



KNOWLEDGEWOODS 2.0
A KNOWLETT LEARNING COMPANY

PMP® Process Chart based on PMBOK® 6th Edition

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Process Groups

	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Integration	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
Scope		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
Schedule		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule (*Check resource availability before Publish)		6.6 Control Schedule	
Cost		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
Quality		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
Resource		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
Communication		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
Risk		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
Procurement		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
Stakeholder	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	



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Integration

INPUTS	TOOLS	OUTPUTS
Develop Project Charter		
<ol style="list-style-type: none">1. Business Documents<ul style="list-style-type: none">• Business Case• Benefits management plan2. Agreements3. Enterprise environmental factors4. Organizational process assets	<ol style="list-style-type: none">1. Expert Judgement2. Data Gathering<ul style="list-style-type: none">• Brainstorming• Focus Groups• Interviews3. Interpersonal & Team Skills<ul style="list-style-type: none">• Conflict Management• Facilitation• Meeting Management4. Meetings	<ol style="list-style-type: none">1. Project charter2. Assumption Log
Develop Project Management Plan		
<ol style="list-style-type: none">1. Project Charter2. Outputs from other processes3. Enterprise environmental factors4. Organizational process assets	<ol style="list-style-type: none">1. Expert Judgement2. Data Gathering<ul style="list-style-type: none">• Brainstorming• Checklists• Focus Groups• Interviews3. Interpersonal & Team Skills<ul style="list-style-type: none">• Conflict Management• Facilitation• Meeting Management4. Meetings	<ol style="list-style-type: none">1. Project management plan
Direct and Manage Project Work		
<ol style="list-style-type: none">1. Project management plan<ul style="list-style-type: none">• Any component2. Project documents<ul style="list-style-type: none">• Change Log• Lessons Learnt Register• Milestone List• Project Communications• Project Schedule• Requirements Traceability Matrix• Risk Register• Risk Report3. Approved change requests4. Enterprise environmental factors5. Organizational process assets	<ol style="list-style-type: none">1. Expert Judgement2. Project management information system (PMIS)3. Meetings	<ol style="list-style-type: none">1. Deliverables2. Work performance data3. Issue Log4. Change requests5. Project management plan updates<ul style="list-style-type: none">• Any component6. Project document updates<ul style="list-style-type: none">• Activity List• Assumption Log• Lessons Learnt Register• Requirements Documentation• Risk Register• Stakeholder Register7. Organization Process Assets updates

Manage Project Knowledge

<ol style="list-style-type: none"> 1. Project management plan <ul style="list-style-type: none"> • Any component 2. Project documents <ul style="list-style-type: none"> • Lessons Learnt Register • Project team assignments • RBS - Resource Breakdown structure • Source selection criteria • Stakeholder Register 3. Deliverables 4. Enterprise environmental factors 5. Organizational process assets 	<ol style="list-style-type: none"> 1. Expert Judgement 2. Knowledge management 3. Information management 4. Interpersonal & Team skills <ul style="list-style-type: none"> • Active Listening • Facilitation • Leadership • Networking • Political awareness 	<ol style="list-style-type: none"> 1. Lessons Learnt Register 2. Project management plan updates <ul style="list-style-type: none"> • Any component 3. Organization Process Assets updates
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Monitor and Control Project Work

<ol style="list-style-type: none"> 1. Project management plan <ul style="list-style-type: none"> • Any component 2. Project documents <ul style="list-style-type: none"> • Assumption Log • Basis of estimates • Cost forecasts • Issue Log • Lessons Learnt Register • Milestone Lists • Quality report • Risk register • Risk reports • Schedule forecasts 3. Work Performance Information 4. Agreements 5. Enterprise environmental factors 6. Organizational process assets 	<ol style="list-style-type: none"> 1. Expert Judgement 2. Data Analysis <ul style="list-style-type: none"> • Alternative Analysis • Cost-Benefit Analysis • Earned Value Analysis • Root Cause Analysis • Trend Analysis • Variance Analysis 3. Decision Making 4. Meetings 	<ol style="list-style-type: none"> 1. Work Performance Reports 2. Change requests 3. Project Plan updates <ul style="list-style-type: none"> • Any component 4. Project document Updates <ul style="list-style-type: none"> • Cost forecasts • Issue Log • Lessons Learnt Register • Risk register • Schedule forecasts
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Perform Integrated Change Control

