PROCESS INPUT-OUTPUT COMBINATION MATRIX for PMBOK Guide 5th ed

PROCESS GROUP	Initiating		Planning																									Executing							Monitoring & Controlling												Closing		
KNOWLEDGE AREA	Stake	Integ	Integ	Scope	Scope	Scope	Scope	Time	Time	Time	Time	Time	Time	Cost	Cost	Cost	Qual	HR	Comm	Risk	Risk	Risk	Risk	Risk	Proc	Stake	Integ	Qual	HR	HR	HR	Comm	Proc	Stake	Integ	Integ	Scope	Scope	Time	Cost	Qual	Comm	Risk	Proc	Stake	Integ	Proc	
PROCESS NAME ->	Develop Project Charter	Identify Stakeholders	Develop Project Management Plan	Plan Scope Management	Collect Requirements	Define Scope	Create WBS	Plan Schedule Management	Define Activities	Sequence Activities	Estimate Activity Resources	Estimate Activity Durations	Develop Schedule	Plan Cost Management	Estimate Costs	Determine Budget	Plan Quality Management	Plan Human Resource Management	Plan Communications Management	Plan Risk Management	Identify risks	Perform Qualitative Risk Analysis	Perform Quantitative Risk Analysis	Plan Risk Responses	Plan Procurement Management	Plan Stakeholder Management	Direct and Manage Project Work	Perform Quality Assurance	Acquire Project team	Develop Project Team	Manage Project Team	Manage Communications	Conduct Procurements	Manage Stakeholder Engagement	Monitor and Control Project Work	Perform Integrated Change Control	Validate Scope	Control Scope	Control Schedule	Control Costs	Control Quality	Control Communications	Control Risks	Control Procurements	Control Stakeholder Engagement	Close Project or Phase	Close Procurements	# of impacted processes
ITEM																																															
OPA (upd)	i	i	i	i		i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i		i	i	i	o	i		io	io	i	io	i	i		io	io	io	io	io	o	o	o	io	o	43
Project docs. (upd)						o	o			o	o	o	o		o	o	o		o		i	o	o	o	o	o	o	io			o	o	io	o	o	o	o		o	o	o	o	o	o	o	io			33
Project mgmt. plan (upd			o	i				i					o	i			i	i	i	i				o	i	i	io	o	o		o	o	o	o	io	io	i	io	io	io	io	io	io	io	io	i	i	32
EEF (upd)	i	i	i	i			i	i	i	i	i	i	i	i	i		i	i	i	i	i	i	i		i	i	i		i	o	o	i			i	i												29
Change requests																									o		o	o			o		o	o	o	i	o	o	o	o	o	o	o	o	o			17
Risk register											i	i	i		i	i	i				o	i	i	i	i																		i					12
Work perf. data																											o									i	i	i	i	i	i	i	i	i			10
Work perf. info.																																			i		o	o	o	o	o	o	o	o	o			10
Activity attributes									o	i	i	i	i																																			5
Activity dur. estimates												o	i								i																										3
Activity list									o	i	i	i	i																																		5
Activity resource reqs.											o	i	i					i							i																							5
Project calendars													o																																			2
Project sched n/w diags										o			i																																			2
Project schedule													o		i	i									i																							5
Project scope statement						o	i			i		i	i																																			5
Project staff assignment													i																o	i	i																	4
Resource brkdwn struct											o	i	i																																		3
Resource calendars											i	i	i			i													o	i			o													7
Schedule baseline													o																																			1
Schedule data													o																																			2
Schedule mgmt. plan								o	i	i	i	i	i								i		i																								8
Activity cost estimates											i				o	i					i				i																							5
Make-or-buy decisions																									o							i															2
Procurement docs.		i																			i				o							i										i		i		6
Procurement mgmt. plan																									o							i															2
Procurement SOW																									o							i															2
Reqs. docmnttn					o	i	i										i								i										i	i										7
Source selection criteria																									o							i															2
Stakeholder register		o			i												i		i	i	i				i	i																						8
Cost mgmt. plan														o	i	i					i		i																									5
HR mgmt. plan															i			o			i								i	i	i																	6
Quality mgmt. plan																	o				i							i																				3
Risk mgmt. plan																				o	i	i	i	i																								5
