

PM

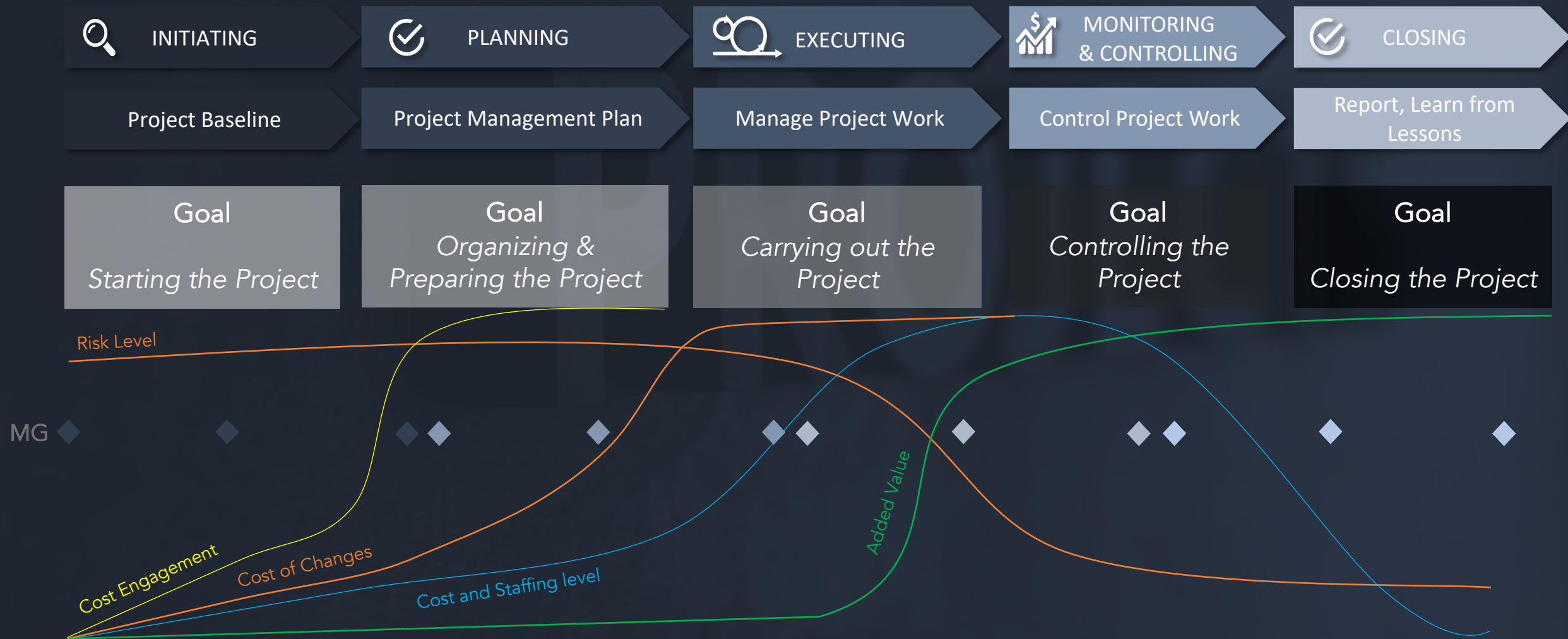
Le référentiel Standard PM

PROJECTS

- RETENIR L'ESSENTIEL & PREPARER LA CERTIFICATION

- ✓ QU'EST-CE QUE LE SYSTÈME DE GESTION DE PROJET ?
- ✓ QU'EST-CE QUE LA MATRICE DES PROCESSUS ?
- ✓ QUELS SONT LES PROCESSUS MAJEURS DE CHAQUE PHASE PLM ?

• PM SYSTEM & RELATIONSHIPS



• PM SYSTEM & RELATIONSHIPS

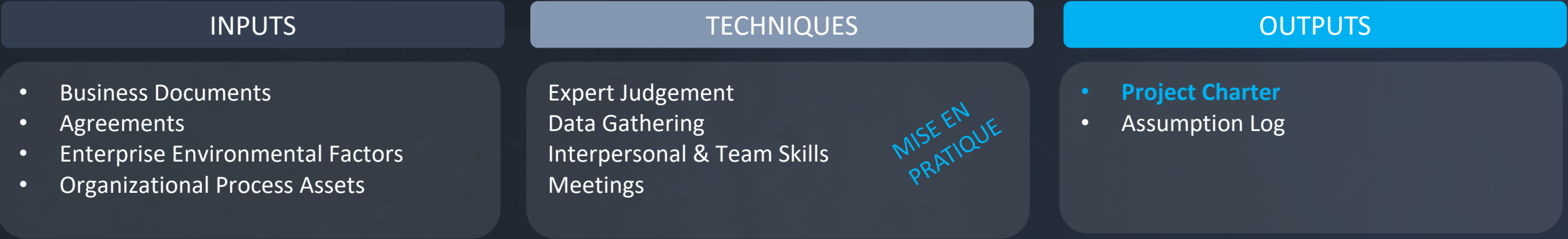
	Project Management Process Group				
	INITIATING	PLANNING	EXECUTING	MONITORING & CONTROLLING	CLOSING
Integration Management	Develop Project Charter	DEVELOP PROJECT MANAGEMENT PLAN	- Direct & Manage Project Work - Manage Project Knowledge	- Monitor & Control Project Work - Perform Integrated Change Control	Close Project or Phase
Scope Management		- Plan Scope Management - Collect Requirement - Define Scope - Create WBS		- Validate Scope - Control Scope	
Schedule Management		- Plan Schedule Management - Define Activities - Sequence Activities - Estimate Activities - Develop Schedule		Control Schedule	
Cost Management		- Plan Cost Management - Estimate Costs - Determine Budget		Control Costs	
Quality Management		Plan Quality Management	Manage Quality	Control Quality	
Resources Management		- Plan Resource Management - Estimate Activity Resources	- Acquire Resources - Develop Team - Manage Team	Control Resources	
Communication Management		Plan Communications Management	Manage Communications	Monitor Communications	
Risk Management		- Plan Risk Management - Identify Risks - Perform Qualitative Risk Analysis - Perform Quantitative Risk Analysis - Plan Risk Response	Implement Risk response	Monitor Risks	
Procurement Management		Plan Procurement Management	Conduct Procurement	Control Procurement	
Stakeholder Management	Identify Stakeholders	Plan Stakeholder Engagement	Manage Stakeholder Engagement	Monitor Stakeholder Engagement	

