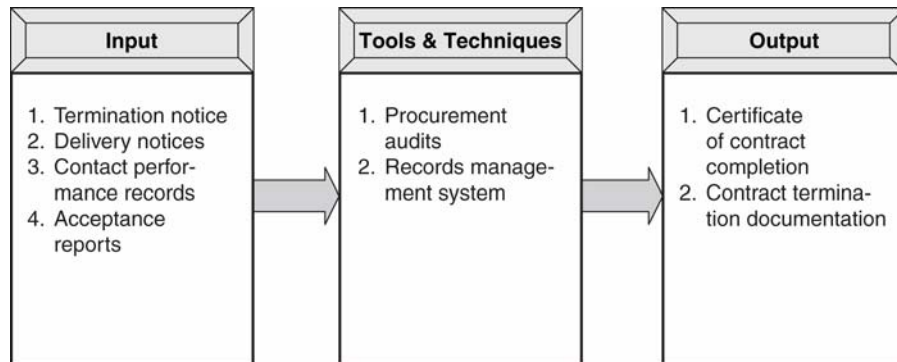


**Figure 5-3** The Component Closure process: input, tools & techniques, and output.

**Process:** Component Closure

**Process group:** Closing

**Knowledge area:** Integration Management



**Figure 5-4** The Contract Closure process: input, tools & techniques, and output.

**Process:** Contract Closure

**Process group:** Closing

**Knowledge area:** Procurement Management