



6TH EDITION

PMP FAST REVIEW

BY: EL-Sayed Mohsen , PMP , RMP , PMI-SP

www.pm-tricks.com




+966554665714



/Sayed Mohsen PMP



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The background of the slide features a blurred office scene with several business professionals in a meeting. In the foreground, there are documents with bar charts and a pen. A large green diagonal overlay covers the right side of the image, with a yellow diagonal stripe running through it.

Chapter 5

Project Scope Management

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Part-1 (Fast Review)

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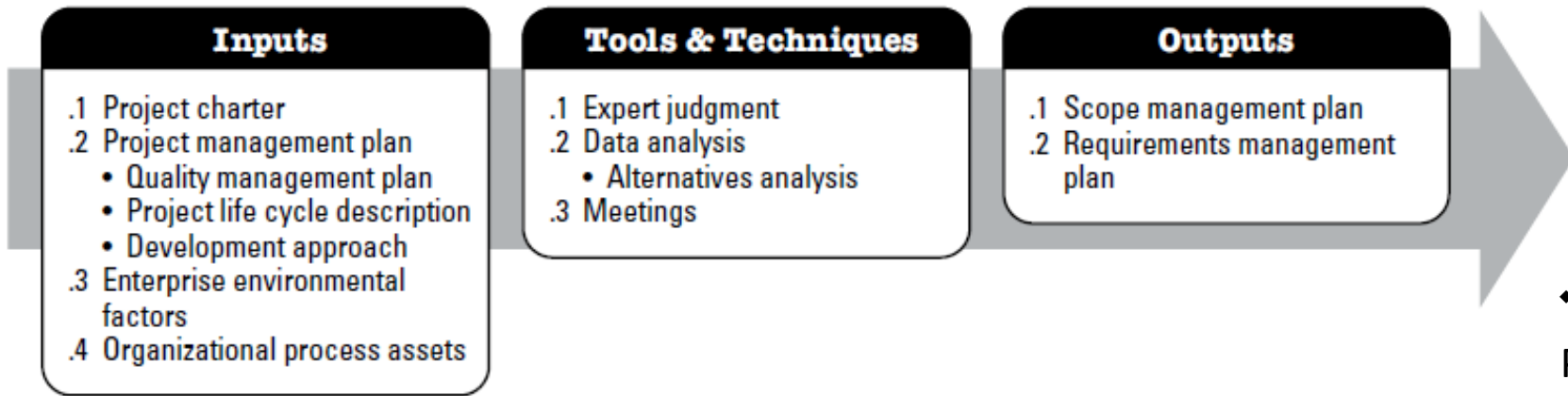
Planning

M&C

Part-2

Q&A

5.1. Plan Scope Management



❖ TT : Alternatives analysis:

- Various ways of collecting requirements,
- Creating the product,
- Validating the scope,
- Controlling the scope are evaluated.

❖ TT : MEETINGS: Project Manager Project sponsor and selected team members

❖ IN :The project charter documents:

- The Project **Purpose**
- High-level project **description**
- Assumptions, constraints
- High-level **requirements**.

❖ IN : Enterprise environmental factors:

