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Here is a continuation of the CAPM exam series

QUESTION 201

Which process is conducted from project inception through completion and is ultimately the responsibility of the project manager?

- A. Control Quality
- B. Monitor and Control Project Work
- C. Control Scope
- D. Perform Integrated Change Control

Correct Answer: D

Explanation:

Process: 4.5 Perform Integrated Change Control

Definition: Perform Integrated Change Control is the process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan; and communicating their disposition. It reviews all requests for changes or modifications to project documents, deliverables, baselines, or the project management plan and approves or rejects the changes.



Key Benefit: The key benefit of this process is that it allows for documented changes within the project to be considered in an integrated fashion while reducing project risk, which often arises from changes made without consideration to the overall project objectives or plans.

Inputs

1. Project management plan
2. Work performance reports
3. Change requests
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Meetings
3. Change control tools

Outputs

1. Approved change requests
2. Change log
3. Project management plan updates

4. Project documents updates

QUESTION 202

Project management processes ensure the:

- A. alignment with organizational strategy
- B. efficient means to achieve the project objectives
- C. performance of the project team
- D. effective flow of the project throughout its life cycle

Correct Answer: D

Explanation:

Project management processes. These processes ensure the effective flow of the project throughout its life cycle. These processes encompass the tools and techniques involved in applying the skills and capabilities described in the Knowledge Areas (Sections 4 through 13)

QUESTION 203

An element of the modern quality management approach used to achieve compatibility with the International Organization for Standardization (ISO) is known as:

- A. Forecasting,
- B. Brainstorming.
- C. Historical databases.
- D. Cost of quality.

Correct Answer: D

Explanation:

Cost of quality (COQ).

Cost of quality refers to the total cost of the conformance work and the nonconformance work that should be done as a compensatory effort because, on the first attempt to perform that work, the potential exists that some portion of the required work effort may be done or has been done incorrectly. The costs for quality work may be incurred throughout the deliverable's life cycle.

For example, decisions made by the project team can impact the operational costs associated with using a completed deliverable. Post-project quality costs may be incurred because of product returns, warranty claims, and recall campaigns.

Therefore, because of the temporary nature of projects and the potential benefits that may be derived from reducing the post-project cost of quality, sponsoring organizations may choose to invest in product quality improvement. These investments generally are made in the areas of conformance work that act to prevent defects or act to mitigate the costs of defects by inspecting out nonconforming units.

QUESTION 204

Which items are components of a project management plan?

- A. Change management plan, process improvement plan, and scope management plan
- B. Agreements, procurement management plan, and work performance information

- C. Schedule management plan, project schedule, and resource calendars
- D. Scope baseline, project statement of work, and requirements traceability matrix

Correct Answer: A

QUESTION 205

Which project document is updated in the Control Stakeholder Engagement process?

- A. Project reports
- B. Issue log
- C. Lessons learned documentation
- D. Work performance information

Correct Answer: B

Explanation:

Issue Log

Described in Section 13.3.3.1. The issue log is updated as new issues are identified and current issues are resolved.

Issue Log

Issues arise in the course of managing the project team. An issue log can be used to document and monitor who is responsible for resolving specific issues by a target date.

Process: 13.4 Control Stakeholder Engagement

Definition: The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

Key Benefit: The key benefit of this process is that it will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes.

Inputs

1. Project management plan
2. Issue log
3. Work performance data
4. Project documents

Tools & Techniques

1. Information management systems
2. Expert judgment
3. Meetings

Outputs

1. Work performance information
2. Change requests
3. Project management plan updates
4. Project documents updates
5. Organizational process assets updates

QUESTION 206

A project manager should communicate to stakeholders about resolved project issues by updating the:

- A. project records
- B. project reports
- C. stakeholder notifications
- D. stakeholder register

Correct Answer: C

Explanation:

10.2.3.4 Organizational Process Assets Updates

The organizational process assets, which may be updated include, but are not limited to:

Stakeholder notifications. Information may be provided to stakeholders about resolved issues, approved changes, and general project status.

Project reports. Formal and informal project reports describe project status and include lessons learned, issue logs, project closure reports, and outputs from other Knowledge Areas (Sections 4-13).

Project presentations.

The project team provides information formally or informally to any or all of the project stakeholders. The information and presentation method should be relevant to the needs of the audience.

Project records.

Project records may include correspondence, memos, meeting minutes, and other documents describing the project. This information should, to the extent possible and appropriate, be maintained in an organized manner. Project team members can also maintain records in a project notebook or register, which could be physical or electronic.

Feedback from stakeholders. Information received from stakeholders concerning project operations is distributed and used to modify or improve future performance of the project.

Lessons learned documentation.

Documentation includes the causes of issues, reasoning behind the corrective action chosen, and other types of lessons learned about communications management. Lessons learned need to be documented and distributed so that it becomes part of the historical database for both the project and the performing organization.