• INITIATING PROCESS GROUP



	Project Management Process Group				
	INITIATING	PLANNING	EXECUTING	MONITORING & CONTROLLING	CLOSING
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Procurement Management		• Plan Procurement Management	• Conduct Procurement	• Control Procurement	
Stakeholder Management	★ Identify Stakeholders	• Plan Stakeholder Engagement	• Manage Stakeholder Engagement	• Monitor Stakeholder Engagement	

✓ DEVELOP PROJECT CHARTER



• INITIATING PROCESS GROUP



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IDENTIFY STAKEHOLDERS

INPUTS

- **Project Charter**
- Business Documents
- Project Management Plan
- Project Documents
- Agreements
- Enterprise Environmental Factors
- Organizational Process Assets

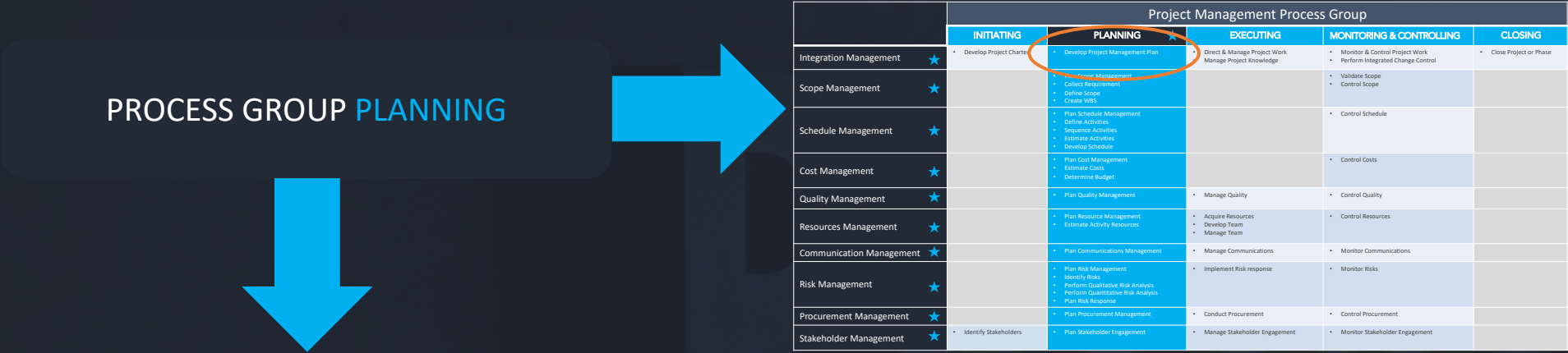
TECHNIQUES

- Expert Judgement
- Data Gathering
- Data Analysis
- Data Representation
- Meetings

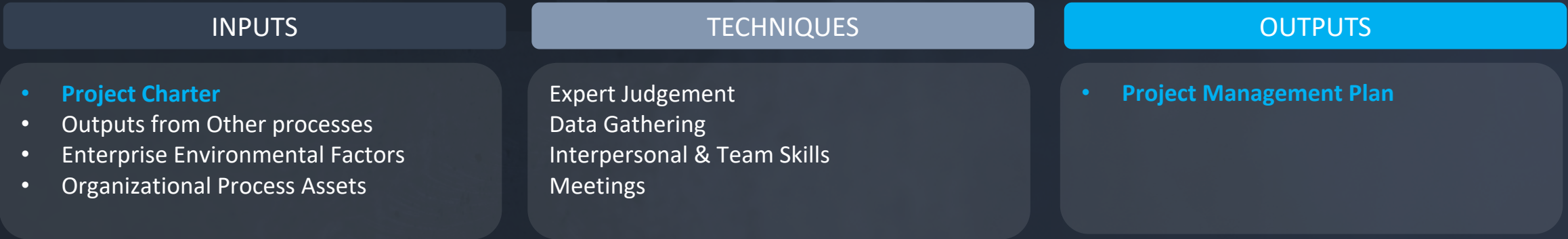
OUTPUTS

- Stakeholder Register
- Change Requests
- Project Management Plan update
- Project Document Update

• PLANNING PROCESS GROUP



✓ DEVELOP PMP – PROJECT MANAGEMENT PLAN



• PLANNING PROCESS GROUP



✓ PLAN SCOPE MANAGEMENT



• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

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✓ COLLECT REQUIREMENT

INPUTS

- Project Charter
- Project Management Plan
- Project Documents
- Business Documents
- Agreements
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

- Expert Judgement
- Data Gathering
- Data Analysis
- Decision Making
- Data Representation
- Interpersonal & Team Skills
- Context Diagram
- Prototypes

MISE EN PRATIQUE

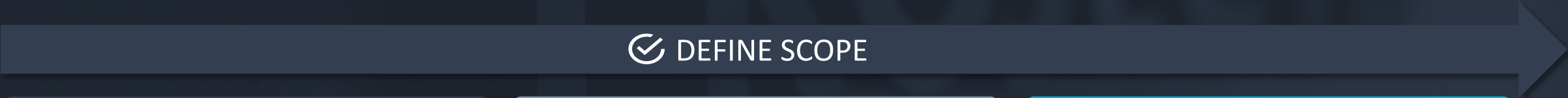
OUTPUTS

- Requirement Documentation
- RTM – Requirement Traceability Matrix

• PLANNING PROCESS GROUP



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INPUTS

TECHNIQUES

OUTPUTS

- Project Charter
- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

- Expert Judgement
 - Data Analysis
 - Decision Making
 - Interpersonal & Team Skills
 - Product Analysis
- MISE EN PRATIQUE

- Project Scope Statement
- Project Document update

• PLANNING PROCESS GROUP



✓ CREATE WBS – WORK BREAKDOWN STRUCTURE



• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

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✓ PLAN SCHEDULE MANAGEMENT

INPUTS

- Project Charter
- Project Management Plan
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

