



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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Manage Project Knowledge (Continued)		
Key Tools & Techniques (Cont.)	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.
Key Outputs	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.

Controlling encompasses activities related to determining preventative or corrective actions and following up to determine that those actions resolved the issue.

The process is concerned with:

- The comparison of actual performance against the project management plan
- Assessing performance to determine if preventative or correction action is warranted, then recommending the appropriate action
- Checking the status of individual project risks
- Maintaining an accurate information base regarding the project's products
- Providing information for status reporting, progress metrics, and forecasting
- Providing forecasts to update current budget and schedule information
- Monitoring the implementation of authorized changes
- Providing status and progress information to program management if the project is part of a program
- Ensuring the project stays in alignment with business needs

Monitor and Control Project Work

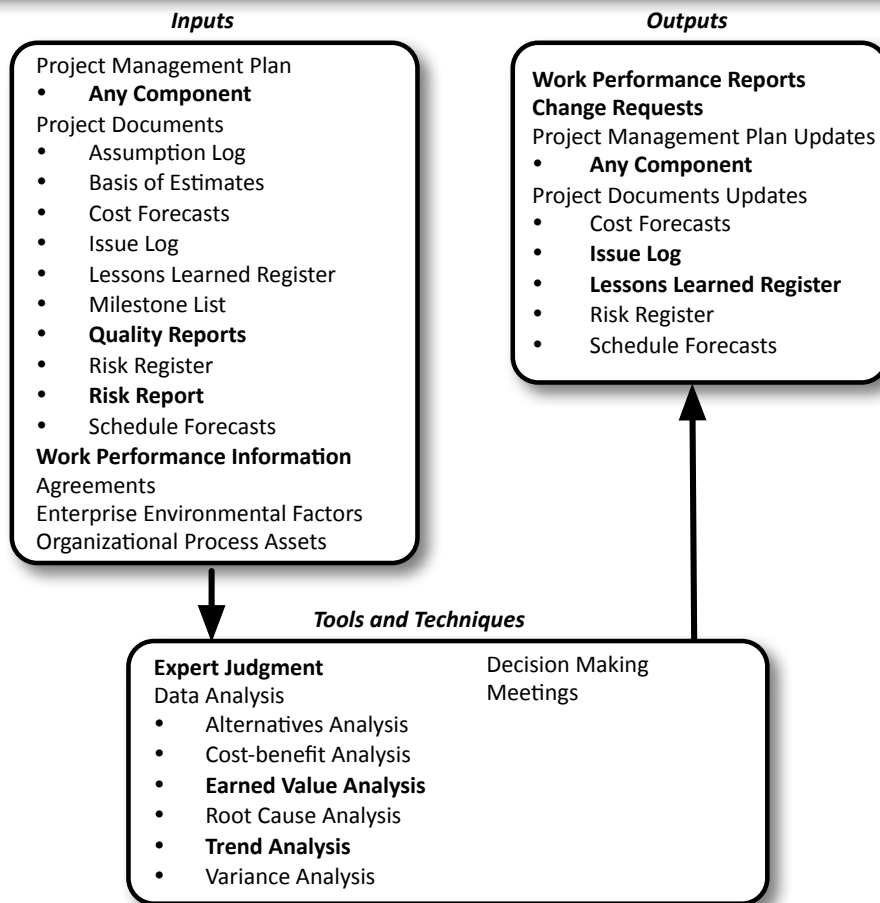


Figure 9-7: Monitor and Control Project Work Data Flow Diagram

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 4-10, Page 105

Monitor and Control Project Work (Monitoring and Controlling)		
Key Inputs	Any Component of the Project Management Plan	Any component of the project management plan can serve as a baseline to evaluate the state of the project. For example, the schedule, budget, and other documents describe which project activities and events should occur and detail when they should occur.
	Quality Reports	Quality reports provide key stakeholders with information about quality management issues, recommendations for improvements and corrective actions, and a recap of quality-related findings.
	Risk Report	The risk report lists project risks and provides details about specific risks.
	Work Performance Information	Work performance information is performance data gathered from control processes and subsequently evaluated in comparison with the components of the project management plan and other applicable artifacts.
Key Tools & Techniques	Expert Judgment	Expert judgment is judgment based on expertise acquired in a specific area. It is important to consider expertise related to management of risks and contracts, trend diagnosis, estimation techniques for schedule and cost, data analysis, industry technical information, and earned value management
	Earned Value Analysis	Earned value analysis is used to compare the work done (BCWP) to the work that should have been done (BCWS), the costs associated with work completed to the costs estimated to complete that work (ACWP), and the time associated with the work completed to the time projected to complete that work. The earned value analysis provides a numerical evaluation of the state of the project.
	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 predict issues, such as slippages in time, and to determine and effect corrective action. Trend analysis typically relates to the schedule, budget, or deliverables.
Key Outputs	Work Performance Reports	Work performance reports contain work performance information in a format that is designed to promote decisions, initiative, or cognizance. Work performance reports may be in the form of status reports, memos, notes, updates, and recommendations.

Monitor and Control Project Work (Continued)

Key Outputs (Cont.)	Change Requests	Change requests are requests for modification that have not been formally approved through the change control process. Modifications can be requested from inside or outside the project and may include: corrective action, preventative action, defect repair, or updates to documentation or information.
	Any Component of the Project Management Plan	Changes to the project management plan are subject to the change control process. Authorized changes are used to update the plan so that it reflects the current approach to, and state of, the project.
	Issue Log	The issue log is used to record and track any project challenges that cannot be immediately resolved. As new issues are identified and existing issues addressed, the issue log is updated.
	Lessons Learned Register	The lessons learned register is a document the team can reference to discover the challenges, problems, and successes of the project. As new lessons learned are identified, or existing issues refined, the lessons learned register is updated.

Situational Question and Real World Application

Failure to effectively perform the Monitor and Control Project Work process can result in reactive, rather than proactive, project management.

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 105-113

9.11. Perform Integrated Change Control (Monitoring and Controlling Process Group)

The Perform Integrated Change Control process entails the review of all change requests; the approval, rejection, modification, or suspension of each request; the management of approved changes; and the communication of the decisions. Even if a change control board (CCB) evaluates changes as part of the configuration control and change control procedures, the process is the responsibility of the project manager. Change requests can be made by any stakeholder and can occur at anytime throughout the life of the project. Before baselines are established, changes are not required to be subject to the change control process.

Because proposed changes are reviewed from an integration perspective (considering all impacted knowledge areas), overall project risk is addressed.

Approved change requests can necessitate new or revised activity sequencing, cost estimates, resource requirements, schedule adjustments, and/or risk response alternatives analysis. In turn, changes to the project management and other project documents may be indicated.



Know the Key Inputs, Tools & Techniques, and Outputs for Perform Integrated Change Control.