- Organization's culture
- Infrastructure
- Marketplace conditions

❖ IN: Organizational process assets

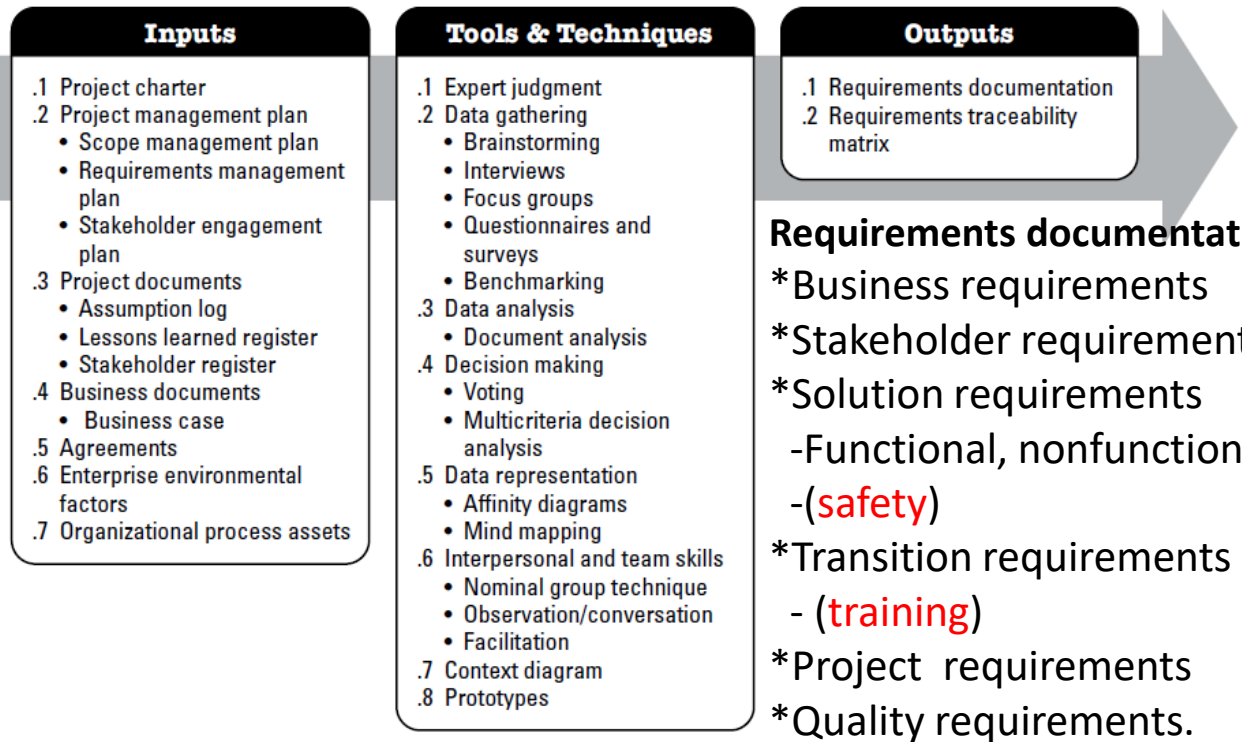
- Policies and procedures.
- lessons learned repositories

❖ O: Scope Management Plan. is a component of the project management plan that describes **how** the scope will be **defined**, **developed**, **monitored**, **controlled**, and validated.

- Process for preparing a **project scope statement**.
- Process that enables the **creation of the WBS**.
- Process that establishes **how** the scope baseline will be **approved**.
- Process that specifies **how** formal acceptance of the **completed** project deliverables will be obtained.

❖ O: Requirements Management Plan. is a component of the project management plan that describes **how** project and product requirements will be **analyzed**, **documented**, and **managed**.

5.2. Collect Requirements



Tools & Techniques:

Brainstorming: **Generate** and collect multiple **ideas**

Interviews: Useful for obtaining **confidential** information.

Focus groups : Bring together **prequalified stakeholders** and

subject matter experts to learn about their **expectations**

Benchmarking: The comparison as basis for measuring performance and identify best practices. (internal or external)

Voting: a collective **decision-making** technique. Examples :

- **Unanimity:** **Everyone agrees** on a single course of action.
- **Majority:** Support from **more than 50%**.
- **Plurality:** The **largest group** even if **no majority**

Autocratic decision making: one individual takes the decisions

Affinity diagrams: large numbers of ideas to be **classified**.

Nominal Group Technique. **Enhances brainstorming** with a **voting** process used to **rank** the most useful ideas.

Prototypes. Working **model** before building (**mockup**).