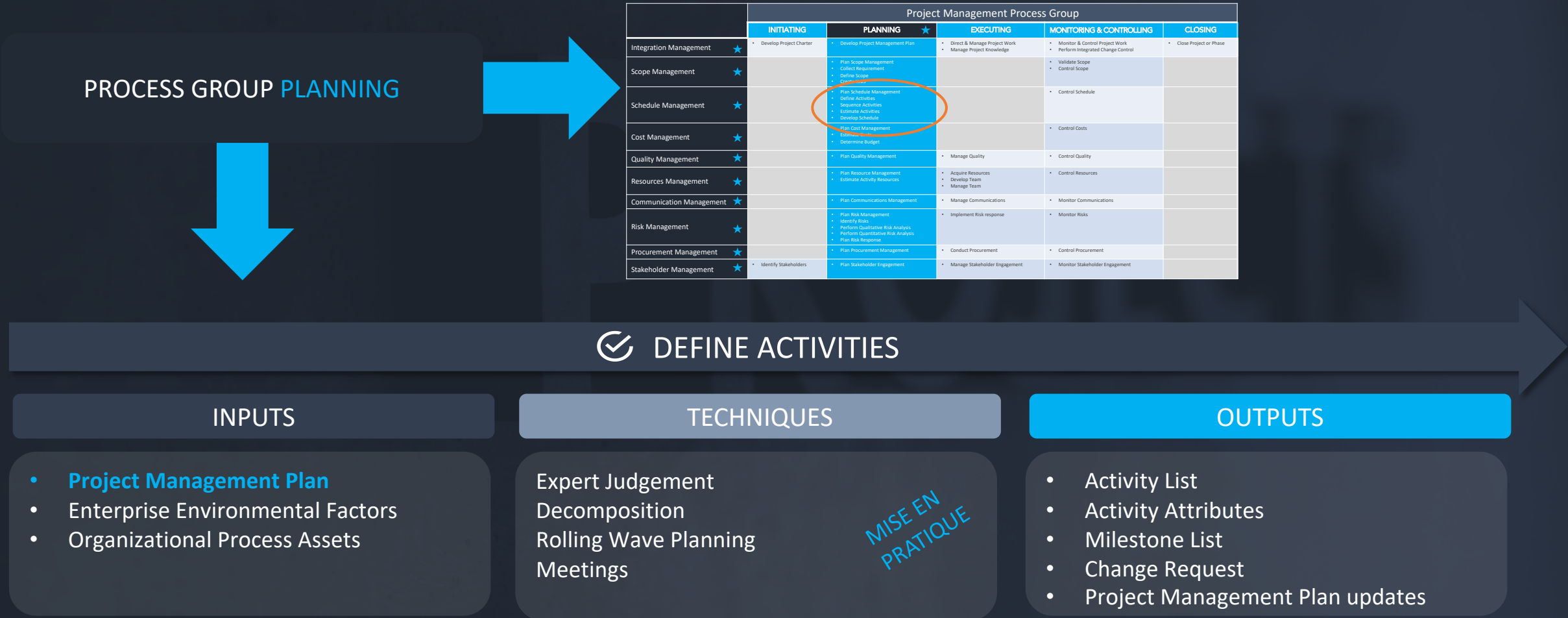
Expert Judgement
Data Analysis
Meetings

MISE EN PRATIQUE

OUTPUTS

- Schedule Management Plan

• PLANNING PROCESS GROUP



• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

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SEQUENCE ACTIVITIES

INPUTS

- **Project Management Plan**
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

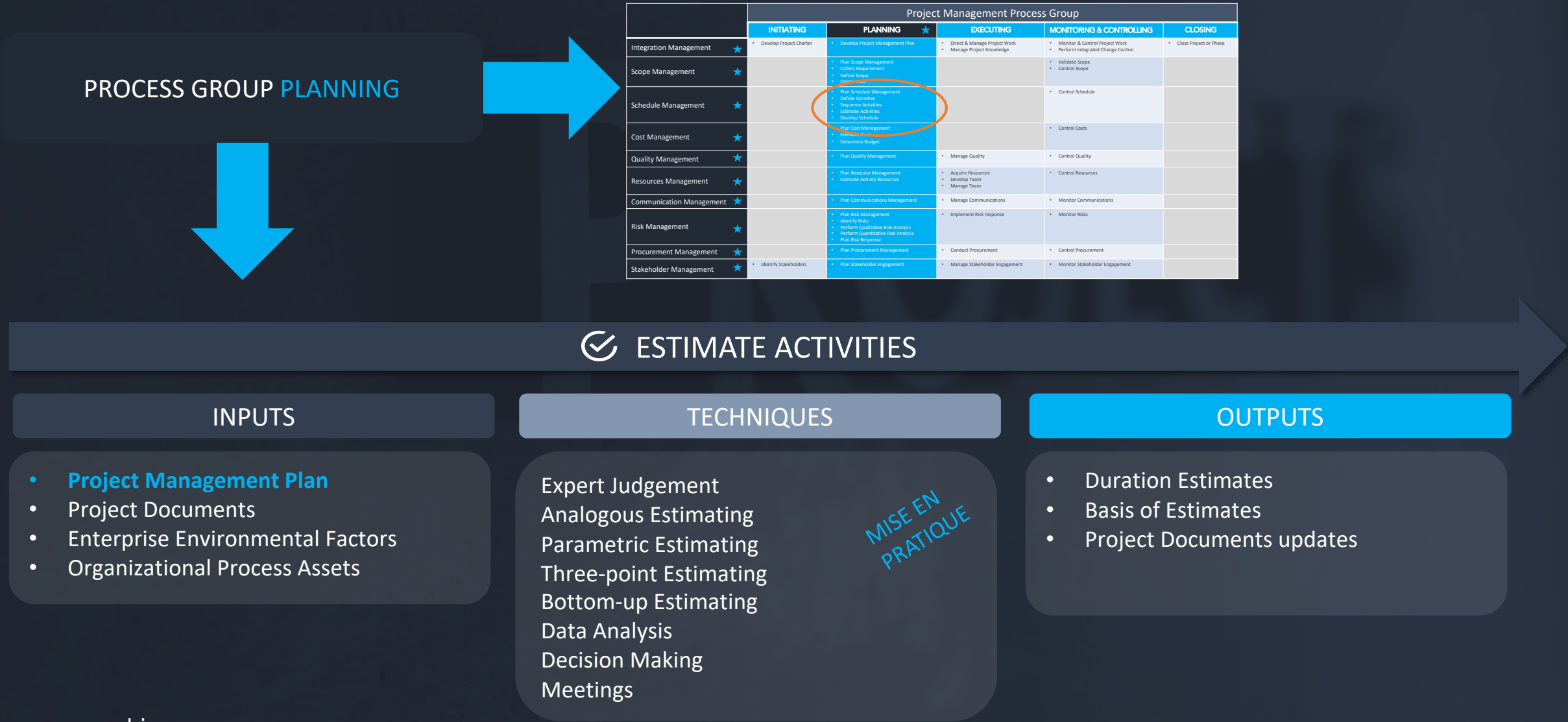
Precedence Diagramming method
Dependency determination & integration
Leads & Lags
Information System

