



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



Crosswind Success Series: PMP[®] Exam Bootcamp Manual

www.crosswindpm.com

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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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| Validate Scope (Continued) | | |
|-----------------------------|-----------------------|---|
| Key Inputs (Cont.) | Scope Baseline | The scope baseline is the authorized version of the scope statement, WBS (to the level of work package with individual identification codes), and WBS dictionary. The scope baseline is subject to change control and is compared to actual results to ascertain if any changes, corrective actions, or precautionary actions are required. |
| | Verified Deliverables | Verified deliverables are deliverables that have been concluded and checked for accuracy through the quality control process. |
| Tools and Techniques | Inspection | An inspection is performed to measure, examine, and validate that the work and deliverables fulfill requirements and product acceptance criteria as documented. |
| Key Outputs | Accepted Deliverables | Accepted deliverables are deliverables that have fulfilled acceptance criteria and have received formal sign-off from the sponsor or customer. |
| | Change Requests | Change requests are requests for modification that have not yet been approved through the formal change control process. A deliverable that has failed to fulfill its acceptance criteria may require a change request to meet those criteria. |

Situational Question and Real World Application

Failure to effectively perform the Validate Scope process can result in difficulty or failure to obtain formal sign-off for deliverables or the project.

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 163-167

10.6. Control Scope (Monitoring and Controlling Process Group)

Control Scope addresses, through the Perform Integrated Change Control process, scope change requests and recommended remedial/corrective actions. The process also addresses the management of approved changes.

For a predictive project, such as a traditional project, Control Scope is executed on an ongoing basis. For an adaptive project, such as an Agile project, Control Scope is repeated for each iteration.



Know the Key Inputs, Tools & Techniques, and Outputs for Control Scope.