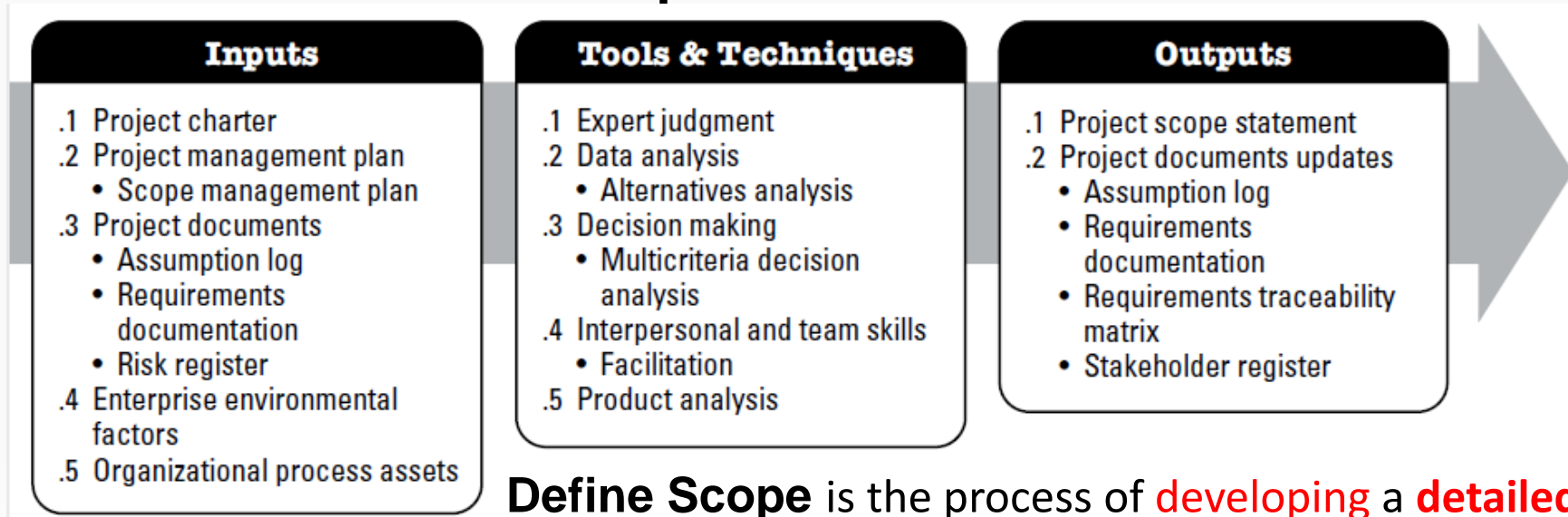
Questionnaires and Surveys. Sets of questions to **quickly** accumulate information from **a large no. of respondents**.

❖ **IN : Stakeholder Register:**

- Identify stakeholders **who** can provide **information** on the requirements.
- Captures **requirements** and **expectations** that stakeholders **have** for the project.

❖ **IN : Agreements:** Contain **project** and **product requirements**.

5.3. Define Scope



Define Scope is the process of **developing** a **detailed description** of the project and product.

Project Scope Statement

Project scope description
(progressively elaborated)

Acceptance criteria

Project deliverables

Project exclusions

Project constraints

Project assumptions

Acceptance criteria : A set of **conditions** that is required to be met **before deliverables are accepted**.

Exclusion : Identifies what is **excluded** from the project (A roof-top swimming pool is not included)