MISE EN PRATIQUE

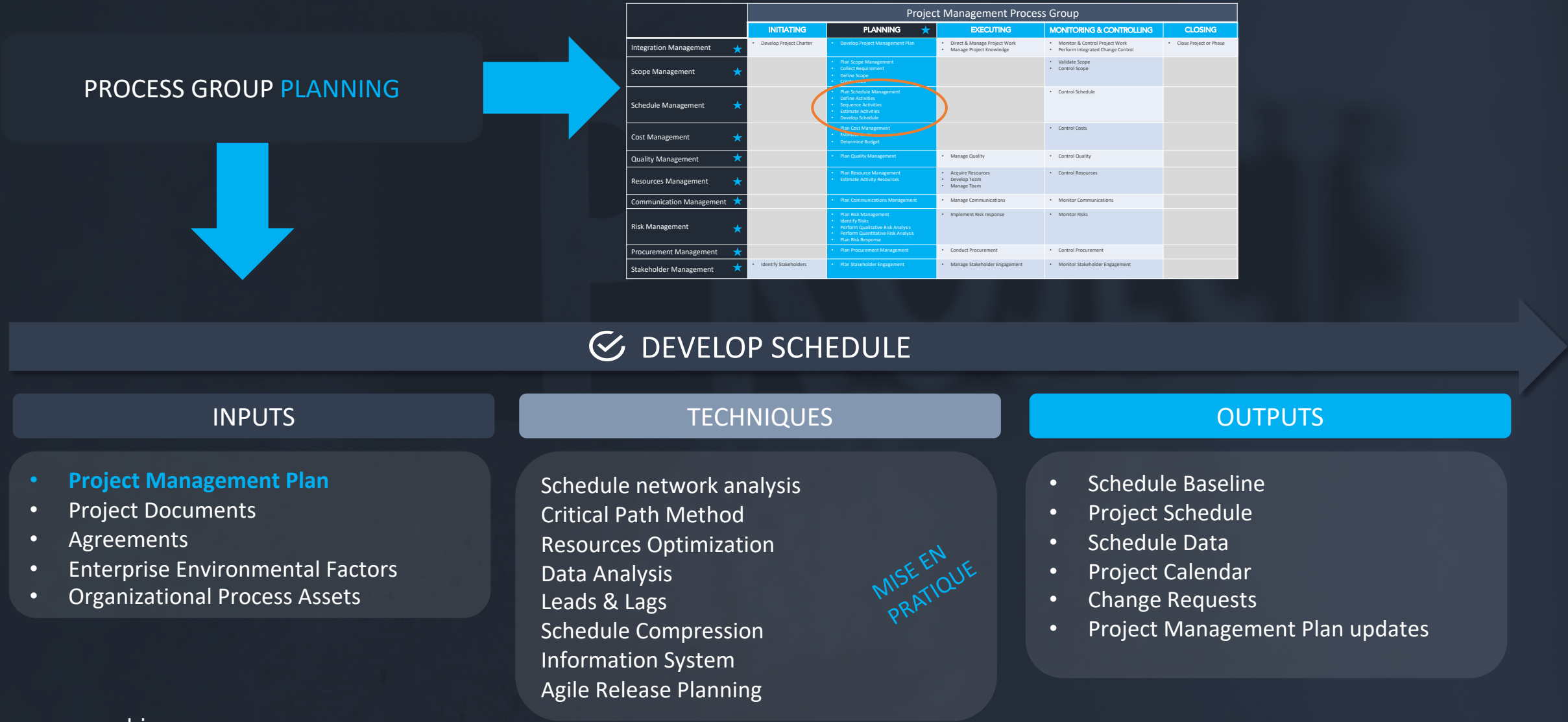
OUTPUTS

- Project Schedule Network Diagram
- Project Documents updates

• PLANNING PROCESS GROUP



• PLANNING PROCESS GROUP



• PLANNING PROCESS GROUP



✓ PLAN COST MANAGEMENT



• PLANNING PROCESS GROUP



• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

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✓ DETERMINE BUDGET

INPUTS

- **Project Management Plan**
- Project Documents
- Business Documents
- Agreements
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Cost aggregation
Data Analysis
Historical information review
Funding limit reconciliation
Financing

MISE EN PRATIQUE

OUTPUTS

- Cost Baseline
- Project Funding Requirements
- Project Documents updates

• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

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Stakeholder Management ★	• Identify Stakeholders	• Plan Stakeholder Engagement	• Manage Stakeholder Engagement	• Monitor Stakeholder Engagement	

✓ PLAN QUALITY MANAGEMENT

INPUTS

- Project Charter
- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Data Gathering
Data Analysis
Decision Making
Data Representation
Test & Inspection Planning
Meetings

MISE EN PRATIQUE

OUTPUTS

- Quality Management Plan
- Quality Metrics
- Project Management Plan updates
- Project Document updates

• PLANNING PROCESS GROUP



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✓ PLAN RESOURCE MANAGEMENT

INPUTS

- Project Charter
- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Organizational Theory
Meetings

OUTPUTS

- Resource Management Plan
- Team Charter
- Project Assumption updates

• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

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✓ ESTIMATE ACTIVITY RESOURCE

INPUTS

- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Bottom-up Estimating
Analogous Estimating
Parametric Estimating
Data Analysis
Project Management Information System
Meetings

OUTPUTS

- Resource Requirement
- Basis of Estimates
- Resource Breakdown
- Project Document updates

• PLANNING PROCESS GROUP

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✓ PLAN COMMUNICATION MANAGEMENT

INPUTS

- Project Charter
- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Communication Requirements Analysis
Communication Technology
Communication Models
Interpersonal & Team Skills
Data Representation
Meetings

OUTPUTS

- Communication Management Plan
- Project Management plan updates
- Project Document updates

• PLANNING PROCESS GROUP



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✓ PLAN RISK MANAGEMENT

INPUTS

- Project Charter
- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Data Analysis
Meetings

MISE EN PRATIQUE

OUTPUTS

- Risk Management Plan

• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

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✓ IDENTIFY RISKS

INPUTS

- Project Management Plan
- Project Documents
- Agreements
- Procurement Documentation
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