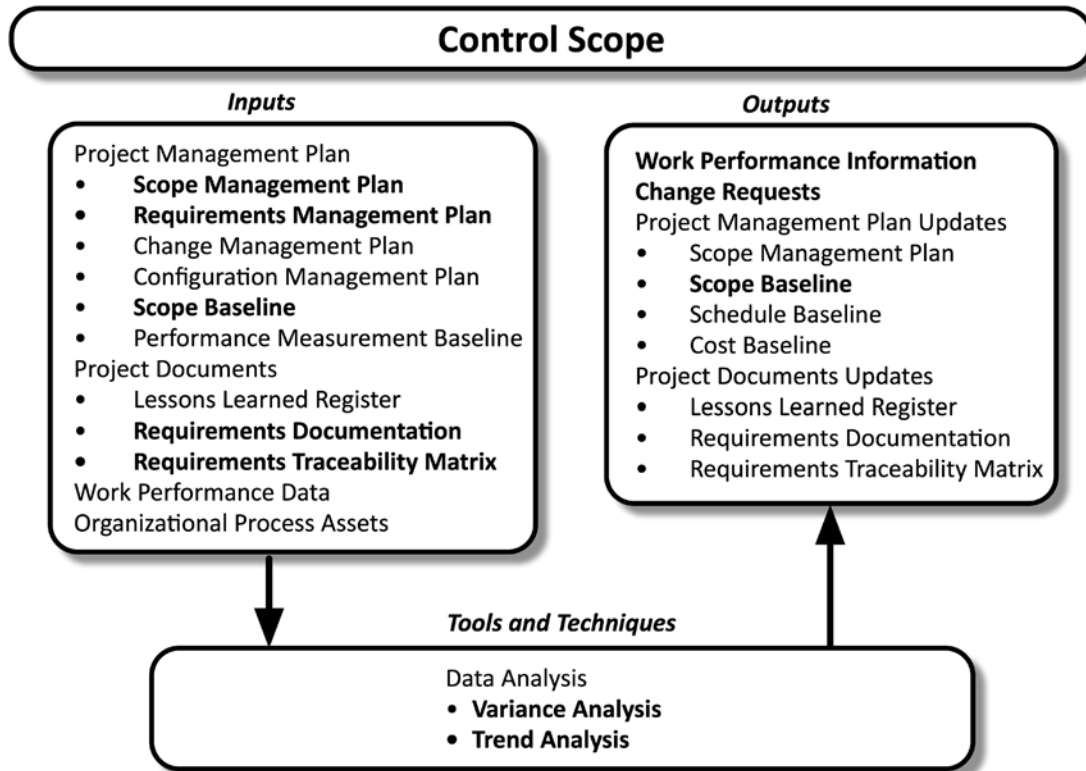


Figure 10-9: Control Scope Data Flow Diagram

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 5-17, Page 167

| Control Scope (Monitoring and Controlling) | | |
|--|------------------------------|---|
| Key Inputs | 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. |
| | Requirements Management Plan | The requirements management plan is a component of the project management plan that details the validation of project requirements. |
| | Scope Baseline | The scope baseline is the authorized version of the scope statement, WBS (to the level of work package with individual identification codes), and WBS dictionary. The scope baseline is subject to change control and is compared to actual results to ascertain if any changes, corrective actions, or precautionary actions are required. |

| Control Scope (Continued) | | |
|-----------------------------|----------------------------------|---|
| Key Inputs (Cont.) | Requirements Documentation | Requirements documentation delineates how requirements fulfill the business needs of the project. Before baselining requirements, they must be measurable, testable, traceable, complete, consistent, and acceptable to appropriate stakeholders. Requirements may be categorized as business requirements, stakeholder requirements, solution requirements (both functional and non-functional), transition requirements, project requirements, and quality requirements. Once categorized, requirements can be refined as they are evolved. Requirements documentation is referenced to determine the impact of any change to the scope of the project or product. |
| | Requirements Traceability Matrix | The requirements traceability matrix is a grid used to align requirements to the deliverables that satisfy them in order to ensure the requirement adds value. The matrix allows the requirements to be monitored throughout the project life cycle and provides a framework for managing scope changes. At a minimum, requirements can be traced to business needs, project aims, project scope and WBS deliverables, product design and development, testing, and high-level requirements. Requirements attributes can be recorded in the matrix to delineate important information about the requirement, such as a unique identifier, the version, the priority, the current status and status date, a description, the reason for inclusion, the owner, the source, and fulfillment of stakeholder satisfaction. The requirements traceability matrix is referenced to determine the impact of any change to the scope baseline of the project objectives. |
| Tools and Techniques | Variance Analysis | Variance analysis is used to compare the baseline to the actual results and to ascertain if any variance is within acceptable thresholds or if any changes, corrective actions, or precautionary actions are required. |
| | Trend Analysis | Trend analysis is used to project the future state of the project based on the present state of the project, in other words, to determine future results based on past results. The analysis can be used to ascertain the reason for, and degree of any variance relative to the scope baseline to effect a decision regarding, the need for corrective or precautionary action. |

| Control Scope (Continued) | | |
|---------------------------|------------------------------|---|
| Key Outputs | Work Performance Information | Work performance information includes supplemental and contextualized information regarding the performance of the project scope in comparison to the scope baseline. The information can contain important facets of scope control such as scope variances and their causes, how those variances impact cost and schedule, and a prognosis for future scope performance. |
| | Change Requests | Change requests are requests for modification that have not yet been approved through the formal change control process. Evaluation of project performance may engender a change request to the cost and schedule baselines as well as other components of the project management plan. |
| | Scope Baseline | The scope baseline is the authorized version of the scope statement, WBS (to the level of work package with individual identification codes), and WBS dictionary. The scope baseline is subject to change control and is compared to actual results to ascertain if any changes, corrective actions, or precautionary actions are required. |

Situational Question and Real World Application

Failure to effectively perform the Control Scope process can result in the team working on an unapproved change request. If the request is later rejected or modified, additional work will result. The additional work may lead to cost or schedule variances.

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 167-171

10.7. Project Scope Management Formulas and Variables

There are no formulas for this chapter.