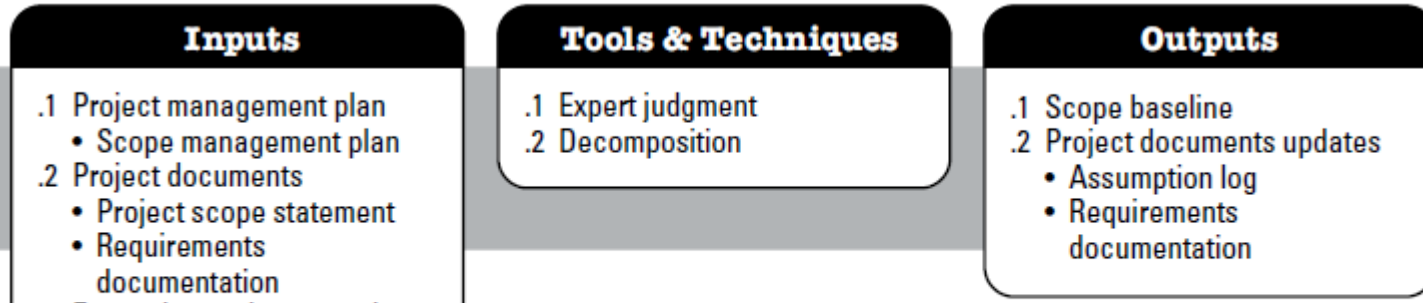
Deliverables: Include the House, keys for the doors, Windows, cupboards and drawers.

Constraint : The cost should not exceed \$100K.

Assumption : The site would receive uninterrupted electricity and water supply during the course of the project.



5.4. Create WBS

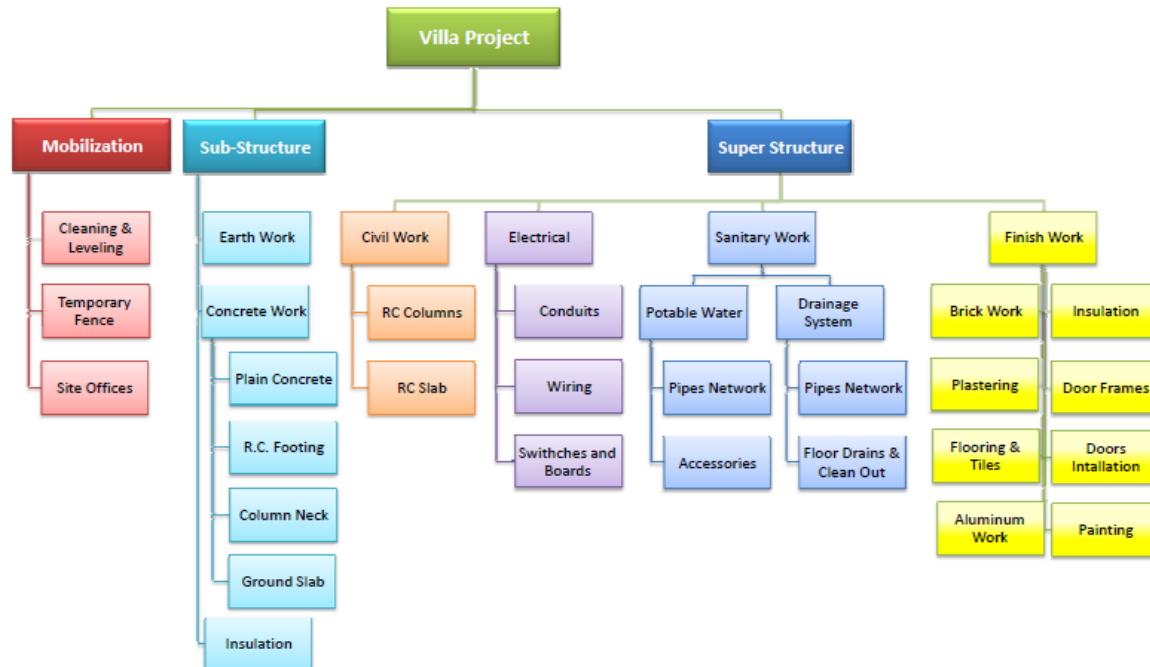


The process of **subdividing** project deliverables and project work into **smaller**, more **manageable** components.

TT : **Decomposition**: **Dividing** and **subdividing** project scope and project deliverables into smaller, more **manageable parts**.