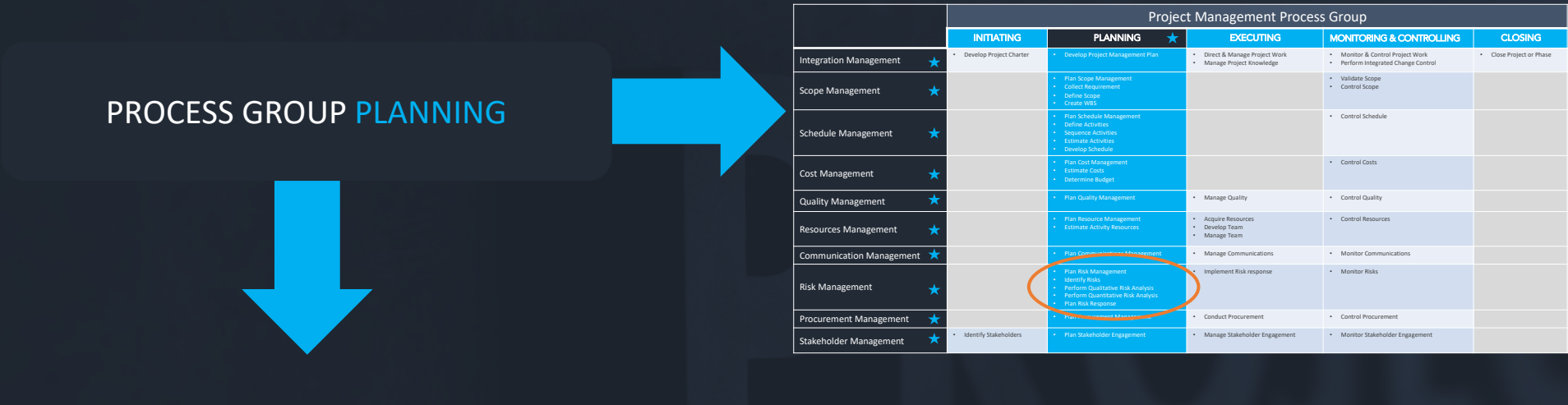
Expert Judgement
Data Gathering
Data Analysis
Interpersonal & Team Skills
Prompt lists
Meetings