<ol style="list-style-type: none"> 1. Project management plan <ul style="list-style-type: none"> • Any component 2. Project documents <ul style="list-style-type: none"> • Assumption Log • Basis of estimates • Cost forecasts • Issue Log • Lessons Learnt Register • Milestone Lists • Quality report • Risk register • Risk reports • Schedule forecasts 3. Work Performance Information 4. Agreements 5. Enterprise environmental factors 6. Organizational process assets 	<ol style="list-style-type: none"> 1. Expert Judgement 2. Change Control tools 3. Data Analysis <ul style="list-style-type: none"> • Alternative Analysis • Cost-Benefit Analysis 4. Decision Making <ul style="list-style-type: none"> • Voting • Autocratic decision making • Multi-criteria decision analysis 5. Meetings 	<ol style="list-style-type: none"> 1. Approved change requests 2. Project management plan updates <ul style="list-style-type: none"> • Any component 3. Project document updates <ul style="list-style-type: none"> • Change Log
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Close Project or Phase

<ol style="list-style-type: none"> 1. Project Charter 2. Project management plan <ul style="list-style-type: none"> • All components 3. Project documents <ul style="list-style-type: none"> • Assumption Log • Basis of estimates • Change Log • Issue Log • Lessons Learnt Register • Milestone Lists • Project Communications • Quality control measurements • Quality reports • Requirements Documentation • Risk Register • Risk reports 4. Accepted Deliverables 5. Business Documents <ul style="list-style-type: none"> • Business Case • Benefits management plan 6. Agreements 7. Procurement documentation 8. Organizational process assets 	<ol style="list-style-type: none"> 1. Expert Judgement 2. Data Analysis <ul style="list-style-type: none"> • Document Analysis • Regression Analysis • Trend Analysis • Variance Analysis 3. Meetings 	<ol style="list-style-type: none"> 1. Project document updates <ul style="list-style-type: none"> • Lessons learnt register 2. Final product, service or result transition 3. Final report 4. Organizational process assets updates
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Scope

INPUTS	TOOLS	OUTPUTS
Plan Scope Management		
1. Project charter 2. Project management plan <ul style="list-style-type: none">• Quality Management plan• Project Lifecycle Description• Development Approach 3. Enterprise environmental factors 4. Organizational process assets	1. Expert judgment 2. Data Analysis <ul style="list-style-type: none">• Alternatives Analysis 3. Meetings	1. Scope management plan 2. Requirements management plan
Collect Requirements		
1. Project charter 2. Project management plan <ul style="list-style-type: none">• Scope management plan• Requirements management plan• Stakeholder engagement plan 3. Project documents <ul style="list-style-type: none">• Assumption Log• Lessons Learnt Register• Stakeholder register 4. Business Documents <ul style="list-style-type: none">• Business Case 5. Agreements 6. Enterprise environmental factors 7. Organizational process assets	1. Expert Judgement 2. Data Gathering <ul style="list-style-type: none">• Brainstorming• Focus Groups• Interviews• Questionnaire & surveys• Benchmarking 3. Data Analysis <ul style="list-style-type: none">• Document Analysis 4. Decision Making <ul style="list-style-type: none">• Voting• Multi-criteria decision analysis 5. Data Representation <ul style="list-style-type: none">• Affinity Diagram• Mind mapping 6. Interpersonal & Team Skills <ul style="list-style-type: none">• Nominal Group Technique• Facilitation• Observation/conversation 7. Context diagram 8. Prototyping	1. Requirements documentation 2. Requirements traceability matrix