QUESTION 207

Which Project Time Management process includes bottom-up estimating as a tool or technique?

- A. Estimate Activity Resources
- B. Sequence Activities
- C. Estimate Activity Durations
- D. Develop Schedule

Correct Answer: A

Explanation/Reference:

Explanation:

Process: 6.4 Estimate Activity Resources

Definition: The process of estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity.

Key Benefit: The key benefit of this process is that it identifies the type, quantity, and characteristics of resources required to complete the activity which allows more accurate cost and duration estimates.

Inputs

1. Schedule management plan
2. Activity list

3. Activity attributes
4. Resource calendars
5. Risk register
6. Activity cost estimates
7. Enterprise environmental factors

8. Organizational process assets Tools & Techniques

1. Expert judgment
2. Alternative analysis
3. Published estimating data
4. Bottom-up estimating
5. Project management software

Outputs

1. Activity resource requirements
2. Resource breakdown structure
3. Project documents updates

QUESTION 208

Progressively elaborating high-level information into detailed plans is performed by the:

- A. project management office
- B. portfolio manager
- C. program manager
- D. project manager

Correct Answer: D

QUESTION 209

An input to the Control Quality process is:

- A. Activity attributes
- B. Quality control measurements
- C. Enterprise environmental factors
- D. Deliverables

Correct Answer: D

Explanation:

Process: 8.3 Control Quality

Definition: The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

Key Benefit: The key benefits of this process include: (1) identifying the causes of poor process or product quality and recommending and/or taking action to eliminate them; and (2) validating that project deliverables and work meet the requirements specified by key stakeholders necessary for final acceptance.

Inputs

1. Project management plan
2. Quality metrics
3. Quality checklists
4. Work performance data
5. Approved change requests
6. Deliverables
7. Project documents
8. Organizational process assets

Tools & Techniques

1. Seven basic quality tools
2. Statistical sampling
3. Inspection
4. Approved change requests review

Outputs

1. Quality control measurements
2. Validated changes
3. Verified deliverables
4. Work performance information
5. Change requests
6. Project management plan updates
7. Project documents updates
8. Organizational process assets updates

QUESTION 210

The chart below is an example of a:

- A. Responsibility assignment matrix (RAM)
- B. Work breakdown structure (WBS)
- C. RACI chart
- D. Requirements traceability matrix

Correct Answer: D

Explanation:

5.2.3.2 Requirements Traceability Matrix

The requirements traceability matrix is a grid that links product requirements from their origin to the deliverables that satisfy them. The implementation of a requirements traceability matrix helps ensure that each requirement adds business value by linking it to the business and project objectives.

It provides a means to track requirements throughout the project life cycle, helping to ensure that requirements approved in the requirements documentation are delivered at the end of the project. Finally, it provides a structure for managing changes to the product scope.

Tracing includes, but is not limited to, tracing requirements for the following:
Business needs

opportunities

goals, and objectives

Project objectives

Project scope/WBS deliverables

Product design

Product development;

Test strategy and test scenarios

High-level requirements to more detailed requirements.

Attributes associated with each requirement can be recorded in the requirements traceability matrix. These attributes help to define key information about the requirement. Typical attributes used in the requirements traceability matrix may include: a unique identifier, a textual description of the requirement, the rationale for inclusion, owner, source, priority, version, current status (such as active, cancelled, deferred, added, approved, assigned, completed), and status date.

Additional attributes to ensure that the requirement has met stakeholders' satisfaction may include stability, complexity, and acceptance criteria.

QUESTION 211

Which Perform Quality Assurance tool or technique is used to identify a problem, discover the underlying causes that lead to it, and develop preventative actions?

- A. Inspection
- B. Quality audits
- C. Design of experiments
- D. Root cause analysis

Correct Answer: D

Explanation:

Root cause analysis. Root-cause analysis is a specific technique used to identify a problem, discover the underlying causes that lead to it, and develop preventive action.

Process: 8.2 Perform Quality Assurance

Definition: The process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.

Key Benefit: The key benefit of this process is that it facilitates the improvement of quality processes.

Inputs

1. Quality management plan
2. Process improvement plan
3. Quality metrics

4. Quality control measurements
5. Project documents

Tools & Techniques

1. Quality management and control tools
2. Quality audits
3. Process analysis

Outputs

1. Change requests
2. Project management plan updates
3. Project documents updates
4. Organizational process assets updates

QUESTION 212

A disadvantage associated with virtual teams is that they:

- A. Require communication technology that is not readily available.
- B. Create difficulties when including people with disabilities.
- C. Often cannot accommodate teams that work different hours or shifts.
- D. Create the possibility for misunderstandings to arise.

Correct Answer: D

Explanation:

Virtual Teams

The use of virtual teams creates new possibilities when acquiring project team members. Virtual teams can be defined as groups of people with a shared goal who fulfill their roles with little or no time spent meeting face to face.