MISE EN PRATIQUE

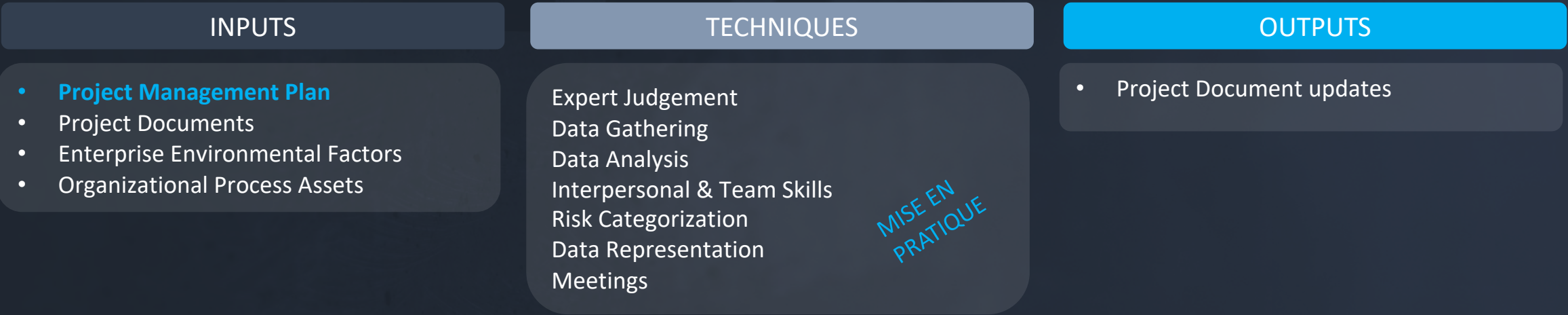
OUTPUTS

- Risk Register
- Risk Report
- Project Document updates

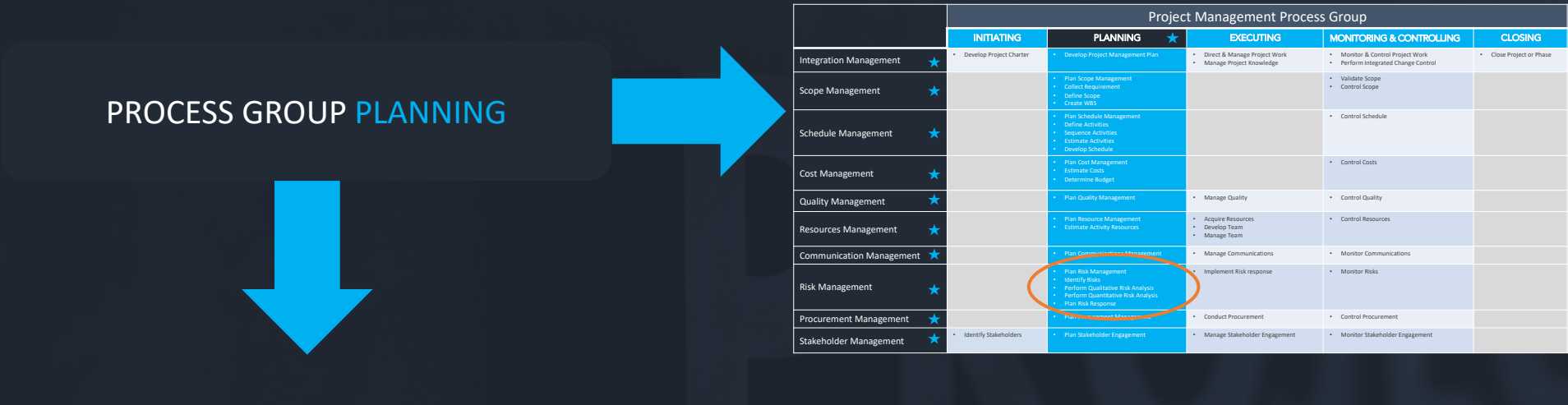
• PLANNING PROCESS GROUP



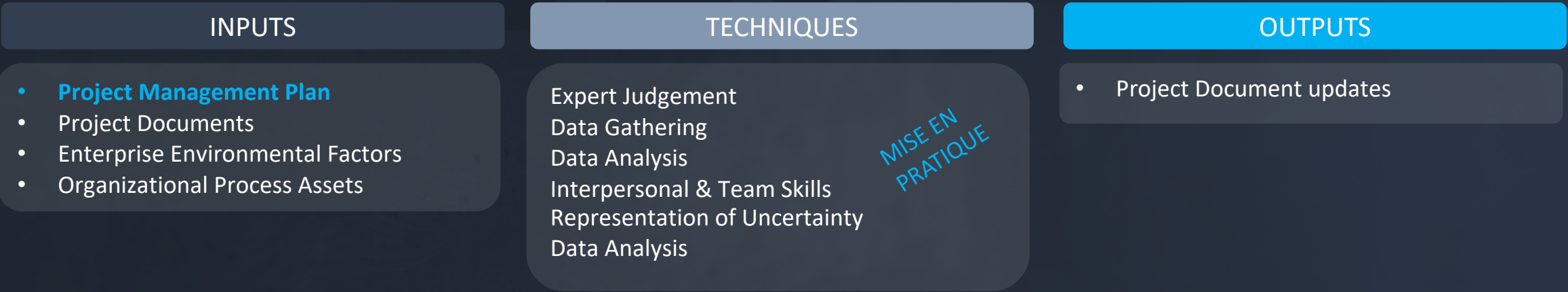
✓ PERFORM QUALITATIVE RISK ANALYSIS



• PLANNING PROCESS GROUP



✓ PERFORM QUANTITATIVE RISK ANALYSIS



• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

	Project Management Process Group				
	INITIATING	PLANNING ★	EXECUTING	MONITORING & CONTROLLING	CLOSING
Integration Management ★	• Develop Project Charter	• Develop Project Management Plan	• Direct & Manage Project Work • Manage Project Knowledge	• Monitor & Control Project Work • Perform Integrated Change Control	• Close Project or Phase
Scope Management ★		• Plan Scope Management • Collect Requirements • Define Scope • Create WBS		• Validate Scope • Control Scope	
Schedule Management ★		• Plan Schedule Management • Define Activities • Sequence Activities • Estimate Activities • Develop Schedule		• Control Schedule	
Cost Management ★		• Plan Cost Management • Estimate Costs • Determine Budget		• Control Costs	
Quality Management ★		• Plan Quality Management	• Manage Quality	• Control Quality	
Resources Management ★		• Plan Resource Management • Estimate Activity Resources	• Acquire Resources • Develop Team • Manage Team	• Control Resources	
Communication Management ★		• Plan Communications Management	• Manage Communications	• Monitor Communications	
Risk Management ★		• Plan Risk Management • Identify Risks • Perform Qualitative Risk Analysis • Perform Quantitative Risk Analysis • Plan Risk Response	• Implement Risk response	• Monitor Risks	
Procurement Management ★		• Plan Procurement Management	• Conduct Procurement	• Control Procurement	
Stakeholder Management ★	• Identify Stakeholders	• Plan Stakeholder Engagement	• Manage Stakeholder Engagement	• Monitor Stakeholder Engagement	

✓ PLAN RISK RESPONSE

INPUTS

- **Project Management Plan**
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Data Gathering
Interpersonal & Team Skills
Strategies for Threats
Contingent Response Strategies
Strategies for overall Project Risk
Data Analysis
Decision Making

MISE EN PRATIQUE

OUTPUTS

- Change Requests
- Project Management plan updates
- Project Document updates

• PLANNING PROCESS GROUP

PROCESS GROUP PLANNING

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Stakeholder Management ★	• Identify Stakeholders	• Plan Stakeholder Engagement	• Manage Stakeholder Engagement	• Monitor Stakeholder Engagement	

✓ PLAN PROCUREMENT MANAGEMENT

INPUTS

- Project Charter
- Business Documents
- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Data Gathering
Data Analysis
Source Selection Analysis
Meetings

OUTPUTS

- Procurement Management Plan
- Procurement Strategy
- Bid Document
- Source Selection Criteria
- Make or Buy Decision
- Independent Cost Estimates
- Change Requests
- Project Document updates

• PLANNING PROCESS GROUP



• EXECUTING PROCESS GROUP



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✓ DIRECT & MANAGE PROJECT WORK

INPUTS

- Project Management Plan
- Project Documents
- Approved Change Requests
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Project Management Information System
Meetings

OUTPUTS

- Deliverables
- Work Performance Data
- Issue Log
- Change Requests
- Project Management Plan updates
- Organizational Process Assets updates

• EXECUTING PROCESS GROUP



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MANAGE PROJECT KNOWLEDGE

INPUTS

- Project Management Plan
- Project Documents
- Deliverables
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Knowledge Management
Information Management
Interpersonal & Team Skills

OUTPUTS

- Lessons Learned Register
- Project Management Plan updates
- Organizational Process Assets updates

• EXECUTING PROCESS GROUP



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✓ MANAGE QUALITY

INPUTS

- Project Management Plan
- Project Documents
- Organizational Process Assets

TECHNIQUES

- Data Gathering
 - Data Analysis
 - Decision Making
 - Data Representation
 - Audits
 - Design for X
 - Problem Solving
 - Quality Improvement Methods
- MISE EN PRATIQUE

OUTPUTS

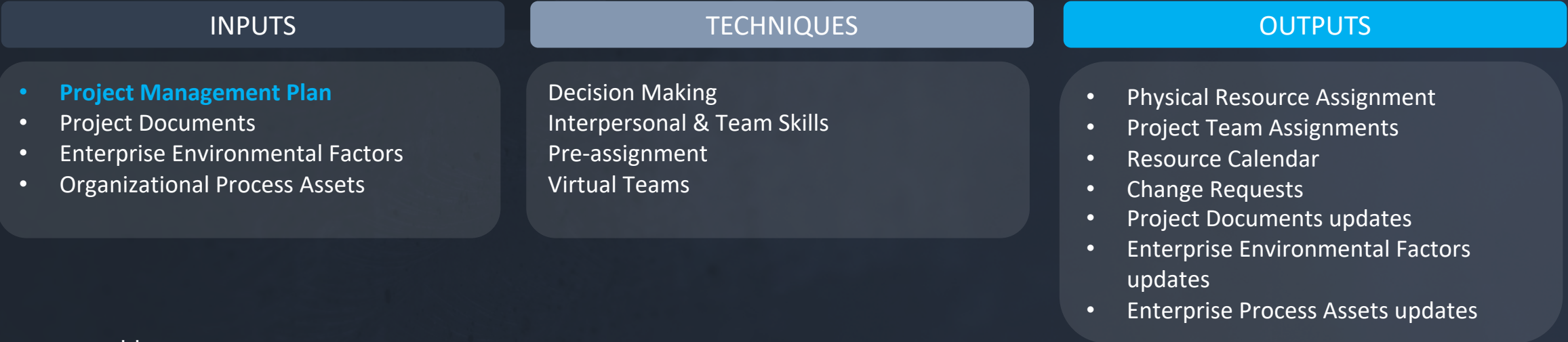
- Quality Reports
- Test & Evaluation Documents
- Change Requests
- Project Management Plan updates
- Project Documents updates

• EXECUTING PROCESS GROUP



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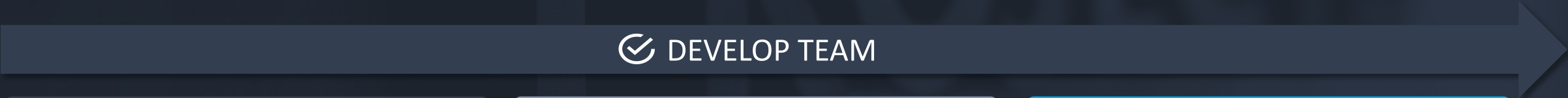
✓ ACQUIRE RESOURCES



• EXECUTING PROCESS GROUP



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INPUTS

- Project Management Plan
- Project Documents
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

- Colocation
- Virtual Teams
- Interpersonal & Team Skills
- Recognition & Rewards
- Training
- Individual & Team Assessments
- Meetings