Scope baseline							o		i						i	i					i	i																										6
Seller proposals																																i															1

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	Stake	Integ	Integ	Scope	Scope	Scope	Scope	Time	Time	Time	Time	Time	Time	Cost	Cost	Cost	Qual	HR	Comm	Risk	Risk	Risk	Risk	Risk	Proc	Stake	Integ	Qual	HR	HR	HR	Comm	Proc	Stake	Integ	Integ	Scope	Scope	Time	Cost	Qual	Comm	Risk	Proc	Stake	Integ	Proc	
	Develop Project Charter	Identify Stakeholders	Develop Project Management Plan	Plan Scope Management	Collect Requirements	Define Scope	Create WBS	Plan Schedule Management	Define Activities	Sequence Activities	Estimate Activity Resources	Estimate Activity Durations	Develop Schedule	Plan Cost Management	Estimate Costs	Determine Budget	Plan Quality Management	Plan Human Resource Management	Plan Communications Management	Plan Risk Management	Identify risks	Perform Qualitative Risk Analysis	Perform Quantitative Risk Analysis	Plan Risk Responses	Plan Procurement Management	Plan Stakeholder Management	Direct and Manage Project Work	Perform Quality Assurance	Acquire Project team	Develop Project Team	Manage Project Team	Manage Communications	Conduct Procurements	Manage Stakeholder Engagement	Monitor and Control Project Work	Perform Integrated Change Control	Validate Scope	Control Scope	Control Schedule	Control Costs	Control Quality	Control Communications	Control Risks	Control Procurements	Control Stakeholder Engagement	Close Project or Phase	Close Procurements	# of impacted processes
Agreements	i															i												i					o										i				4
Selected sellers																																o														1
Approved change reqs																											i								o				i			i			4
Deliverables																											o												i						2
Quality checklists																o																								i						2
Quality control measrmn																												i												i						2
Quality metrics																o												i												i						3
Validated changes																																			i						o						2
Verified deliverables																																				i					o						2
Basis of estimates															o	i																															2
Cost baseline																o																															1
Project funding reqs.																o																															2
Process imprvmnt. plan																	o												i																		2
Business case	i																																														1
Project statement of wor	i																																														1
Outputs of processes			i																																												1
Project charter	o	i	i	i	i	i		i						i						i																											9
Reqs. mgmt. plan				o	i																																										2
Reqs. traceability matrix					o																																										3
Scope mgmt. plan				o	i	i	i																																								4
Stakeholder mgmt. plan					i																					o							i														3
Milestone list									o	i																																					2
Accepted deliverables																																	o												i		2
Change log																																	i		o												2
Cost forecasts																																			i					o						2
Issue log																									i								o								i				i		4
Schedule forecasts																																			i												2
Team perf. assessments																													o	i																	2
Work perf. reports																														i	i				o	i							i	i				6
Closed procurements																																														o	1
Comm. mgmt. plan																			o												i			i												3
Final prod/service/result																																													o		1
Project communications																																o												i				2
# of process inputs	5	4	4	4	5	4	5	4	4	7	8	10	13	4	7	9	6	4	4	5	13	5	6	2	9	4	4	5	3	3	6	4	8	4	7	5	5	5	6	4	8	5	4	6	4	3	2	
# of process outputs	1	1	1	2	2	2	2	1	3	2	3	2	6	1	3	3	5	1	2	1	1	1	1	2	7	2	5	4	3	2	5	4	6	5	4	4	5	4	6	6	8	5	5	5	5	2	2	
PROCESS NAME																																															
KNOWLEDGE AREA																																															
PROCESS GROUP	Initiating		Planning																								Executing								Monitoring & Controlling										Closing		