



Project Documents Overview

PMP® exam revision



Content

- Documents and Plans used in projects
- What is the document.
- When it's created.
- When it's updated.
- Major content of the document.

This documents contains a discussion on the documents used in projects helpful for a Project Manager while they manage a project and mindset for exam takers while answering situational PMP® exam questions. Every slide is divided into 4 sections- definition of the document, when the document is created, what triggers an update to the documents, and what are the contents of those documents.

Template for all the terms

Definition: (A short definition added to understand what the document is)

When to create: (When should we create this document)

When to update: (What triggers and update to the document)

Content:

(What are the most important content of the document)

Project Charter

Definition: A formal document authorizing the project and granting authority to the project manager.

When to create: At project initiation, once feasibility is assessed and sponsor agrees to proceed.

When to update: Rarely updated; usually fixed unless major scope/business case changes occur.

Content:

- Project purpose and justification
- Measurable objectives and success criteria
- High-level requirements
- High-level risks
- Summary milestone schedule
- High-level budget
- Project manager assignment and authority level
- Sponsor/authorizing signatures

Assumption Log

Definition: A record of assumptions and constraints throughout the project life cycle.

When to create: Created during project initiation when drafting charter and planning assumptions.

When to update: Updated whenever new assumptions/constraints are identified or validated/invalidated.

Content:

- List of assumptions (with rationale)
- Constraints (time, cost, resources, technology)
- Category of assumption (technical, business, external, etc.)
- Potential impact if assumption proves false
- Status (open, validated, invalidated)

Stakeholder Register

Definition: A document that identifies project stakeholders and details their interests, influence, and engagement level.

When to create: During project initiation, once stakeholders are identified.

When to update: Updated throughout the project as new stakeholders emerge or engagement levels change.

Content:

- Stakeholder name and role
- Contact information
- Interest and expectations
- Power/influence level
- Impact on project
- Engagement assessment (supportive, resistant, neutral)
- Communication needs/preferences

Risk Register

Definition: A repository of identified risks with their characteristics, potential impact, and planned responses.

When to create: First created during planning, after risk identification workshops.

When to update: Continuously updated with new risks, analysis results, and mitigation actions throughout execution and monitoring.

Content:

- Unique risk ID
- Risk description
- Root cause
- Probability and impact assessment
- Risk owner
- Response strategy (avoid, mitigate, transfer, accept, exploit)
- Contingency and fallback plans
- Status/tracking information

Project Management Plan

Definition: The integrated, consolidated plan that defines how the project will be executed, monitored, and closed.

When to create: Developed during planning phase, once subsidiary management plans are prepared.

When to update: Updated as formal changes are approved (via change control board/CCB).

Content:

- Introduction and executive summary
- Scope, Schedule, and Cost management plans
- Quality management plan
- Resource management plan
- Communication plan
- Risk management plan
- Procurement plan
- Stakeholder engagement plan
- Change and configuration management plans
- Baselines (scope, schedule, cost)
- Performance measurement approach (EVM, KPIs)
- Governance and review points

Scope Management Plan

Definition: Defines how project scope will be defined, validated, and controlled.

When to create: During planning phase, after charter approval.

When to update: Updated when scope management processes need refinement or control thresholds are exceeded.

Content:

- Process for preparing scope statement
- WBS creation process
- Roles and responsibilities in scope management
- Scope validation process
- Scope change control process
- Links with requirements management

Requirements Management Plan

Definition: Explains how project and product requirements will be collected, documented, and managed.

When to create: During planning phase, in parallel with scope management.

When to update: Updated when requirements gathering techniques or traceability needs change.

Content:

- Process for requirements collection and analysis
- Prioritization and ranking process
- Requirement traceability approach (RTM)
- Roles and responsibilities
- Metrics for requirement acceptance
- Change management for requirements

Schedule Management Plan

Definition: Defines how the project schedule will be developed, managed, and controlled.

When to create: During planning phase after WBS and activity identification.

When to update: Updated when scheduling tools, techniques, or thresholds change.