OUTPUTS

- Team Performance Assessments
- Change Requests
- Project Management Plan updates
- Project Documents updates
- Enterprise Environmental Factors updates
- Organizational Process Assets

• EXECUTING PROCESS GROUP



	Project Management Process Group				
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INPUTS

TECHNIQUES

OUTPUTS

- Project Management Plan
- Project Documents
- Work Performance Reports
- Team Performance Assessments
- Enterprise Environmental Factors
- Organizational Process Assets

Interpersonal & Team Skills
Project Management Information System

- Change Requests
- Project Management Plan updates
- Enterprise Environmental Factors updates

• EXECUTING PROCESS GROUP



	Project Management Process Group				
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Stakeholder Management ★	• Identify Stakeholders	• Plan Stakeholder Engagement	• Manage Stakeholder Engagement	• Monitor Stakeholder Engagement	

✓ MANAGE COMMUNICATIONS

INPUTS

- Project Management Plan
- Project Documents
- Work Performance Reports
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Communication Technology
Communication Methods
Communication Skills
Project Management Information System
Project Reporting
Interpersonal & Team Skills
Meetings

OUTPUTS

- Project Communication
- Project Management Plan updates
- Project Document updates
- Organizational Process Assets updates

• EXECUTING PROCESS GROUP

PROCESS GROUP EXECUTING



	Project Management Process Group				
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✓ IMPLEMENT RISK RESPONSE

INPUTS

TECHNIQUES

OUTPUTS

- Project Management Plan
- Project Documents
- Organizational Process Assets

Expert Judgement
Interpersonal & Team Skills
Project Management Information System

MISE EN PRATIQUE

- Change Requests
- Project Document updates

• EXECUTING PROCESS GROUP



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✓ CONDUCT PROCUREMENT

INPUTS

- Project Management Plan
- Project Documents
- Procurement Documentation
- Seller Proposal
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

- Expert Judgement
- Advertising
- Bidder Conferences
- Data Analysis
- Interpersonal & Team Skills

OUTPUTS

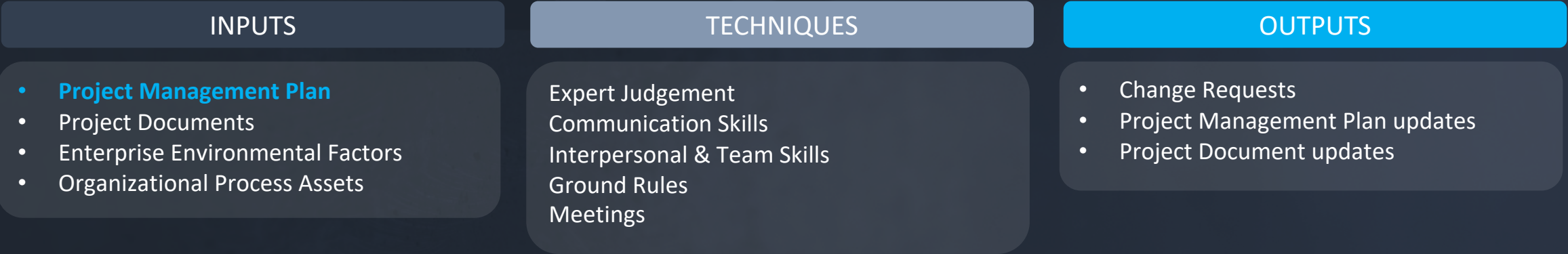
- Selected Sellers
- Agreements
- Change Requests
- Project Management Plan updates
- Project Document updates
- Organizational Process Assets updates

• EXECUTING PROCESS GROUP



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✓ MANAGE STAKEHOLDER ENGAGEMENT

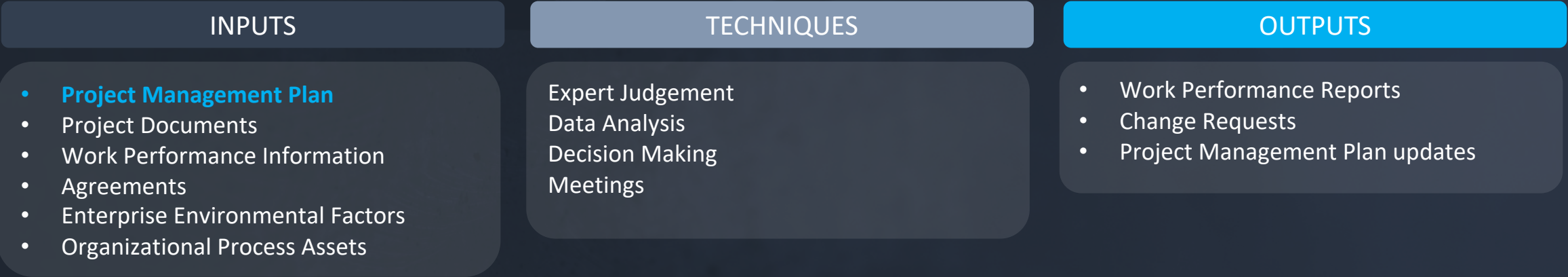


• MONITORING & CONTROLLING PROCESS GROUP



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✓ MONITOR & CONTROL PROJECT WORK



• MONITORING & CONTROLLING PROCESS GROUP



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INPUTS

TECHNIQUES

OUTPUTS

- Project Management Plan
- Project Documents
- Work Performance Reports
- Change Requests
- Enterprise Environmental Factors
- Organizational Process Assets

- Expert Judgement
- Change Control Tools
- Data Analysis
- Decision Making
- Meetings

- Approved Change Requests
- Project Management Plan updates
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP



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INPUTS

- Project Management Plan
- Project Documents
- Verified Deliverables
- Work Performance Data

TECHNIQUES

Inspection
Decision Making

OUTPUTS

- Accepted Deliverables
- Work Performance Information
- Change Request
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP



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INPUTS

- Project Management Plan
- Project Documents
- Work Performance Data
- Organizational Process Assets

TECHNIQUES

Data Analysis

OUTPUTS

- Work Performance Information
- Change Requests
- Project Management Plan updates
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP



	Project Management Process Group				
	INITIATING	PLANNING	EXECUTING	MONITORING & CONTROLLING ★	CLOSING
Integration Management ★	• Develop Project Charter	• Develop Project Management Plan	• Direct & Manage Project Work • Manage Project Knowledge	• Monitor & Control Project Work • Perform Integrated Change Control	• Close Project or Phase
Scope Management ★		• Plan Scope Management • Collect Requirement • Define Scope • Create WBS		• Validate Scope • Control Scope	
Schedule Management ★		• Plan Schedule Management • Define Activities • Sequence Activities • Estimate Activities • Develop Schedule		• Control Schedule	
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Procurement Management ★		• Plan Procurement Management	• Conduct Procurement	• Control Procurement	
Stakeholder Management ★	• Identify Stakeholders	• Plan Stakeholder Engagement	• Manage Stakeholder Engagement	• Monitor Stakeholder Engagement	