O: **Scope baseline**: is the approved version of:

- ✓ Scope statement.
- ✓ WBS.
- ✓ WBS dictionary.

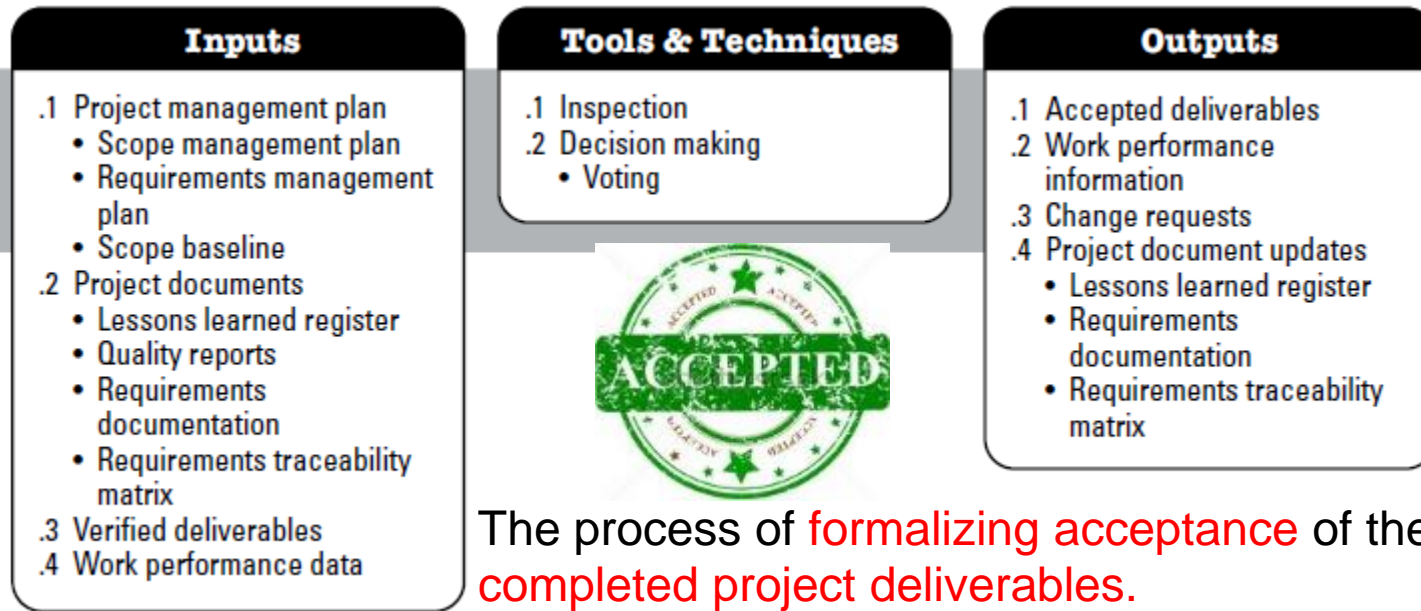


WBS: A **hierarchical** decomposition of the **total scope** of work to be carried out by the project team to accomplish the project objectives and **create** the required **deliverables**.

WBS Dictionary: is a document that provides detailed deliverable, activity, and scheduling **information** about **each component** in the **WBS**.

