

Domain	Object	Why	What	How	K.A.	Process	#	Remarks
INITIATING	13%							
Initiating	Task	1 in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints,	Perform project assessment	based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders	Initiative			
Initiating	Task	2 in order to manage customer expectations and direct the achievement of project goals,	Identify key deliverables	based on the business requirements	Integration	Develop Charter	4.1	
Initiating	Task	3 in order to align expectations and gain support for the project,	Perform stakeholder analysis	using appropriate tools and techniques	Stakeholder Management	Identify Stakeholders (incl. Analysis)	13.1	
Initiating	Task	4 in order to propose an implementation strategy,	Identify high level risks, assumptions, and constraints	based on the current environment, organizational factors, historical data, and expert judgment,	Integration	Develop Charter	4.1	
Initiating	Task	5 in order to ensure project stakeholders are in agreement on its elements,	Participate in the development of the project charter	by compiling and analyzing gathered information	Integration	Develop Charter	4.1	
Initiating	Task	6 in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project,	Obtain project charter approval from the sponsor,	by means of conversations with the sponsor	Integration	Develop Charter	4.1	
Initiating	Task	7 in order to validate project alignment with organizational strategy and expected business value,	Conduct benefit analysis with relevant stakeholders	by...	Initiative			
Initiating	Task	8 in order to ensure common understanding of the key deliverables, milestones, and their roles and responsibilities,	Inform stakeholders of the approved project charter	by means of appropriate communication (incl. Roadmap)	Initiative			
Initiating	Knowledge and Skills	1	Analytical skills					
Initiating	Knowledge and Skills	2	Benefit analysis techniques					
Initiating	Knowledge and Skills	3	Elements of a project charter		Integration	Develop Project Charter	4.1	
Initiating	Knowledge and Skills	4	Estimation tools and techniques					
Initiating	Knowledge and Skills	5	Strategic management					
PLANNING	24%							
Planning	Task	1 in order to establish detailed project deliverables,	Review and assess detailed project requirements, constraints, and assumptions	with stakeholders, based on the project charter, lessons learned, and by using requirement gathering techniques	Scope	Collect Requirements	5.2	Missing: Define Scope (5.3)
Planning	Task	2 in order to define, maintain, and manage the scope of the project,	Develop a scope management plan	based on the approved project scope and using scope management techniques,	Scope	Plan Scope Management	5.1	

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Planning	Task	3 in order to manage project costs,	Develop the cost management plan	based on the project scope, schedule, resources, approved project charter and other information, using estimating techniques,	Cost	Plan Cost Management	7.1	
Planning	Task	4 in order to manage timely completion of the project,	Develop the project schedule	based on the approved project deliverables and milestones, scope, and resource management plans	Schedule	Plan Schedule Management	6.1	
Planning	Task	5 in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed,	Develop the human resource management plan	by defining the roles and responsibilities of the project team members	Resource	Plan Resource Management	9.1	Missing: material resources, and Estimate Activity Resources (9.2) for Resource reqs and RBS.
Planning	Task	6 in order to define and manage the flow of project information,	Develop the communications management plan	based on the project organizational structure and stakeholder requirements,	Communication	Plan Communications Management	10.1	Includes reporting planning, if indirectly.
Planning	Task	7 in order to ensure that the required project resources will be available,	Develop the procurement management plan	based on the project scope, budget, and schedule,	Procurement	Plan Procurement Management	12.1	
Planning	Task	8 in order to prevent the occurrence of defects and control the cost of quality,	Task 8 Develop the quality management plan and define the quality standards for the project and its products, based on the project scope, risks, and requirements,	based on the project scope, risks, and requirements,	Quality	Plan Quality Management	8.1	
Planning	Task	9 in order to track and manage change,	Develop the change management plan	by defining how changes will be addressed and controlled	Integration	Develop PMP	4.2	Configuration management is considered a cross-cutting knowledge and skill.
Planning	Task	10 in order to manage uncertainty and opportunity throughout the project life cycle,	Plan for risk management	by developing a risk management plan; identifying, analyzing, and prioritizing project risk; creating the risk register; and defining risk response strategies	Risk & Opportunities	From Plan Risk Management to Plan Risk Responses	11.1 to 11.5	
Planning	Task	11 in order to obtain approval to proceed with project execution,	Present the project management plan to the relevant stakeholders	according to applicable policies and procedures	Integration	Develop PMP	4.2	Where is this communicated to relevant stakeholders?
Planning	Task	12 in order to inform and engage stakeholders and gain commitment,	Conduct kick-off meeting	by means of communicating the start of the project, key milestones, and other relevant information	Integration	Develop PMP	4.2	
Planning	Task	13 in order to effectively manage stakeholders' expectations and engage them in project decisions,	Develop the stakeholder management plan	by analyzing needs, interests, and potential impact	Stakeholder	Plan Stakeholder Engagement	13.2	
Planning	Knowledge and Skills	1	Change management planning		Integration			
Planning	Knowledge and Skills	2	Cost management planning, including project budgeting tools and techniques		Cost	Estimate Costs ; Determine Budget	7.2 ; 7.3	