✓ CONTROL SCHEDULE

INPUTS

- Project Management Plan
- Project Documents
- Work Performance Data
- Organizational Process Assets

TECHNIQUES

Data Analysis
Critical Path Method
Project Management Information System
Resource Optimization
Leads & Lags
Schedule Compression

OUTPUTS

- Work Performance Information
- Schedule Forecasts
- Change Requests
- Project Management Plan updates
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP



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CONTROL COSTS

INPUTS

- Project Management Plan
- Project Documents
- Project Funding Requirements
- Work Performance Data
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Data Analysis
To-complete Performance Index
Project Management Information System

OUTPUTS

- Work Performance Information
- Cost Forecasts
- Change Requests
- Project Management Plan updates
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP

PROCESS GROUP MONITORING & CONTROLLING



	Project Management Process Group				
	INITIATING	PLANNING	EXECUTING	MONITORING & CONTROLLING ★	CLOSING
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✓ CONTROL QUALITY

INPUTS

- Project Management Plan
- Project Documents
- Approved Change Requests
- Deliverables
- Work Performance Data
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Data Gathering
Data Analysis
Inspection
Testing Product / Evaluation
Data Representation
Meetings

OUTPUTS

- Quality Control Measurement
- Verified Deliverables
- Work Performance Information
- Change Requests
- Project Management Plan updates
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP



	Project Management Process Group				
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INPUTS

TECHNIQUES

OUTPUTS

- Project Management Plan
- Project Documents
- Work Performance Data
- Agreements
- Organizational Process Assets

Data Analysis
Problem Solving
Interpersonal & Team Skills
Project Management Information System

- Work Performance Information
- Change Requests
- Project Management Plan updates
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP



	Project Management Process Group				
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✓ MONITOR COMMUNICATIONS

INPUTS

- Project Management Plan
- Project Documents
- Work Performance Data
- Enterprise Environmental Factors
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Project Management Information System
Data Analysis
Interpersonal & Team Skills
Meetings

OUTPUTS

- Work Performance Information
- Change Requests
- Project Management Plan updates
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP



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INPUTS

- Project Management Plan
- Project Documents
- Work Performance Data
- Work Performance Reports

TECHNIQUES

Data Analysis
Audits
Meetings

OUTPUTS

- Work Performance Information
- Change Requests
- Project Management Plan updates
- Project Document updates
- Organizational Process Assets updates

• MONITORING & CONTROLLING PROCESS GROUP



	Project Management Process Group				
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✓ CONTROL PROCUREMENT

INPUTS

TECHNIQUES

OUTPUTS

- Project Management Plan
- Project Documents
- Agreements
- Procurement Documentation
- Approved Change Requests
- Work Performance Data
- Enterprise Environmental Factors
- Organizational Process Assets

- Expert Judgement
- Claims Administration
- Data Analysis
- Inspection
- Audits

- Closed Procurement
- Work Performance Information
- Change Requests
- Project Management Plan updates
- Project Document updates
- Organizational Process Assets updates

• MONITORING & CONTROLLING PROCESS GROUP



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✓ MONITOR STAKEHOLDER ENGAGEMENT

INPUTS

- Project Management Plan
- Project Documents
- Work Performance Data
- Enterprise Environmental Factors
- Organizational Process Assets

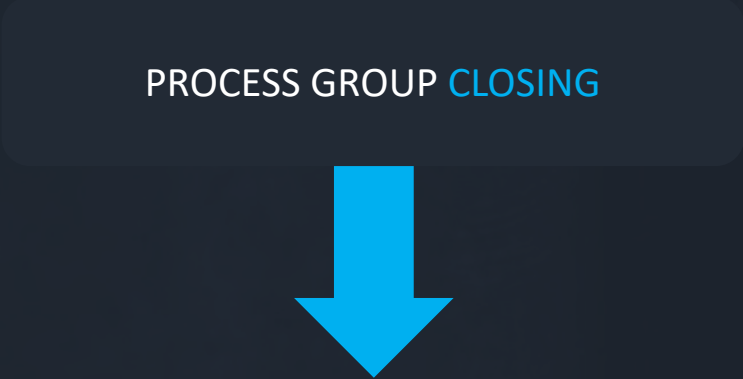
TECHNIQUES

Data Analysis
Decision Making
Data Representation
Communication Skills
Interpersonal & Team Skills
Meetings

OUTPUTS

- Work Performance Information
- Change Requests
- Project Management Plan updates
- Project Document updates

• MONITORING & CONTROLLING PROCESS GROUP



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✓ CLOSE PROJECT OR PHASE

INPUTS

- Project Charter
- Project Management Plan
- Project Documents
- Accepted Deliverables
- Business Documents
- Agreements
- Procurement Documentation
- Organizational Process Assets

TECHNIQUES

Expert Judgement
Data Analysis
Meetings

OUTPUTS

- Project Document updates
- Final Product or Service
- Final Report
- Organizational Process Assets updates

Project Management



• FORMEZ-VOUS GRATUITEMENT A LA GESTION DE PROJET !

- #01 INTRODUCTION
- #02 LES PRINCIPES FONDAMENTAUX PM
- #03 LES CONNAISSANCES FONDAMENTALES PM
- #04 LA VALEUR & LES PERFORMANCES PM
- #05 LE REFERENTIEL STANDARD PM
- #06 LE PROCESSUS PROJECT INTEGRATION
- #07 LE PROCESSUS PROJECT SCOPE MANAGEMENT
- #08 LE PROCESSUS PROJECT SCHEDULE MANAGEMENT
- #09 LE PROCESSUS PROJECT COST MANAGEMENT
- #10 LE PROCESSUS PROJECT QUALITY MANAGEMENT
- #11 LE PROCESSUS PROJECT RISK MANAGEMENT
- #12 LE PROCESSUS PROJECT STAKEHOLDER MANAGEMENT
- #13 LE PROCESSUS PROJECT RESOURCE MANAGEMENT
- #14 LE PROCESSUS PROJECT COMMUNICATION MANAGEMENT
- #15 LE PROCESSUS PROJECT PROCUREMENT MANAGEMENT
- #16 LE DOMAINE DE LA PERFORMANCE PROJET
- #17 LE PROCESSUS D'ADAPTATION – PROJECT TAILORING
- #18 LES MODÈLES, METHODES & ARTEFACT PROJECT MANAGEMENT
- #19 PREPARATION A L'EXAMEN PMP®



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PROJECTS