



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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### Situational Question and Real World Application

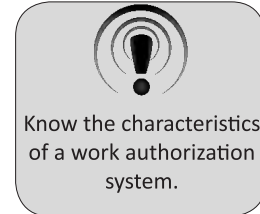
Failure to effectively perform the Direct and Manage Project Work process can result in work that may not deliver expected results. An example of this failure is a situation in which executing issues arise as a result of unplanned risk events.

#### 9.8.1. Work Authorization System

A work authorization system is a formal or informal system used in project management to ensure that work is done as planned. It ensures that the right work is done, in the right order, at the right time, and by the right people. The system can help control cost.

If work is not done in the sequence as planned, sequence deviation can potentially cause issues that result in rework.

**A work authorization system can also be used to minimize or eliminate gold plating.** Discussed in the Quality chapter, gold plating involves providing more than was promised or committed. Part of the problem associated with the lack of a work authorization system and/or using gold plating is that the work that isn't part of the project can keep resources from completing legitimate project work or lead to rework if defects result.



#### 9.8.2. The Project Manager's Role in Integration

Project managers are responsible for the planning and completion of the project management plan and for project integration. Project managers must be sensitive to the project's needs, especially at **key interface points** on 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 90-97

### 9.9. Manage Project Knowledge

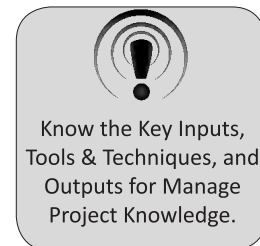
The Manage Project Knowledge process entails creating new knowledge from existing knowledge in order to achieve project objectives and add to organizational learning.

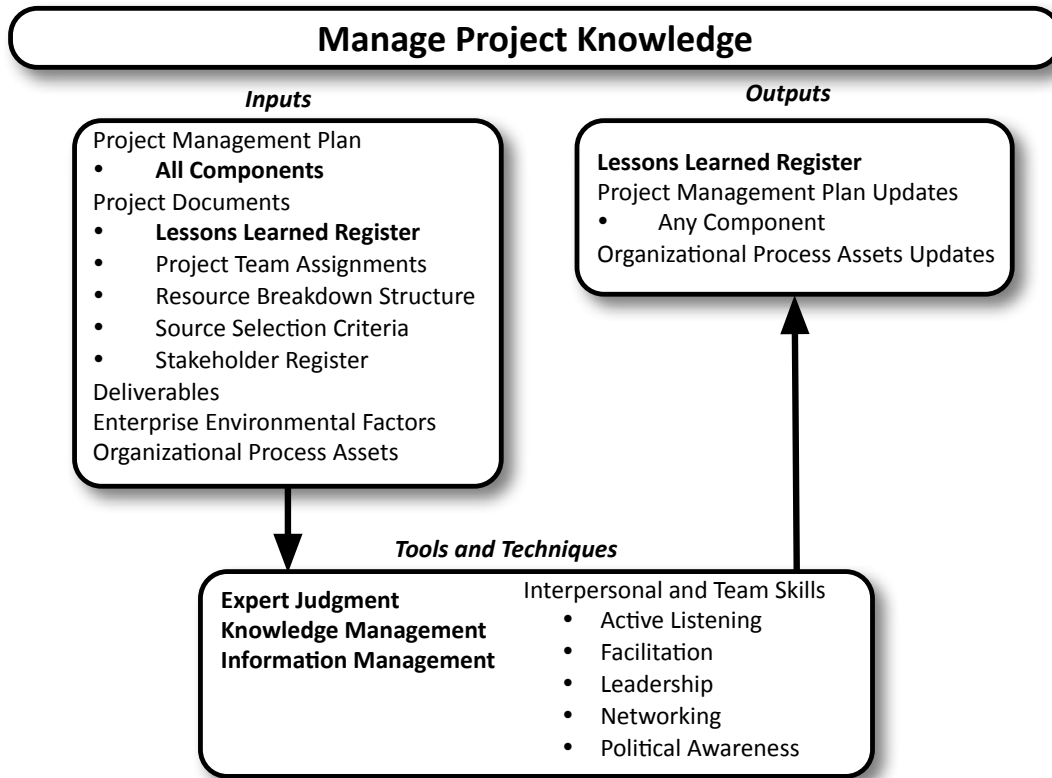
Existing knowledge is used to improve project outcomes and new knowledge (obtained as a result of the project) is used to support operations as well as future projects and phases.

Knowledge is either explicit (can be easily expressed using words, pictures, and/or numbers) or tacit (can be difficult to express, such as insights, beliefs, or experiences). Both explicit and tacit learning must be managed.

Managing knowledge is very complex because explicit knowledge lacks context, so it is open to interpretation, and tacit knowledge includes context, but is difficult to express. Another hurdle to knowledge management is that people are not always motivated to share their knowledge. This hurdle can be overcome by creating an atmosphere of trust.

From an organizational perspective, the objective of project knowledge management is to ensure that the skills, expertise, and experience of the project team and knowledgeable stakeholders are utilized before, during, and after the project.





**Figure 9-6: Manage Project Knowledge 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 4-8, Page 98

Manage Project Knowledge (Executing)		
<b>Key Inputs</b>	All Components of Project Management Plan	All components of the project management plan contribute to project management knowledge. Components can include, but are not limited to, the work breakdown structure, the subsidiary plans (representing the knowledge areas identified by the Project Management Institute, Inc.), baselines from the planning processes, the project life cycle, the development approach, management reviews, and the lessons learned register.
	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.
<b>Key Tools &amp; Techniques</b>	Expert Judgment	Expert judgment is judgment based on expertise acquired in a specific area. It is important to consider expertise related to information management, knowledge management, organizational learning, knowledge obtained from other projects, and tools for the management of information.

Manage Project Knowledge (Continued)		
<b>Key Tools &amp; Techniques (Cont.)</b>	Knowledge Management	Knowledge management tools and techniques focus on bringing people together for the purpose of disseminating new knowledge or sharing tacit (personal, difficult to express) knowledge. Tools can include, but are not limited to, networking, meetings, focus groups, seminars, workshops, and conferences.
	Information Management	Information management tools and techniques focus on the creation and dissemination of explicit (easily expressed through pictures, words, or numbers) knowledge. Tools can include, but are not limited to, lessons learned registers, web searches, library services, and document management systems.
<b>Key Outputs</b>	Lessons Learned Register	The lessons learned register is a record of the challenges, problems, and successes of the project (what worked and didn't). It is used to track existing and new project knowledge as well as contribute to organizational learning.

#### Situational Question and Real World Application

Failure to effectively perform the Manage Project Knowledge process can result in a failure to create new knowledge which could have a negative impact on achieving project objectives and adding to organizational learning.

### 9.9.1. Lessons Learned Register

The lessons learned register records what worked and what didn't work in relation to the project. The register is also used to monitor existing project knowledge and new project knowledge and to contribute to organizational learning.

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 98-105

### 9.10. Monitor and Control Project Work (Monitoring and Controlling Process Group)

The Monitor and Control Project Work process involves tracking, reviewing, and reporting project progress (through initiating, planning, executing, and closing) in order to achieve project objectives as described in the project management plan.

The process provides stakeholders with an insight into the current state of the project, the information to understand actions taken to address performance issues, and (based on forecasts) the information to determine the future state of the project.

Monitoring is performed throughout the project and encompasses activities related to **gathering, quantifying, and distributing performance information**, as well as analyzing metrics and trends in order to execute process improvements.



Know the Key Inputs, Tools & Techniques, and Outputs for Monitor and Control Project Work.