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Planning	Knowledge and Skills	3		Communications planning		Communication	Plan Communications Management	10.1	
Planning	Knowledge and Skills	4		Contract types and selection criteria		Procurement			
Planning	Knowledge and Skills	5		Estimation tools and techniques		Schedule ; Cost ; Procurement ; Quality	Estimate Activity Duration	6.4	
Planning	Knowledge and Skills	6		Human resource planning		Resource	Plan Resource Management	9.1	
Planning	Knowledge and Skills	7		Lean and efficiency principles		Resource ; Quality			
Planning	Knowledge and Skills	8		Procurement planning		Procurement	Plan Procurements	12.1	
Planning	Knowledge and Skills	9		Quality management planning		Quality	Plan Quality Management	8.1	
Planning	Knowledge and Skills	10		Requirements gathering techniques (e.g., planning sessions, brainstorming, and focus groups)		Scope	Collect Requirements	5.2	
Planning	Knowledge and Skills	11		Regulatory and environmental impacts assessment planning		Enterprise Environmental Factors			
Planning	Knowledge and Skills	12		Risk management planning		Risk	Plan Risk Management	11.1	
Planning	Knowledge and Skills	13		Scope deconstruction (e.g., WBS, Scope backlog) tools and techniques		Scope	Create WBS	5.4	
Planning	Knowledge and Skills	14		Scope management planning		Scope	Plan Scope Management	5.1	
Planning	Knowledge and Skills	15		Stakeholder management planning		Stakeholder	Plan Stakeholder Engagement	13.2	
Planning	Knowledge and Skills	16		Time management planning, including scheduling tools and techniques		Schedule	Define Activities ; Sequence Activities ; Estimate Activity Durations ; Develop Schedule	6.2 to 6.5	
Planning	Knowledge and Skills	17		Workflow diagramming techniques		Quality			
EXECUTING	31%								
Executing	Task	1	in order to meet project requirements,	Acquire and manage project resources	by following the human resource and procurement management plans	Resource	Acquire ; Develop ; Manage Team	9.3 ; 9.4 ; 9.5	
Executing	Task	2	in order to achieve project deliverables,	Manage task execution based on the project management plan	by leading and developing the project team	Integration	Direct and Manage Project Work	4.3	Remember that you fill in an issue log.
Executing	Task	3	in order to ensure that work is performed in accordance with required quality standards,	Implement the quality management plan	using the appropriate tools and techniques	Quality	Manage Quality	8.2	