Content:

- Scheduling methodology (manual, automated, rolling wave)
- Tools/software used
- Rules for schedule development (dependencies, leads/lags, constraints)
- Control thresholds (variances allowed)
- Frequency of schedule updates
- Reporting formats and responsibilities

Cost Management Plan

Definition: Specifies how project costs will be estimated, budgeted, and controlled.

When to create: During planning phase after scope and schedule are clear.

When to update: Updated when funding methods, control thresholds, or forecasting approaches change.

Content:

- Cost estimating methods (analogous, parametric, bottom-up)
- Budget development and approval process
- Control thresholds for variances
- Earned Value Management rules
- Reporting formats
- Frequency of updates
- Authority levels for cost approval

Quality Management Plan

Definition: Outlines quality standards and how they will be achieved and monitored.

When to create: During planning, after defining scope and deliverables.

When to update: Updated when quality standards, tools, or processes are revised.

Content:

- Applicable quality standards (ISO, organizational)
- Quality objectives and acceptance criteria
- Quality assurance approach
- Quality control procedures
- Tools and techniques (checklists, control charts, audits)
- Roles and responsibilities
- Continuous improvement approach

Resource Management Plan

Definition: Defines how project resources (human and physical) will be identified, acquired, managed, and released.

When to create: During planning phase after activity resource estimation.

When to update: Updated when resource availability, assignments, or organizational structures change.

Content:

- Roles and responsibilities (RACI, organizational charts)
- Resource acquisition strategies
- Resource calendars and availability
- Team management approach (motivation, conflict resolution, recognition)
- Training and development plans
- Release criteria for resources
- Resource control and reporting methods

Communications Management Plan

Definition: Describes how project information will be planned, collected, stored, distributed, and reported.

When to create: During planning phase after stakeholder analysis.

When to update: Updated when stakeholder information needs or communication technologies change.

Content:

- Communication objectives
- Stakeholder communication requirements
- Communication methods (reports, emails, meetings, dashboards)
- Frequency and format of communication
- Escalation processes
- Glossary of communication terminology
- Responsibilities of sender/receiver

Risk Management Plan

Definition: Defines how project risks will be identified, analyzed, responded to, and monitored.

When to create: During planning phase after stakeholder input and risk workshops.

When to update: Updated when new risks emerge, risk response strategies change, or project environment shifts.

Content:

- Risk management methodology
- Roles and responsibilities (risk owners)
- Timing and frequency of risk activities
- Risk categories (RBS – Risk Breakdown Structure)
- Probability and impact scales
- Reporting formats
- Risk thresholds and tolerance levels

Procurement Management Plan

Definition: Explains how external procurements will be planned, executed, and controlled.

When to create: During planning phase once scope and procurement needs are identified.

When to update: Updated when vendor requirements, contracts, or market conditions change.

Content:

- Types of contracts to be used (fixed-price, T&M, cost-reimbursable)
- Procurement statements of work (SOW)
- Procurement timelines
- Evaluation criteria for suppliers
- Roles and responsibilities in procurement
- Contract administration and closeout process
- Risk management in procurement

Stakeholder Engagement Plan

Definition: Defines strategies and actions to effectively involve stakeholders throughout the project.

When to create: During planning phase, after stakeholder register creation.

When to update: Updated as stakeholder engagement levels, influence, or expectations evolve.

Content:

- Stakeholder analysis summary
- Desired vs. current engagement levels
- Engagement strategies per stakeholder/group
- Communication and involvement techniques
- Escalation and conflict resolution approaches
- Monitoring and feedback mechanisms
- Roles and responsibilities

Change Management Plan

Definition: Outlines how project changes will be requested, reviewed, approved, and implemented.

When to create: During planning, once governance and CCB (Change Control Board) structures are defined.

When to update: Updated when change approval processes, authority levels, or reporting requirements change.

Content:

- Change request process and forms
- Change control board structure and authority
- Roles and responsibilities
- Criteria for change acceptance/rejection
- Change tracking and documentation methods
- Communication of approved changes
- Tools/software for change control

Configuration Management Plan

Definition: Specifies how deliverables and documents will be version-controlled and maintained.

