



Version 6.1 Updated for the 2021
Project Management Professional (PMP)[®] Exam



Crosswind Success Series: PMP[®] Exam Bootcamp Manual

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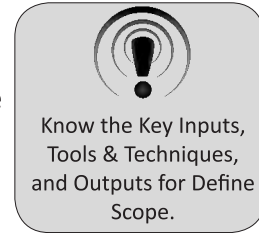
Version 6.1 aligned with the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK[®] Guide)* - Sixth Edition, Project Management Institute Inc., 2017

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10.3. Define Scope (Planning Process Group)

During Define Scope, a written project scope statement is created. The scope statement is used for decision-making throughout the project. It typically includes:

- What is included in the project
- What is involved in the creation of the project
- What the project is expected to do upon completion



To eliminate confusion, **the project scope statement often states exclusions** to the project.

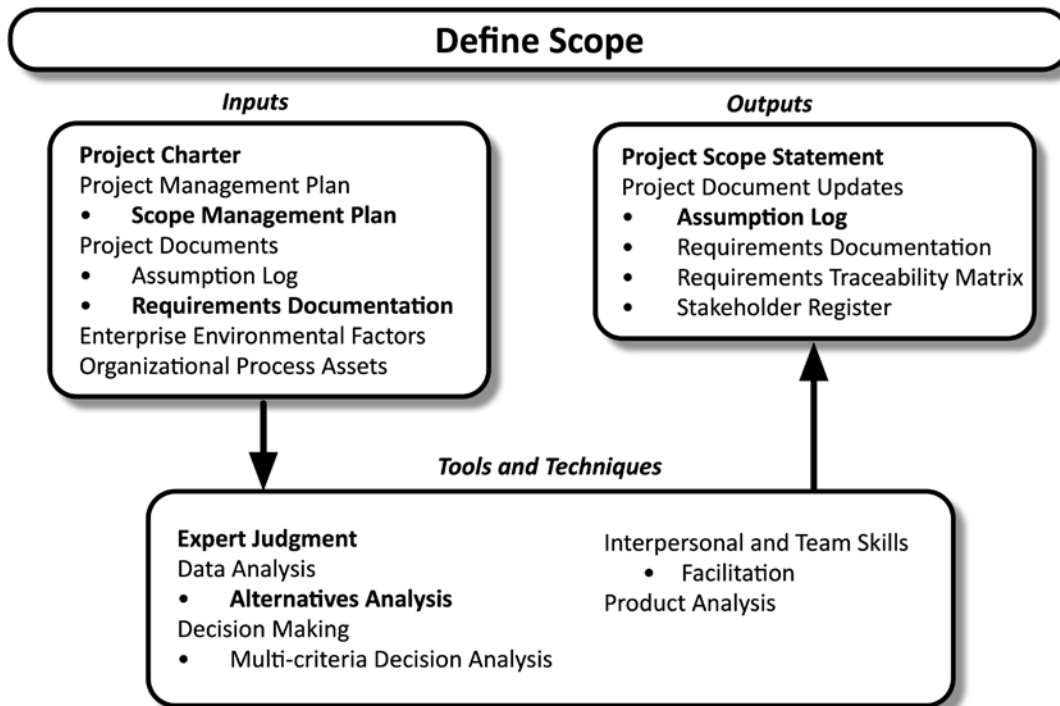


Figure 10-5: Define Scope Data Flow Diagram

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 5-8, Page 150

Define Scope (Planning)		
Key Inputs	Project Charter	The project charter is the document that provides authorization for the existence of the project and gives the project manager the power to use organizational resources to execute the project. The project charter typically lists the key deliverables, the milestones, and the preliminary roles and responsibilities of the project. It also delineates the purpose of the project, a high-level project description, project characteristics, and approval requirements.

Define Scope (Continued)		
Key Inputs (Cont.)	Scope Management Plan	The scope management plan is a component of the project management plan that details the delineation, evolution, monitoring, controlling, and validation of scope. It includes the methods for creating the project scope statement, authorizing and maintaining the WBS, authorizing formal acceptance of deliverables, and controlling change requests related to the scope statement.
	Requirements Documentation	Requirements documentation delineates the requirements that will be included in the scope.
Key Tools and Techniques	Expert Judgment	Expert judgment is judgment based on expertise acquired in a specific area. It is often more significant and accurate than the best modeling tools available and can be provided by stakeholders, company personnel external to the project, professional organizations or groups, and consultants. It is important to consider expertise related to awareness of proficiency with comparable projects.
	Alternatives Analysis	Alternatives analysis is used to identify approaches to the execution and performance of the project requirements and objectives listed in the project charter. It can include brainstorming and lateral thinking . Lateral thinking is a set of techniques (such as free association) used to stimulate creative thinking.
Key Outputs	Project Scope Statement	The project scope statement defines the project by describing its scope, detailed deliverables and the process to create those deliverables, product acceptance criteria, exclusions, assumptions, and constraints. The statement provides all stakeholders with a common understanding of the scope of the project and enable the project team to effectively engage in detailed planning, guides the team’s work during execution, and defines if change requests or additional work is within the scope of the project. The detailed scope statement includes a product scope description, a description of all deliverables, acceptance criteria for the deliverables, and exclusions. The scope statement differs from the project charter in that the charter is high-level and the scope statement is detailed .

Define Scope (Continued)

Key Outputs (Cont.)	Assumption Log	The assumption log is a document that lists the assumptions and constraints identified during the creation of the project charter. An assumption is an idea or statement taken to be true. An example of an assumption is the statement “there will be a robust market for the product created as a result of this project once it is available to the public.” Examples of constraints are the project completion deadline, the budget threshold, or the limit on the number of employees that can be dedicated to the project. It’s important to identify assumptions and constraints as early as possible and to update them as the project evolves.
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Situational Question and Real World Application

Failure to effectively perform the Define Scope process can result in a discovery of requirements not determined during planning, which can lead to a variance in scope, schedule, or budget.

10.3.1. Project Scope Statement

The project scope statement is a document that develops and helps attain buy-in on a common interpretation of the project scope. It can describe **what is, as well as what is not, included in the project.**

It typically includes the following:

- Product scope description (progressively elaborated)
- Product acceptance criteria
- Project deliverables
- Project exclusions
- Project constraints & assumptions



Know the importance and characteristics of a project scope statement.

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, Pages 150-155

10.4. Create WBS (Planning Process Group)

During Create WBS, the major deliverables are divided into smaller components that can be easily estimated (schedule and cost), managed, and controlled. These components are ultimately rolled into the work breakdown structure (WBS).

Rolling wave planning can be used when information about the project is sparse, thereby resulting in a failure to appropriately decompose for a deliverable or subproject until future project information is known later in the project.

The lowest level of the WBS is the work package. Any subsequent decomposition generally results in the creation of activity lists.



Know the Key Inputs, Tools & Techniques, and Outputs for Create WBS.