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Executing	Task	4 in order to meet project requirements,	Implement approved changes and corrective actions	by following the change management plan	Integration	Direct and Manage Project Work	4.3	
Executing	Task	5 in order to minimize the impact of the risks and take advantage of opportunities on the project,	Implement approved actions	by following the risk management plan	Risk	Implement Risk Responses	11.6	
Executing	Task	6 in order to keep stakeholders engaged and informed,	Manage the flow of information	by following the communications plan	Communication	Manage Communications	10.2	Missing: Manage Knowledge (4.4) & Manage Stakeholder Engagement (13.3)
Executing	Task	7 in order to receive continued support and manage expectations,	Maintain stakeholder relationships	by following the stakeholder management plan	Stakeholder	Manage Stakeholder Engagement	13.3	
Executing	Knowledge and Skills	1	Continuous improvement processes		Quality			
Executing	Knowledge and Skills	2	Contract management techniques		Procurement			
Executing	Knowledge and Skills	3	Elements of a statement of work		Scope	Define Scope	5.3	
Executing	Knowledge and Skills	4	Interdependencies among project elements		Integration			
Executing	Knowledge and Skills	5	Project budgeting tools and techniques		Cost	Control Costs	7.4	
Executing	Knowledge and Skills	6	Quality standard tools		Quality			
Executing	Knowledge and Skills	7	Vendor management techniques		Procurement			
MONITORING AND CONTROLLING	25%							Missing: Monitor Communications (10.3) and Monitor Stakeholder Engagement (13.3)
Monitoring and Controlling	Task	1 in order to identify and quantify any variances and corrective actions,	Measure project performance	by using appropriate tools and techniques		Monitor and All Control Project Work	4.5	Monitor & Control processes
Monitoring and Controlling	Task	2 in order to ensure that project goals remain aligned with business needs,	Manage changes to the project	by following the change management plan	Integration	Perform Integrated Change Control	4.6	Does it include Control Scope (5.6)? Not quite.
Monitoring and Controlling	Task	3 in order to meet project requirements and business needs,	Verify that project deliverables conform to the quality standards established in the quality management plan	by using appropriate tools and techniques	Quality	Control Quality	8.3	
Monitoring and Controlling	Task	4 in order to manage the impact of risks and opportunities on the project,	Monitor and assess risk	by determining whether exposure has changed and evaluating the effectiveness of response strategies	Risk	Monitor Risks	11.7	
Monitoring and Controlling	Task	5 in order to minimize the impact on the project,	Review the issue log, update if necessary, and determine corrective actions	by using appropriate tools and techniques		Control & All Monitor processes		Originated in 4.3 Direct and Manage Project Work

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Monitoring and Controlling	Task	6	in order to enable continuous improvement,	Capture, analyze, and manage lessons learned	by using lessons learned management techniques	Manage, Control All & Monitor processes		Does it include Knowledge Base updates (/Manage Knowledge 4.4 in Executing)?
Monitoring and Controlling	Task	7	in order to verify compliance with project objectives,	Monitor procurement activities according to the procurement plan	by...	Procurement Control Procurements	12.3	
Monitoring and Controlling	Knowledge and Skills		<b>Knowledge and Skills</b>					
Monitoring and Controlling	Knowledge and Skills	1		Performance measurement and tracking techniques (e.g., EV, CPM, PERT, Trend Analysis)				Performance Measurement Baseline
Monitoring and Controlling	Knowledge and Skills	2		Process analysis techniques (e.g., LEAN, Kanban, Six Sigma)		Quality Manage Quality	8.2	
Monitoring and Controlling	Knowledge and Skills	3		Project control limits (e.g., thresholds, tolerance)		Quality Control Quality	8.3	
Monitoring and Controlling	Knowledge and Skills	4		Project finance principles				
Monitoring and Controlling	Knowledge and Skills	5		Project monitoring tools and techniques		Control & All Monitor processes		
Monitoring and Controlling	Knowledge and Skills	6		Project quality best practices and standards (e.g., ISO, BS, CMMI, IEEE)		Quality Plan Quality Management	8.1	
Monitoring and Controlling	Knowledge and Skills	7		Quality measurement tools (e.g., statistical sampling, control charts, flowcharting, inspection, assessment)		Quality Plan Quality Management	8.1	
Monitoring and Controlling	Knowledge and Skills	8		Risk identification and analysis techniques		Identify Risks ; Perform Risk Qualitative / Quantitative Analysis	11.2 ; 11.3 ; 11.4	
Monitoring and Controlling	Knowledge and Skills	9		Risk response techniques		Risk Plan Risk Responses	11.5	
Monitoring and Controlling	Knowledge and Skills	10		Quality validation and verification techniques		Quality Manage & Control Quality	8.2 ; 8.3	
<b>CLOSING 7%</b>								
Closing	Task	1	in order to confirm that project scope and deliverables were achieved,	Obtain final acceptance of the project deliverables from relevant stakeholders	by...	Scope Validate Scope	5.5	Except that we talk about "final" acceptance