When to create: During planning, aligned with quality and change management.

When to update: Updated when configuration items, tools, or control policies change.

Content:

- Identification of configuration items (CI)
- Version control procedures
- Baseline control process
- Configuration audits and reviews
- Roles and responsibilities (config manager, team)
- Tools/software used (e.g., Git, SharePoint)
- Linkages to change management process

Performance Measurement Plan

Definition: Defines how project performance will be tracked, measured, and reported.

When to create: During planning, once baselines are established.

When to update: Updated when metrics, KPIs, or reporting frequencies are revised.

Content:

- Key Performance Indicators (KPIs)
- Earned Value Management (EVM) methods
- Data collection methods and frequency
- Reporting formats (dashboards, scorecards)
- Performance thresholds and tolerances
- Escalation procedures for variances
- Roles and responsibilities

Scope Baseline

Definition: The approved version of the project scope statement, WBS, and WBS dictionary.

When to create: At the end of scope planning, once requirements and WBS are finalized.

When to update: Updated only through formal change control when project scope changes.

Content:

- Project scope statement (detailed deliverables and boundaries)
- Work Breakdown Structure (WBS)
- WBS dictionary (detailed descriptions of WBS components)
- Scope exclusions and assumptions
- Acceptance criteria

Schedule Baseline

Definition: The approved project schedule used to measure and control schedule performance.

When to create: At the end of schedule development, once resources and dependencies are finalized.

When to update: Updated only through formal change control when major schedule changes occur.

Content:

- Approved project start and finish dates
- Activity start/finish dates
- Milestones
- Critical path and float information
- Dependencies (FS, SS, FF, SF)
- Calendars applied to the schedule

Cost Baseline

Definition: The approved time-phased budget used to monitor and control project costs.

When to create: At the end of cost budgeting, after estimates and funding approvals.

When to update: Updated only through formal change control when scope/schedule/costs change significantly.

Content:

- Time-phased budget (by activity, work package, or phase)
- Cost aggregation from estimates
- Contingency reserves
- Exclusions from baseline (e.g., management reserves)
- Basis of cost baseline approval
- Reporting periods for performance measurement

Development Approach

Definition: The chosen strategy for delivering project deliverables (predictive, agile, hybrid, or incremental).

When to create: During early planning after high-level scope is understood.

When to update: Updated if delivery methodology shifts due to project conditions or sponsor requirements.

Content:

- Chosen approach (predictive, adaptive, or hybrid)
- Justification for selection
- Governance and oversight implications
- Impact on planning and execution (phases, sprints, releases)
- Tools and practices used
- Integration with organizational standards

Life cycle description

Definition: Defines the phases and processes that the project will follow from initiation to closure.

When to create: Early in planning, after development approach is confirmed.

When to update: Updated if project governance or delivery life cycle phases are redefined.

Content:

- Project phases (initiation, planning, execution, closing)
- Phase entry and exit criteria (gates)
- Key deliverables per phase
- Decision points for management
- Relationships with product life cycle
- Tailoring considerations

Management Reviews Plan

Definition: Identifies project review points for evaluating progress and authorizing continuation.

When to create: During planning, in coordination with governance bodies.

When to update: Updated when governance expectations or stage-gate processes change.

Content:

- Planned review points (stage gates, phase-end reviews)
- Review objectives (performance, risk, compliance)
- Decision authority and criteria
- Documentation required for review
- Escalation mechanisms
- Frequency and timing of reviews

Activity Attributes

Definition: Detailed characteristics of each activity that provide additional context beyond the activity list.

When to create: During schedule planning after activities are identified.

When to update: Updated as activities gain more detail during planning and execution.

Content:

- Activity ID and name
- Predecessors and successors
- Leads and lags
- Resource requirements
- Constraints and assumptions
- Geographic location (if relevant)
- Person responsible
- Activity type (fixed duration, effort-driven)

Activity List

Definition: A comprehensive list of all scheduled project activities.

When to create: During schedule planning, after WBS decomposition.

