



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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Variance Reports

Variance reports show the difference between what was planned and what actually occurred. For example, a variance report would show any variance between what was done and what should have been done.

Earned Value Reports

Earned value reports show the state of the schedule, budget, and scope of the project at specific points in time.

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 379-388

7.5. Monitor Communications (Monitoring and Controlling Process Group)

Monitoring communications involves monitoring and controlling project communications to make certain that stakeholder communication requirements are achieved. A focus of this process is information flow to determine if information bottlenecks can be either limited or eliminated throughout the life of the project.

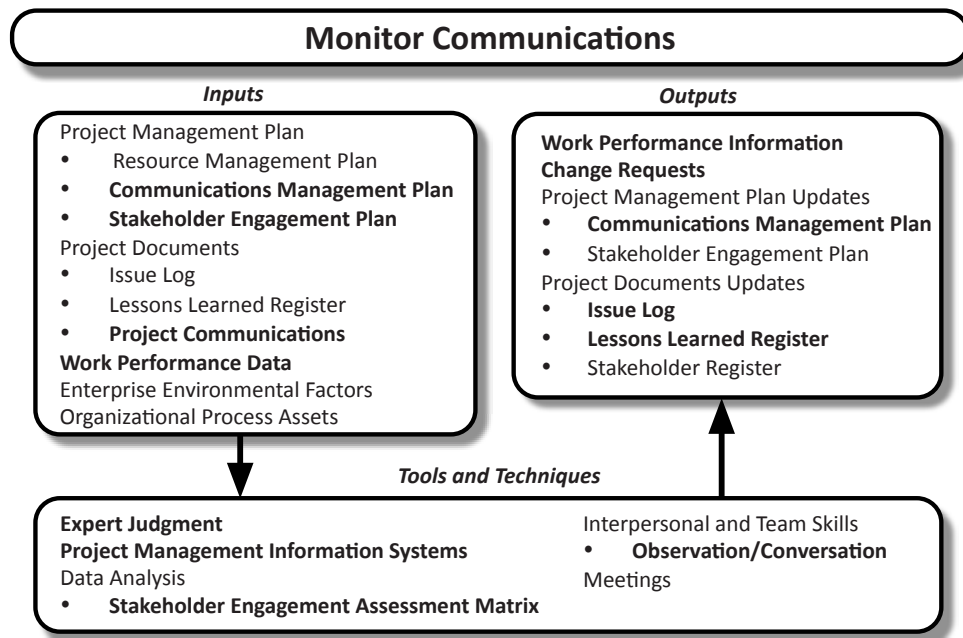
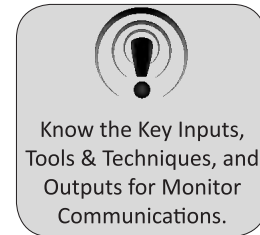


Figure 7-7: Monitor Communications Data Flow Diagram

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 10-7, Page 388

Monitor Communications (Monitoring and Controlling)		
Key Inputs	Communications Management Plan	The communications management plan is a component of the project management plan that documents the planning, structure, implementation, and monitoring/control of communications. Specifically it contains the most recent plan for the timely gathering, generating, and dispensing of information.
	Stakeholder Engagement Plan	The stakeholder engagement plan is a component of the project management plan that documents the plans and activities required to engage stakeholders in an effective manner. It indicates planned communication requirements.
	Project Communications	Project communications documentation may delineate distributed communications.
	Work Performance Data	Work performance data represents the raw metrics and observations identified during the performance of project work activities. It also includes data regarding the descriptions and amounts of distributed communications.
Key Tools & 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 communication management systems, project management systems, and both national and international communication with the public, community, and media, as well as communication between virtual groups.
	Project Management Information System (PMIS)	The project management information system (PMIS) is an enterprise environmental factor. It can be a portal to automated tools and is a system that gathers, stores, and dispenses information to internal and external stakeholders in accordance with the communication plan. The information in the system is subject to monitoring to determine its accuracy and effectiveness.
	Stakeholder Engagement Assessment Matrix	The stakeholder engagement assessment matrix is utilized to evaluate the current engagement levels of stakeholders by comparing them to the expected engagement levels of stakeholders. This comparison can be used to evaluate the need for any additional communication.

Monitor Communications (Continued)		
Key Tools & Techniques (Cont.)	Observation/ Conversation	Observation (shadowing) and conversation deliver a firsthand method for determining how people perform activities in their environment. Applying this method with the project team delineates the most suitable approach to updating/communicating project performance information and to responding to stakeholder requests for information.
Key Outputs	Work Performance Information	Work performance information includes supplemental and contextualized information regarding the actual performance of project communication in comparison to planned project communication.
	Change Requests	Change requests are requests for modification that have not been formally approved through the change control process. Modifications may be requested to the communication plan, stakeholder communication requirements (including information distribution, distribution methodology, content, and format), new procedures to improve the communication process and exclude congestion, or other impacted components of the project management plan.
	Communications Management Plan	The communications management plan is a component of the project management plan that documents the planning, structure, implementation, and monitoring/control of communications. The plan is modified to reflect any new information that improves communication.
	Issue Log	The issue log is used to record and track any project challenges that cannot be immediately resolved. The issue log is modified to reflect any new information impacting an issue, including its progress and resolution.
	Lessons Learned Register	The lessons learned register is a record of the challenges, problems, and successes of the project (what worked and didn't). The register contains detailed and important project knowledge and can be modified to include the reason an issue occurred and the reason a corrective action was selected.

Situational Question and Real World Application

Failure to effectively execute the Monitor Communications process can result in a number of issues. To make reasonable decisions, stakeholders must know the status of the project in the appropriate detail and in a timely manner.

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 388-393

7.6. Project Communications Management Formulas and Variables

Description	Formula	Variable (Components)	Example
Communication Channels Formula This formula shows the number of communication channels on a project.	$N \times (N - 1) / 2 =$ Number of Communication Channels	N = Number of people	$6 \times (6 - 1) / 2 = 15$
N = the number of people on the project	Provided on the exam	6	15 channels on the project