❖ **The lowest level of the WBS is a work package.**

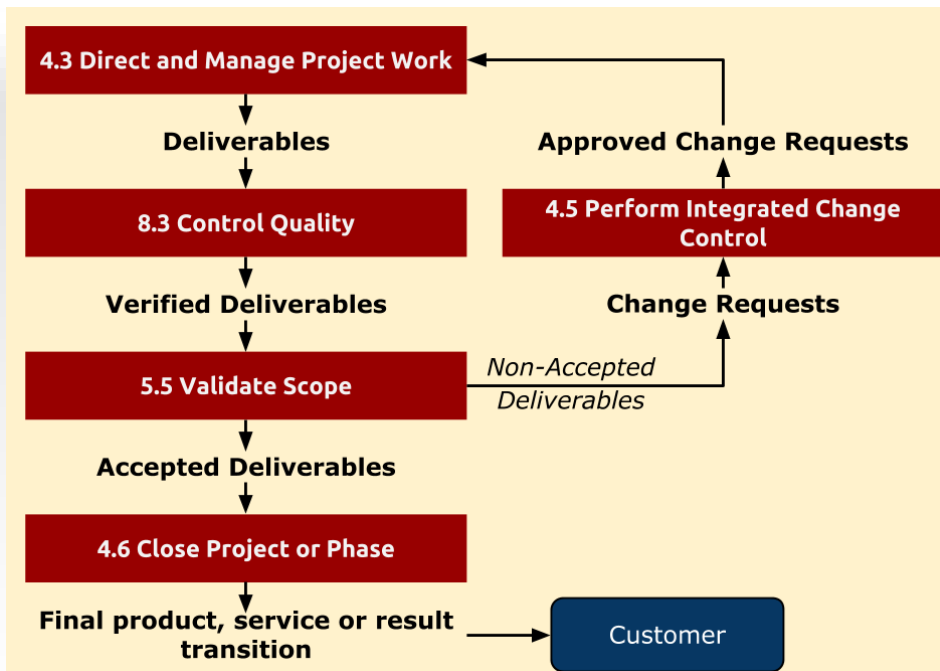
5.5. Validate Scope



IN: Verified deliverables:

- Are project deliverables that are **completed** and **checked** for **correctness** through the **Control Quality process**.
- Is **output** of **internal** quality control process.

TT : Inspection: includes activities such as **measuring**, **examining**, and **validating** to determine whether work and deliverables **meet requirements** and product **acceptance criteria**.



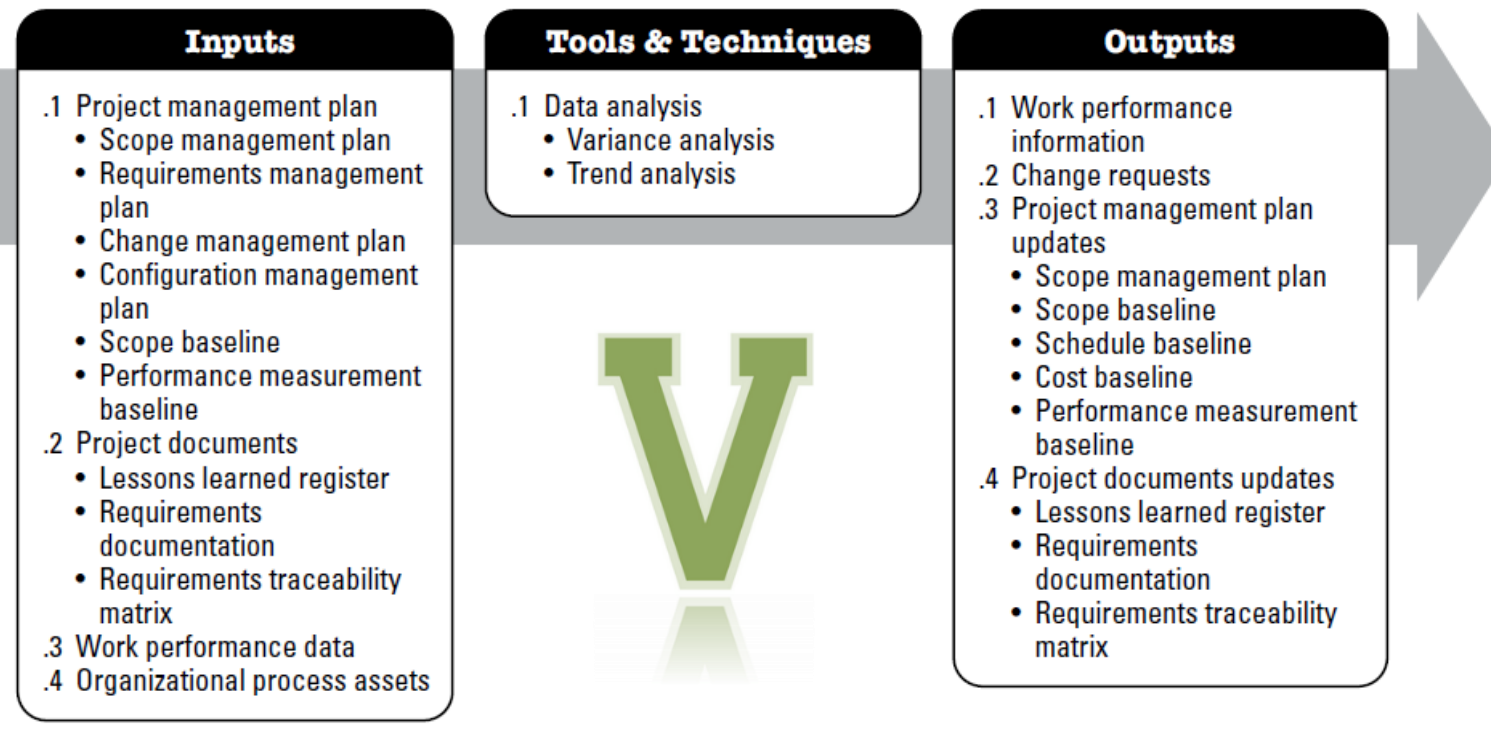
O : Accepted Deliverables: Deliverables that **meet** the **acceptance criteria** are **formally signed off** and **approved** by the **customer** or **sponsor**.