When to update: Updated when new activities are identified, changed, or removed.

Content:

- Unique activity ID
- Activity description
- WBS reference
- Dependencies and constraints
- Assigned resources
- Duration estimates
- Responsible person/team

Basis of Estimates

Definition: The supporting detail that explains how cost, effort, or duration estimates were derived.

When to create: During planning alongside cost, schedule, and resource estimating.

When to update: Updated whenever assumptions, methods, or input data for estimates change.

Content:

- Estimating method used (analogous, parametric, bottom-up, three-point)
- Assumptions made
- Constraints considered
- Range of estimates (e.g., $\pm 10\%$)
- Confidence level
- Supporting data and references

Change log

Definition: A record of all requested changes and their disposition.

When to create: Initiated when the first change request is logged.

When to update: Updated continuously as changes are approved, rejected, deferred, or implemented.

Content:

- Change request ID
- Description of change
- Submitter and date submitted
- Impact analysis summary
- Decision (approved/rejected/deferred)
- Approval authority/CCB notes
- Implementation status

Cost Estimates

Definition: The predicted monetary resources needed for project activities or deliverables.

When to create: During planning phase, after scope and activity definition.

When to update: Updated as scope or resources change, or when better data becomes available.

Content:

- Work package/activity cost estimates
- Direct and indirect costs
- Contingency reserves
- Assumptions and constraints
- Supporting documentation
- Estimate confidence levels

Cost Forecasts

Definition: Estimates of future project costs based on current performance trends.

When to create: During monitoring and controlling, after work begins.

When to update: Updated periodically (e.g., monthly, quarterly) or when cost performance deviates.

Content:

- Estimate at Completion (EAC)
- Estimate to Complete (ETC)
- Variance at Completion (VAC)
- Current vs. planned expenditures
- Forecast assumptions
- Confidence levels
- Reporting period

Issue Log

Definition: A record of current project issues and their resolution status.

When to create: During execution, once the first issue is identified.

When to update: Updated continuously as new issues arise or existing issues are resolved.

Content:

- Issue ID
- Description of issue
- Date identified
- Priority and impact
- Assigned owner
- Action steps/resolution plan
- Current status (open, in-progress, closed)

Lessons Learned Register

Definition: Captures knowledge gained and insights for future projects.

When to create: During execution (after early phases) and formally at closure.

When to update: Updated throughout the project whenever lessons are identified.

Content:

- Lesson ID
- Description of situation/event
- What worked well
- What didn't work well
- Recommended corrective/preventive actions
- Category (scope, cost, communication, etc.)
- Applicability to future projects

Milestone List

Definition: Identifies significant points or achievements in the project schedule.

When to create: During schedule planning, after defining major deliverables.

When to update: Updated when milestones are added, removed, or dates shift.

Content:

- Milestone ID and name
- Description
- Planned completion date
- Actual completion date
- Responsible party
- Dependencies on other milestones/activities

Physical Resources Assignment

Definition: Specifies the physical resources (equipment, materials, facilities) assigned to project activities.

When to create: During planning, after resource estimation and procurement planning.

When to update: Updated during execution when resource assignments change.

Content:

- Resource type (equipment, materials, tools)
- Quantity and specifications
- Assigned to which activity or work package
- Allocation start and end dates
- Responsible owner
- Utilization level

Procurement Documentation

Definition: Includes documents used to solicit, evaluate, and select suppliers/vendors.

When to create: During procurement planning, once procurement needs are identified.

When to update: Updated as procurement requirements, supplier responses, or contracts evolve.

Content:

- Request for Proposal (RFP)
- Request for Quotation (RFQ)
- Invitation to Bid (ITB)
- Evaluation criteria
- Bidder responses
- Negotiation records
- Draft/Final contracts

Procurement Statement of Work

Definition: Describes the procurement item in enough detail to allow suppliers to determine their ability to provide it.

When to create: During procurement planning, after scope definition.

When to update: Updated if procurement requirements or specifications change.