Define Scope		
1. Project charter 2. Project management plan <ul style="list-style-type: none"> • Scope management plan 3. Project documents <ul style="list-style-type: none"> • Assumption Log • Requirements documentation • Risk register 4. Enterprise enviromental factors 5. Organizational process assets	1. Expert Judgement 2. Data Analysis <ul style="list-style-type: none"> • Alternatives Analysis 3. Decision Making <ul style="list-style-type: none"> • Multi-criteria decision analysis 4. Interpersonal & Team Skills <ul style="list-style-type: none"> • Facilitation 5. Product Analysis	1. Project scope statement 2. Project document updates <ul style="list-style-type: none"> • Assumption Log • Requirements documentation • Requirements Traceability matrix • Stakeholder register
Create WBS		
1. Project management plan <ul style="list-style-type: none"> • Scope management plan 2. Project documents <ul style="list-style-type: none"> • Project scope statement • Requirements documentation 3. Enterprise enviromental factors 4. Organizational process assets	1. Expert Judgement 2. Decomposition	1. Scope baseline 2. Project document updates <ul style="list-style-type: none"> • Assumption Log • Requirements documentation
Validate Scope		
1. Project management plan <ul style="list-style-type: none"> • Scope management plan • Requirements management plan 2. Project documents <ul style="list-style-type: none"> • Lessons Learnt Register • Quality reports • Requirements documentation • Requirements Traceability matrix 3. Verified deliverables 4. Work Performance Data	1. Inspection 2. Decisiononn making <ul style="list-style-type: none"> • Voting 	1. Accepted deliverables 2. Change requests 3. Work performance information 4. Project documents updates <ul style="list-style-type: none"> • Lessons Learnt Register • Requirements documentation • Requirements Traceability matrix
Control Scope		
1. Project management plan <ul style="list-style-type: none"> • Scope management plan • Requirements management plan • Change management plan • Configuration management plan • Scope baseline • Performance measurement baseline 2. Project documents <ul style="list-style-type: none"> • Lessons Learnt Register • Requirements documentation • Requirements Traceability matrix 3. Work Performance Data 4. Organizational process assets	1. Data Analysis <ul style="list-style-type: none"> • Trend Analysis • Variance Analysis 	1. Work Performance Information 2. Change requests 3. Project management plan updates <ul style="list-style-type: none"> • Scope management plan • Scope baseline • Schedule baseline • Cost baseline • Performance measurement baseline 4. Project documents updates <ul style="list-style-type: none"> • Lessons Learnt Register • Requirements documentation • Requirements Traceability matrix



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Schedule

INPUTS	TOOLS	OUTPUTS
Plan Schedule Management		
1. Project Charter 2. Project management plan 3. Enterprise environmental factors 4. Organizational process assets	1. Expert Judgement 2. Data Analysis 3. Meetings	1. Schedule Management plan
Define Activities		
1. Project management plan 2. Enterprise environmental factors 3. Organizational process assets	1. Expert Judgement 2. Decomposition 3. Rolling wave planning 4. Meeting	1. Activity List 2. Activity attributes 3. Milestone list 4. Change requests 5. Project management plan updates
Sequence Activities		
1. Project management plan 2. Project documents 3. Enterprise environmental factors 4. Organizational process assets	1. Precedence diagramming method 2. Dependency determination & integration 3. Leads and Lags 4. Project management information system (PMIS)	1. Project Schedule network diagram 2. Project document updates
Estimate Activity Durations		
1. Project management plan 2. Project documents 3. Enterprise environmental factors 4. Organizational process assets	1. Expert Judgement 2. Analogous estimating 3. Parametric estimating 4. Three Point estimating 5. Bottom-up estimating 6. Data Analysis 7. Decision marking 8. Meetings	1. Duration Estimates 2. Basis of estimates 3. Project document updates
Develop Schedule		
1. Project management plan 2. Project documents 3. Agreements 4. Enterprise environmental factors 5. Organizational process assets	1. Schedule network analysis 2. Critical path method 3. Resource optimization techniques 4. Data Analysis 5. Leads and lags 6. Schedule compression 7. Project management information system (PMIS) 8. Agile release planning	1. Schedule baseline 2. Project schedule 3. Schedule data 4. Project calendars 5. Change requests 6. Project management plan updates 7. Project documents updates
Control Schedule		
1. Project management plan 2. Project documents 3. Work Performance Data 4. Organizational process assets	1. Data analysis 2. Critical path method 3. Project management information system (PMIS) 4. Resource optimization techniques 5. Leads and lags 6. Schedule compression	1. Work Performance Information 2. Schedule forecasts 3. Change requests 4. Project management plan updates 5. Project documents updates