O : Work performance information : **Project progress**, such as:

- ✓ Which **deliverables** have been **accepted**
- ✓ Which have **not been accepted** and the reasons **why**.
- ✓ This information is **documented** and **communicated** to stakeholders.

O : Change requests: The **completed deliverables** that have **not** been formally **accepted** are documented, Those deliverables may require a change request for defect repair.

5.6. Control Scope



TT : Variance Analysis:

- ✓ Used to **compare** the **baseline** to the **actual results** and determine if the variance is within the **threshold** amount or if corrective or preventive action is appropriate.

TT : Trend analysis:

- ✓ Examines project performance over time to determine if performance **is improving** or deteriorating.

Definition : Control Scope is the process of **monitoring** the status of the project and product scope and **managing changes** to the **scope baseline**.

The key benefit : The scope baseline is **maintained** throughout the project. **HOW?**

- ✓ Controlling the project scope ensures **all** requested changes and recommended corrective or preventive actions are processed through the Perform Integrated Change Control process.

Gold plating Sometimes people think of a really great improvement to the product (**giving extra**) and go ahead and make it without even checking the impact (unsuccessful project).

Scope Creep. The **uncontrolled expansion** to product or project scope **without adjustments** to time, cost, and resources.



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Questions & Answers

Project Scope Management



Q1) You have just been assigned as project manager for a large manufacturing project. You want to understand the Process for preparing a project scope statement and how formal acceptance of the completed project deliverables will be obtained. Which of the following will you have to reference?

- A- The scope management plan**
- B- The stakeholder management plan**
- C- The quality management plan**
- D- Validate Scope process**

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5.1.3.1 SCOPE MANAGEMENT PLAN

The scope management plan is a component of the project management plan that describes how the scope will be defined, developed, monitored, controlled, and validated. The components of a scope management plan include:

- ◆ Process for preparing a project scope statement;
- ◆ Process that enables the creation of the WBS from the detailed project scope statement;
- ◆ Process that establishes how the scope baseline will be approved and maintained; and
- ◆ **Process that specifies how formal acceptance of the completed project deliverables will be obtained.**





Q2) The project manager has created the project charter on behalf of the project sponsor, and it is now approved. Which of the following processes should be performed next?