Content:

- Detailed description of goods/services
- Specifications and performance requirements
- Quantity and quality standards
- Deliverable acceptance criteria
- Delivery schedule
- Applicable standards or compliance requirements
- Contractual terms and conditions

Project Calendar

Definition: Identifies working days, shifts, and non-working periods for project activities.

When to create: During schedule planning, after resource and organizational calendars are available

When to update: Updated if holidays, shifts, or availability patterns change.

Content:

- Working and non-working days
- Standard working hours
- Resource-specific shifts
- Holidays and planned downtime
- Exceptions or special working conditions

Project Communications

Definition: Collection of project information distributed to stakeholders.

When to create: During execution, after communication management plan is in place.

When to update: Updated continuously as new information, reports, or decisions need to be communicated.

Content:

- Performance reports
- Meeting minutes
- Dashboards and status updates
- Formal correspondence (letters, memos)
- Informal communication (emails, chats)
- Distribution list and recipients

Project Schedule

Definition: The approved, time-phased plan of project activities and milestones.

When to create: During planning, after sequencing activities and resource assignment.

When to update: Updated during monitoring and control if schedule changes are approved.

Content:

- List of scheduled activities
- Activity start and finish dates
- Milestones
- Dependencies and relationships
- Critical path
- Assigned resources
- Schedule baseline reference

Project Schedule Network diagrams

Definition: Graphical representation of logical relationships among activities.

When to create: During schedule development, after defining dependencies.

When to update: Updated when sequencing or dependencies change.

Content:

- Nodes representing activities
- Arrows showing dependencies (FS, SS, FF, SF)
- Critical path
- Leads and lags
- Path convergence/divergence points
- Overall schedule flow

Project Team Assignments

Definition: Identifies human resources assigned to project tasks and roles.

When to create: During planning, after resource planning and organizational approvals.

When to update: Updated when team members are added, replaced, or reassigned.

Content:

- Team member names
- Roles and responsibilities
- Assigned tasks or work packages
- Reporting structure
- Allocation percentage
- Start/end dates for assignments

Quality Control Measurements

Definition: Documented results of quality control activities compared against standards.

When to create: During execution, after deliverables are produced.

When to update: Updated whenever QC activities generate new results.

Content:

- Item inspected/tested
- Measurement criteria
- Actual results vs. standards
- Nonconformance data
- Corrective actions taken
- Approval/rejection status

Quality Metrics

Definition: Specific measures of project quality standards.

When to create: During planning, after quality requirements are defined.

When to update: Updated when quality standards or requirements are revised.

Content:

- Metric name and description
- Unit of measure
- Measurement method
- Acceptable tolerance range
- Data collection frequency
- Responsibility for measurement

Quality reports

Definition: Summaries of quality management activities and results.

When to create: During monitoring and control, after inspections and audits.

When to update: Updated periodically or when major quality issues occur.

Content:

- Summary of QC measurements
- Process performance data
- Defect trends and analysis
- Corrective and preventive actions taken
- Recommendations for improvements
- Compliance with standards

Requirements Documentation

Definition: A detailed description of all project and product requirements.

When to create: During planning, after requirements elicitation workshops.

When to update: Updated when stakeholder needs, scope, or business conditions change.

Content:

- Functional and non-functional requirements
- Business requirements
- Stakeholder requirements
- Transition and technical requirements
- Acceptance criteria
- Assumptions and constraints
- Prioritization of requirements

Requirements Traceability Matrix

Definition: A grid linking requirements to objectives, deliverables, and tests to ensure coverage.

When to create: During planning, after requirements documentation is completed.

When to update: Updated when new requirements are added or deliverables/tests change.

Content:

- Requirement ID
- Source of requirement
- Associated deliverables
- Related business objectives
- Acceptance criteria
- Verification and validation methods
- Test cases linked

Resource Breakdown Structure

Definition: A hierarchical chart showing resources by category and type.

When to create: During planning, after resource requirements are defined.

When to update: Updated when resource needs or availability change.

Content:

- Categories (labor, equipment, materials, facilities)
- Resource types under each category
- Quantity and specifications
- WBS/Activity linkage
- Resource owners
- Cost coding structure

Resource Calendar

Definition: Show availability of resources during the project timeline.