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Cost

INPUTS	TOOLS	OUTPUTS
Plan Cost Management		
1. Project charter 2. Project management plan 3. Enterprise environmental factors 4. Organizational process assets	1. Expert judgment 2. Data Analysis 3. Meetings	1. Cost management plan
Estimate Costs		
1. Project management plan 2. Project documents 3. Enterprise environmental factors 4. Organizational process assets	1. Expert Judgement 2. Analogous estimating 3. Parametric estimating 4. Three Point estimating 5. Bottom-up estimating 6. Data Analysis 7. Decision marking 8. PMIS	1. Cost estimates 2. Basis of estimates 3. Project document updates
Determine Budget		
1. Project mangement plan 2. Project documents 3. Business documents 4. Agreements 5. Enterprise enviromental factors 6. Organizational process assets	1. Expert judgment 2. Cost aggregation 3. Reserve analysis 4. Historical information review 5. Funding limit reconcillation 6. Financing	1. Cost baseline 2. Project funding requirements 3. Project document updates
Control Costs		
1. Project mangement plan 2. Project documents 3. Project funding requirements 4. Work performance data 5. Organizational process assets	1. Expert judgment 2. Data Analysis 3. To complete performance index (TCPI) 4. Project management information system (PMIS)	1. Work Performance Information 2. Cost forecasts 3. Change requests 4. Project management plan updates 5. Project documents updates

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	Quality		
INPUTS	TOOLS	OUTPUTS	
Plan Quality Management			
1. Project Charter 2. Project management plan 3. Project documents 4. Enterprise enviromental factors 5. Organizational process assets	1. Expert Judgement 2. Data Gathering 3. Data Analysis 4. Decision making 5. Data representation 6. Test and Inspection planning 7. Meetings	1. Quality management plan 2. Quality metrics 3. Project management plan updates 4. Project documents updates	
Manage Quality			
1. Project management plan 2. Project documents 3. Organizational process assets	1. Data Gathering 2. Data Analysis 3. Decision making 4. Data representation 5. Audits 6. Design for X 7. Problem Solving 8. Quality improvement methods	1. Quality reports 2. Test and evaluation documents 3. Change requests 4. Project management plan updates 5. Project documents updates	
Control Quality			
1. Project management plan 2. Project documents 3. Approved Change requests 4. Deliverables 5. Work performance data 6. Enterprise enviromental factors 7. Organizational process assets	1. Data Gathering 2. Data Analysis 3. Inspection 4. Testing/product evaluations 5. Data representation 6. Meetings	1. Quality control measurements 2. Verified deliverables 3. Work performance information 4. Change requests 5. Project management plan updates 6. Project document updates	