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Closing	Task	2	in order to facilitate project closure,	Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan	by...	Integration	Close Project or Phase	4.7	Handover of the final product should be more about implementation than mere transition.
Closing	Task	3	in order to communicate formal project closure and ensure transfer of liability, in order to document and convey	Obtain financial, legal, and administrative closure	by using generally accepted practices and policies	Integration	Close Project or Phase	4.7	
Closing	Task	4	project performance and assist in project evaluation,	Prepare and share the final project report	according to the communications management plan	Integration	Close Project or Phase	4.7	Linked to Communication
Closing	Task	5	in order to update the organization's knowledge base,	Collate lessons learned that were documented throughout the project and conduct a comprehensive project review	by...	Integration	Close Project or Phase	4.7	Shouldn't we add "personal knowledge base"?
Closing	Task	6	in order to comply with statutory requirements and for potential use in future projects and audits,	Archive project documents and materials	by using generally accepted practices	Integration	Close Project or Phase	4.7	
Closing	Task	7	in order to evaluate their satisfaction,	Obtain feedback from relevant stakeholders	using appropriate tools and techniques and based on the stakeholder management plan	Integration	Close Project or Phase	4.7	To link to Monitor Stakeholder Engagement (13.4)?
Closing	Knowledge and Skills	1		Archiving practices and statutes		Integration	Close Project or Phase	4.7	
Closing	Knowledge and Skills	2		Compliance (statute/organization)					
Closing	Knowledge and Skills	3		Contract closure requirements		Procurement	Conduct Procurements	12.2	
Closing	Knowledge and Skills	4		Close-out procedures		Procurement			
Closing	Knowledge and Skills	5		Feedback techniques		Resource & Stakeholder Management			
Closing	Knowledge and Skills	6		Performance measurement techniques (KPI and key success factors)					
Closing	Knowledge and Skills	7		Project review techniques			Control processes?		
Closing	Knowledge and Skills	8		Transition planning technique		Integration	Close Project or Phase	4.7	Call for Organizational Change Management
Cross-cutting knowledge and skills	Knowledge and Skills								
Cross-cutting knowledge and skills	Knowledge and Skills	1		Active listening		Communication	Manage Communications	10.2	
Cross-cutting knowledge and skills	Knowledge and Skills	2		Applicable laws and regulations		Environment	Enterprise Environmental Factors	2.2	

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Cross-cutting knowledge and skills	Knowledge and Skills	3	Benefits realization		Integration	Develop Charter	4.1	
Cross-cutting knowledge and skills	Knowledge and Skills	4	Brainstorming techniques		Integration	Develop Charter	4.1	
Cross-cutting knowledge and skills	Knowledge and Skills	5	Business acumen		Role of PM	Overview	3	
Cross-cutting knowledge and skills	Knowledge and Skills	6	Change management techniques		Integration	Develop PMP	4.2	
Cross-cutting knowledge and skills	Knowledge and Skills	7	Coaching, mentoring, training, and motivational techniques		Resources	Develop Team	9.4	
Cross-cutting knowledge and skills	Knowledge and Skills	8	Communication channels, tools, techniques, and methods		Communication	Plan Communications Management	10.1	
Cross-cutting knowledge and skills	Knowledge and Skills	9	Configuration management		Integration	Develop PMP	4.2	
Cross-cutting knowledge and skills	Knowledge and Skills	10	Conflict resolution		Resources	Develop Team	9.4	
Cross-cutting knowledge and skills	Knowledge and Skills	11	Customer satisfaction metrics		Quality	Plan Quality Management	8.1	NPS
Cross-cutting knowledge and skills	Knowledge and Skills	12	Data gathering techniques					
Cross-cutting knowledge and skills	Knowledge and Skills	13	Decision making		Integration	Monitor and Control Project Work	4.5	
Cross-cutting knowledge and skills	Knowledge and Skills	14	Delegation techniques		Resources	Manage Team	9.5	
Cross-cutting knowledge and skills	Knowledge and Skills	15	Diversity and cultural sensitivity		Resources	Develop Team	9.4	