When to create: During planning, once resource assignments are confirmed.

When to update: Updated during execution when resource availability changes.

Content:

- Resource names
- Working and non-working periods
- Shifts and availability patterns
- Assigned activities
- Resource constraints
- Updates for absences, holidays, or replacements

Resource Requirements

Definition: The types and quantities of resources needed for project activities.

When to create: During planning, after activity resource estimating.

When to update: Updated when activity scope, duration, or dependencies change.

Content:

- Resource type (human, equipment, material)
- Quantity required
- Activity/WBS association
- Skills/competency requirements
- Start and finish dates for usage
- Cost implications

Risk report

Definition: Provides a consolidated view of project risks and their overall exposure.

When to create: During planning, after qualitative and quantitative risk analysis.

When to update: Updated as risk responses are implemented and project risk profile evolves.

Content:

- Summary of identified risks
- Risk exposure levels (high/medium/low)
- Probability and impact matrix
- Risk trends and categories
- Aggregated risk metrics (expected monetary value, risk scores)
- High-priority individual risks

Schedule data

Definition: Supporting detail that provides schedule model information.

When to create: During schedule development, after sequencing and estimating.

When to update: Updated when schedule logic, constraints, or calendars change.

Content:

- Activity attributes (durations, constraints, predecessors, successors)
- Alternative schedules/scenarios
- Resource requirements by activity
- Calendars
- Assumptions used in scheduling
- Risk-related scheduling data

Schedule forecasts

Definition: Predictions of future schedule performance based on work performance trends.

When to create: During monitoring and control, once project execution is underway.

When to update: Updated periodically (weekly, monthly) or when deviations from baseline are observed.

Content:

- Estimate to Complete (ETC – time)
- Estimate at Completion (EAC – time)
- Forecast completion date vs. baseline
- Variance analysis
- Corrective action recommendations
- Assumptions behind forecasts

Test and Evaluation documents

Definition: Describe how deliverables will be tested, validated, and accepted.

When to create: During planning, after requirements and acceptance criteria are defined.

When to update: Updated when test plans, criteria, or methods change.

Content:

- Test objectives and scope
- Test cases and scenarios
- Acceptance criteria
- Tools and techniques to be used
- Roles and responsibilities for testing
- Test schedule
- Reporting formats

Team Charter

Definition: Defines team values, agreements, and operating guidelines for collaboration.

When to create: During planning, after team formation.

When to update: Updated when team norms, agreements, or working arrangements evolve.

Content:

- Team purpose and shared goals
- Ground rules and values
- Roles and responsibilities
- Communication norms
- Decision-making methods
- Conflict resolution guidelines
- Accountability framework

Work Performance Data

Definition: Raw observations and measurements during project execution.

When to create: During execution, as soon as project work starts.

When to update: Updated continuously as work progresses.

Content:

- Status of deliverables
- Schedule progress (start/finish dates, % complete)
- Cost data (expenditures, hours used)
- Quality measurements
- Technical performance measures
- Resource utilization levels

Work Performance Information

Definition: The processed and analyzed data that provides insights into project performance (trends, variances, forecasts).

When to create: During monitoring and controlling, once raw Work Performance Data has been collected.

When to update: Updated continuously as data is analyzed and interpreted during the project life cycle.

Content:

- Status of deliverables vs. baseline
- Variance analysis (cost, schedule, scope)
- Forecasts of project performance (time and cost)
- Risk and issue analysis results
- Quality status vs. metrics
- Resource performance summaries
- Integration of multiple data sources for decision-making

Work performance reports

Definition: Compiled performance information in report form for decision-making.

When to create: During monitoring and controlling, once data is analyzed.

When to update: Updated periodically (weekly, monthly, per governance requirement).

Content:

- Status reports
- Progress reports
- Forecasts (cost/schedule)
- Variance analysis results
- Earned Value Management summaries
- Risk and issue summaries
- Recommendations for action
- Dashboards and visual charts

Thank you!