A- Identify Risks

B- Create WBS

C- Develop Project Charter

D- Plan Scope Management





Q3) As a project manager, in which document will you find information about project scope description, project deliverables, and project exclusions?

A- Requirements traceability matrix

B- Scope baseline

C- Change log

D- Requirements documentation

PMBOK 161



5.4.3.1 SCOPE BASELINE

The scope baseline is the approved version of a scope statement, WBS, and its associated WBS dictionary, which can be changed only through formal change control procedures and is used as a basis for comparison. It is a component of the project management plan. Components of the scope baseline include:

◆ **Project scope statement.** The project scope statement includes the description of the project scope, major deliverables, assumptions, and constraints (Section 5.3.3.1).



Q4) As a project manager, after finalizing some activities for the project, the customer is not satisfied and complains that his requirements are not being met. in which of the following processes should the project manager have involved him to ensure approval?

A- Develop Project charter

B- Close project or phase

C- Validate scope

D- Collect requirements

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5.5 VALIDATE SCOPE

Validate Scope is the process of formalizing acceptance of the completed project deliverables. The key benefit of this process is that it brings objectivity to the acceptance process and increases the probability of final product, service, or result acceptance by validating each deliverable. This process is performed periodically throughout the project as needed. The inputs, tools and techniques, and outputs of this process are depicted in Figure 5-15. Figure 5-16 depicts the data flow diagram of the process.



Q5) You are the project manager of the OQH Project and are working with the project stakeholders to determine the project requirements. Which tools and techniques can BEST use for generating and prioritizing the project requirements?

A- Nominal group technique

B- Affinity diagram

C- Mind mapping

D- Brainstorming

Generate = brainstorming

Generate & Organize & Classify OR Grouping = Affinity Diagram

Generate & prioritization & Voting = Nominal group techniques





Q6) You are the Project Manager of a large and complex project. Your project team has finished creating a Work Breakdown Structure for the project. However, some of the team members are still not sure of the kind of work included in each of their work packages. Which of the following documents would you suggest they go through ?

A- The Project charter

B- Work Break Structure (WBS) Dictionary

C- Project scope statement

D- Project Management Plan

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◆ **WBS dictionary.** The WBS dictionary is a document that provides detailed deliverable, activity, and scheduling information about each component in the WBS. The WBS dictionary is a document that supports the WBS. Most of the information included in the WBS dictionary is created by other processes and added to this document at a

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Q7) A customer is validating scope towards the end of a project and finds some unexpected features added to the product. Upon discussion with the project manager, there is confusion regarding how this feature got added. Unfortunately, no document existed wherein this could be verified. Which document could have avoided this confusion?

A- The Project charter

B- Issue log with a record of this confusion having occurred

C- Scope management plan explaining how confusions can be prevented

D- Requirements traceability matrix





Q8) You need a public opinion as part of the requirements gathering process for your project. You selected a wide variety of people for your study and want to use a requirements gathering technique that can produce results quickly. Which technique is best suited for this scenario?

A- Questionnaires and Surveys

B- Interview

C- Brainstorming

D- Observations

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◆ **Questionnaires and surveys.** Questionnaires and surveys are written sets of questions designed to quickly accumulate information from a large number of respondents. Questionnaires and/or surveys are most appropriate with varied audiences, when a quick turnaround is needed, when respondents are geographically dispersed, and where statistical analysis could be appropriate.



Q9) A Project Manager has delivered a major deliverable of the project. The customer comes back a week after the release saying that he is not entirely satisfied with the deliverable. What should the Project Manager do NEXT?

A- Do a scope verification of this deliverable to check if it satisfies project objectives

B- Continue with the next deliverable as the project has to be finished on time

C- Talk to the Senior Manager to discuss the customer concern and resolution

D- Ensure that the next deliverables have the features that the customer specified and exceed his expectations



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/Sayed Mohsen PMP



+966554665714



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Sayed Mohsen, PMP, PMI-RMP, PMI-SP