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Resource

INPUTS	TOOLS	OUTPUTS
Plan Resource Management		
1. Project Charter 2. Project management plan 3. Project documents 4. Enterprise enviromental factors 5. Organizational process assets	1. Expert Judgement 2. Data representation 3. Organizational theory 4. Meetings	1. Resource management plan 2. Team Charter 3. Project documents updates
Estimate Activity Resources		
1. Project management plan 2. Project documents 3. Enterprise enviromental factors 4. Organizational process assets	1. Expert Judgement 2. Bottom-up estimating 3. Analogous estimating 4. Parametric estimating 5. Data Analysis 6. PMIS 7. Meetings	1. Resource Documents 2. Basis of estimates 3. Resource breakdown structure (RBS) 4. Project document updates
Acquire Resources		
1. Project management plan 2. Project documents 3. Enterprise enviromental factors 4. Organizational process assets	1. Decision making 2. Interpersonal and team skills 3. Pre-assignments 4. Virtual teams	1. Project resource assignments 2. Project team assignments 3. Resource calenders 4. Change requests 5. Project management plan updates 6. Project documents updates 7. Enterprise environmental factors updates 8. Organizational process assets updates
Develop Team		
1. Project management plan 2. Project documents 3. Enterprise enviromental factors 4. Organizational process assets	1. Colocation 2. Virtual teams 3. Communication technology 4. Interpersonal and team skills 5. Recognition and rewards 6. Training 7. Individual and team assessments 8. Meetings	1. Team performance assessments 2. Change requests 3. Project management plan updates 4. Project documents updates 5. Enterprise environmental factors updates 6. Organizational process assets updates
Manage Team		
1. Project management plan 2. Project documents 3. Work performance reports 4. Team performance assessments 5. Enterprise enviromental factors 6. Organizational process assets	1. Interpersonal and team skills 2. PMIS	1. Change requests 2. Project management plan updates 3. Project documents updates 4. Enterprise environmental factors updates
Control Resources		
1. Project management plan 2. Project documents 3. Work performance data 4. Agreements 5. Organizational process assets	1. Data Analysis 2. Problem Solving 3. Interpersonal and team skills 4. PMIS	1. Work Performance Information 2. Change requests 3. Project management plan updates 4. Project documents updates




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Communications

INPUTS	TOOLS	OUTPUTS
Plan Communications Management		
1. Project Charter 2. Project management plan 3. Project documents 4. Enterprise environmental factors 5. Organizational process assets	1. Expert Judgement 2. Communication requirements analysis 3. Communication technology 4. Communication models 5. Communication methods 6. Interpersonal and team skills 7. Data representation 8. Meetings	1. Communication management plan 2. Project management plan updates 3. Project document updates
Manage Communications		
1. Project management plan 2. Project documents 3. Work performance reports 4. Enterprise environmental factors 5. Organizational process assets	1. Communication technology 2. Communication methods 3. Communication skills 4. PMIS 5. Project reporting 6. Interpersonal and team skills 7. Meetings	1. Project communications 2. Project management plan updates 3. Project document updates 4. Organizational process assets updates
Monitor Communications		
1. Project management plan 2. Project documents 3. Work performance data 4. Enterprise environmental factors 5. Organizational process assets	1. Expert Judgement 2. PMIS 3. Data Analysis 4. Interpersonal and team skills 5. Meetings	1. Work Performance Information 2. Change requests 3. Project management plan updates 4. Project documents updates

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	Risk		
INPUTS	TOOLS	OUTPUTS	
Plan Risk Management			
1. Project Charter 2. Project management plan 3. Project documents 4. Enterprise enviromental factors 5. Organizational process assets	1. Expert judgment 2. Data Analysis 3. Meetings	1. Risk management plan	
Identify Risks			
1. Project mangement plan 2. Project documents 3. Agreements 4. Procurement documentation 5. Enterprise enviromental factors 6. Organizational process assets	1. Expert judgment 2. Data Gathering 3. Data Analysis 4. Interpersonal and team skills 5. Prompt Lists 6. Meetings	1. Risk register 2. Risk report 3. Project documents updates	
Perform Qualitative Risk Analysis			
1. Project mangement plan 2. Project documents 3. Enterprise enviromental factors 4. Organizational process assets	1. Expert judgment 2. Data Gathering 3. Data Analysis 4. Interpersonal and team skills 5. Risk categorization 6. Data representation 7. Meetings	1. Project documents updates	

Perform Quantitative Risk Analysis

1. Project mangement plan 2. Project documents 3. Enterprise enviromental factors 4. Organizational process assets	1. Expert judgment 2. Data Gathering 3. Interpersonal and team skills 4. Representations of uncertainty 5. Data Analysis	1. Project documents updates
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Plan Risk Responses


