



Version 6.1 Updated for the 2021  
Project Management Professional (PMP)<sup>®</sup> Exam



## **Crosswind Success Series: PMP<sup>®</sup> Exam Bootcamp Manual**

**[www.crosswindpm.com](http://www.crosswindpm.com)**

**Tony Johnson**, MBA, CAPM, PMP, PgMP, PfMP

Version 6.1 aligned with the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK<sup>®</sup> Guide)* - Sixth Edition, Project Management Institute Inc., 2017

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## Chapter 10

# Project Scope Management

Project Scope Management requires that the scope management processes are executed in a timely and effective manner so they result in **complete requirements documentation, the project scope statement, the scope management plan, and the work breakdown structure (WBS)**.

Scope can relate to both:

- **Product scope**  
*Product scope is associated with what is created as a result of the project and is weighed against the product requirements.*
- **Project scope**  
*Project scope is associated with the work required to create the project results and is weighed against the scope management plan.*

### Trends

Requirements management has always been a challenge for project management and the challenge has become more complex with the expansion of global and virtual project environments and the evolution of business analysis and Agile.

It's important to remember that all projects start with a business need, whether that need can be satisfied through a standalone project or a project under the umbrella of a program or a portfolio.

Business analysis activities are utilized to:

- Determine the business need
- Suggest solutions
- Elicit, record, and administer stakeholder requirements

### Tailoring

Project tailoring, the manner in which the processes of a knowledge area are exercised, is employed to address the distinctive nature of each project. Successful project tailoring is predicated on a careful consideration of:

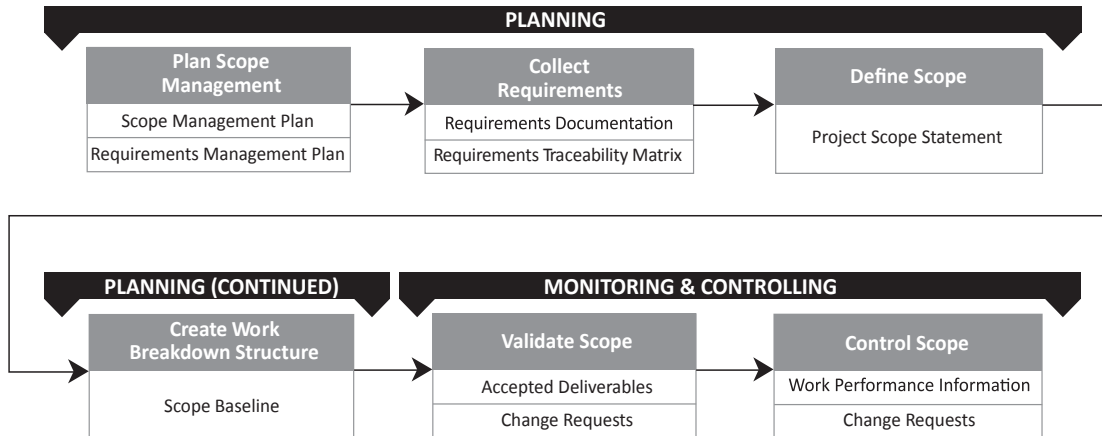
- Knowledge and requirements management systems
- Guidelines, policies, and procedures related to validation and control
- Development approaches
- Stability of requirements
- Guidelines, policies, and procedures related to governance

## Agile/Adaptive Environment

For high-risk projects, as well as projects with emerging requirements or a high degree of uncertainty, consider an approach that employs Agile methods. Instead of defining scope and locking down requirements at the outset of the project, Agile methods focus on delivering value **early and often**. Agilists often construct a prototype, improving it as their knowledge grows, in order to refine the project scope and requirements.

The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute Inc., 2017, Page 129-133

In this chapter, we discuss the following:



**Figure 10-1: Scope Processes**

The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute Inc., 2017, Figure 5-1, Page 130



### Crosswind “Must Knows” for Project Scope Management

- Key Inputs, Tools & Techniques, and Outputs for Plan Scope Management
- Key Inputs, Tools & Techniques, and Outputs for Collect Requirements
- Key Inputs, Tools & Techniques, and Outputs for Define Scope
- Key Inputs, Tools & Techniques, and Outputs for Create WBS
- Key Inputs, Tools & Techniques, and Outputs for Validate Scope
- Key Inputs, Tools & Techniques, and Outputs for Control Scope
- Importance and characteristics of a project scope statement
- Principles, characteristics, and importance of a work breakdown structure (WBS) in graphical format
- Project management breakdown structures (organizational, risk, resource, and bills of materials)

Although helpful, this list is not all-inclusive in regard to information needed for the exam. It is only suggested material that, if understood and memorized, may increase your exam score.