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Cross-cutting knowledge and skills	Knowledge and Skills	16	Emotional intelligence		Resources	Manage Team	9.5	
Cross-cutting knowledge and skills	Knowledge and Skills	17	Expert judgment technique					
Cross-cutting knowledge and skills	Knowledge and Skills	18	Facilitation		Integration	Develop Charter	4.1	
Cross-cutting knowledge and skills	Knowledge and Skills	19	Generational sensitivity and diversity		Resources	Develop Team	9.4	
Cross-cutting knowledge and skills	Knowledge and Skills	20	Information management tools, techniques, and methods		Integration	Direct and Manage Project Work	4.3	
Cross-cutting knowledge and skills	Knowledge and Skills	21	Interpersonal skills		Resources	Develop Team	9.4	
Cross-cutting knowledge and skills	Knowledge and Skills	22	Knowledge management			Manage Project Knowledge	4.4	
Cross-cutting knowledge and skills	Knowledge and Skills	23	Leadership tools, techniques, and skills		Resources	Manage Team	9.5	
Cross-cutting knowledge and skills	Knowledge and Skills	24	Lessons learned management techniques					
Cross-cutting knowledge and skills	Knowledge and Skills	25	Meeting management techniques					
Cross-cutting knowledge and skills	Knowledge and Skills	26	Negotiating and influencing techniques and skills		Procurement	Conduct Procurement	12.1	
Cross-cutting knowledge and skills	Knowledge and Skills	27	Organizational and operational awareness		Role of PM	PM Competences	3.4	
Cross-cutting knowledge and skills	Knowledge and Skills	28	Peer-review processes		Quality Control	Quality	8.3	



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Cross-cutting knowledge and skills	Knowledge and Skills	29	Presentation tools and techniques		Communications	Manage Communications	10.2	
Cross-cutting knowledge and skills	Knowledge and Skills	30	Prioritization/time management		Schedule	Control Schedule	6.6	
Cross-cutting knowledge and skills	Knowledge and Skills	31	Problem-solving tools and techniques		Quality	Manage Quality	8.2	
Cross-cutting knowledge and skills	Knowledge and Skills	32	Project finance principles		Integration ; Procurement	Develop Charter ; Plan Procurement	4.1 ; 12.1	
Cross-cutting knowledge and skills	Knowledge and Skills	33	Quality assurance and control techniques		Quality	Manage Quality ; Control Quality	8.2 ; 8.3	
Cross-cutting knowledge and skills	Knowledge and Skills	34	Relationship management		Stakeholders	Manage Stakeholder Management	13.3	
Cross-cutting knowledge and skills	Knowledge and Skills	35	Risk assessment techniques		Risks	Perform Qualitative / Quantitative Risk Analysis	11.3 ; 11.4	
Cross-cutting knowledge and skills	Knowledge and Skills	36	Situational awareness		Resources	Manage Team	9.5	v.g. Blanchard's Situational Management
Cross-cutting knowledge and skills	Knowledge and Skills	37	Stakeholder management techniques		Stakeholders	Manage Stakeholder Management	13.3	
Cross-cutting knowledge and skills	Knowledge and Skills	38	Team-building techniques		Resources	Develop Team	9.4	
Cross-cutting knowledge and skills	Knowledge and Skills	39	Virtual/remote team management		Resources	Manage Team	9.5	