1. Project mangement plan 2. Project documents 3. Enterprise enviromental factors 4. Organizational process assets	1. Expert judgment 2. Data Gathering 3. Interpersonal and team skills 4. Strategies for threats 5. Strategies for Opportunities 6. Contingent response strategies 7. Strategies for overall project risks 8. Data Analysis 9. Decision making	1. Change requests 2. Project management plan updates 3. Project document updates
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Implement Risk Responses

1. Project mangement plan 2. Project documents 3. Organizational process assets	1. Expert judgment 2. Interpersonal and team skills 3. PMIS	1. Change requests 2. Project document updates
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Monitor risks

1. Project mangement plan 2. Project documents 3. Work performance data 4. Work performance reports	1. Data Analysis 2. Audits 3. Meetings	1. Work Performance Information 2. Change requests 3. Project management plan updates 4. Project documents updates 5. Organizational process assets updates
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	Procurement		
INPUTS	TOOLS	OUTPUTS	
Plan Procurement Management			
1. Project Charter 2. Business documents 3. Project management plan 4. Project documents 5. Enterprise enviromental factors 6. Organizational process assets	1. Expert judgment 2. Data Gathering 3. Data Analysis 4. Source selection analysis 5. Meetings	1. Procurement management plan 2. Procurement strategy 3. Bid documents 4. Procurement statements of work 5. Source selection criteria 6. Make or buy decisions 7. Independent cost estimates 8. Change requests 9. Project documents updates 10. Organizational proces assets updates	
Conduct Procurements			
1. Project mangement plan 2. Project documents 3. Procurement documentation 4. Seller proposals 5. Enterprise enviromental factors 6. Organizational process assets	1. Expert judgment 2. Advertising 3. Bidder conferences 4. Data Analysis 5. Interpersonal and team skills	1. Selected sellers 2. Agreements 3. Change requests 4. Project management plan updates 5. Project document updates 6. Organizational proces assets updates	
Control Procurements			
1. Project mangement plan 2. Project documents 3. Agreements 4. Procurement documentation 5. Approved Change requests 6. Work performance data 7. Enterprise enviromental factors 8. Organizational process assets	1. Expert judgment 2. Claims administration 3. Data Analysis 4. Insepection 5. Audits	1. Closed Procurements 2. Work performance Information 3. Procurement documentation updates 4. Change requests 5. Project management plan updates 6. Project document updates 7. Organizational proces assets updates	

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	Stakeholder		
INPUTS		TOOLS	OUTPUTS
Identify Stakeholders			
1. Project Charter 2. Business documents 3. Project management plan 4. Project documents 5. Agreements 6. Enterprise enviromental factors 7. Organizational process assets	1. Expert judgment 2. Data Gathering 3. Data Analysis 4. Data representation 5. Meetings		1. Stakeholder register 2. Change requests 3. Project management plan updates 4. Project document updates
Plan Stakeholder Engagement			
1. Project Charter 2. Project management plan 3. Project documents 4. Agreements 5. Enterprise enviromental factors 6. Organizational process assets	1. Expert judgment 2. Data Gathering 3. Data Analysis 4. Decision making 5. Data representation 6. Meetings		1. Stakeholder management plan
Manage Stakeholder Engagement			
1. Project management plan 2. Project documents 3. Enterprise enviromental factors 4. Organizational process assets	1. Expert judgment 2. Communication skills 3. Interpersonal and team skills 4. Ground rules 5. Meetings		1. Change requests 2. Project management plan updates 3. Project documents updates
Monitor Stakeholder Engagement			
1. Project management plan 2. Project documents 3. Work performance data 4. Enterprise enviromental factors 5. Organizational process assets	1. Data Analysis 2. Decision making 3. Data representation 4. Communication skills 5. Interpersonal and team skills 6. Meetings		1. Work performance information 2. Change requests 3. Project management plan updates 4. Project documents updates