The availability of communication technology such as e-mail, audio conferencing, social media, web- based meetings and video conferencing has made virtual teams feasible. The virtual team model makes it possible to:
Form teams of people from the same organization who live in widespread geographic areas;

Add special expertise to a project team even though the expert is not in the same geographic area; Incorporate employees who work from home offices; Form teams of people who work different shifts, hours, or days; Include people with mobility limitations or disabilities; and Move forward with projects that would have been ignored due to travel expenses.

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There are some disadvantages related to virtual teams, such as possibility for misunderstandings, feeling of isolation, difficulties in sharing knowledge and experience between team members, and cost of appropriate technology. Communication planning becomes increasingly important in a virtual team environment.

Additional time may be needed to set clear expectations, facilitate communications, develop protocols for [resolving conflict](#), include people in decision making, understand cultural differences, and share credit in successes.

QUESTION 213

In which phase of team building activities do team members begin to work together and adjust their work habits and behavior to support the team?

- A. Performing
- B. Storming
- C. Norming
- D. Forming

Correct Answer: C

Explanation:

One of the models used to describe team development is the Tuckman ladder (Tuckman, 1965; Tuckman & Jensen, 1977), which includes five stages of development that teams may go through. Although it's common for these stages to occur in order, it's not uncommon for a team to get stuck in a particular stage or slip to an earlier stage.

Projects with team members who worked together in the past may skip a stage.

Forming: This phase is where the team meets and learns about the project and their formal roles and responsibilities.

Team members tend to be independent and not as open in this phase.

Storming: During this phase, the team begins to address the project work, technical decisions, and the project management approach. If team members are not collaborative and open to differing ideas and perspectives, the environment can become counterproductive.

Norming: In the norming phase, team members begin to work together and adjust their work habits and behaviors to support the team. The team learns to

trust each other.

Performing. Teams that reach the performing stage function as a well-organized unit. They are interdependent and work through issues smoothly and effectively.

Adjourning: In the adjourning phase, the team completes the work and moves on from the project. This typically occurs when staff is released from the project as deliverables are completed or as part of carrying out the Close Project or Phase process (Section 4.6).

The duration of a particular stage depends upon team dynamics, team size, and team leadership. Project managers should have a good understanding of team dynamics in order to move their team members through all stages in an effective manner.

QUESTION 214

Which project risk listed in the table below is most likely to occur?

- A. 1
- B. 2
- C. 3
- D. 4

Correct Answer: B

QUESTION 215

Which is an enterprise environmental factor?

- A. Marketplace conditions
- B. Policies and procedures

- C. Project files from previous projects
- D. Lessons learned from previous projects

Correct Answer: A

QUESTION 216

Project Stakeholder Management focuses on:

- A. project staff assignments
- B. project team acquisition
- C. managing conflicting interests
- D. communication methods

Correct Answer: C

Explanation:

PROJECT STAKEHOLDER MANAGEMENT

[Project Stakeholder Management](#) includes the processes required to identify the people, groups, or

organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

Stakeholder management also focuses on continuous communication with stakeholders to understand their needs and expectations, addressing issues as they occur, managing conflicting interests and fostering appropriate stakeholder engagement in project decisions and activities. Stakeholder satisfaction should be managed as a key project objective.

QUESTION 217

A risk that arises as a direct result of implementing a risk response is called a:

- A. contingent risk
- B. residual risk
- C. potential risk
- D. secondary risk

Correct Answer: D

Explanation:**Plan Risk Responses: Tools and Techniques**

Several risk response strategies are available. The strategy or mix of strategies most likely to be effective should be selected for each risk. Risk analysis tools, such as decision tree analysis (Section 11.4.2.2), can be used to choose the most appropriate responses.

Specific actions are developed to implement that strategy, including primary and backup strategies, as necessary. A fallback plan can be developed for implementation if the selected strategy turns out not to be fully effective or if an accepted risk occurs.

Secondary risks should also be reviewed. Secondary risks are risks that arise as a direct result of implementing a risk response. A contingency reserve is often allocated for time or cost. If developed, it may include identification of the conditions that trigger its use.

QUESTION 218

The purpose of developing a project scope management plan is to:

- A. Manage the timely completion of the project.
- B. Ensure that the project includes all of the work required.
- C. Make sure the project will satisfy the needs for which it was begun.
- D. Reduce the risk of negative events in the project.

Correct Answer: B

QUESTION 219

A tool and technique used in the Develop Project Charter process is:

- A. change control tools
- B. expert judgment
- C. meetings
- D. analytical techniques

Correct Answer: B

Section: Volume B

Explanation

Expert Judgment

Expert judgment is often used to assess the inputs used to develop the project charter. Expert judgment is applied to all technical and management details during this process. Such expertise is provided by any group or individual with specialized knowledge or training and is available from many sources, including: Other units within the organization, Consultants, Stakeholders, including

customers or sponsors, Professional and technical associations, Industry groups, Subject matter experts (SME), and Project management office (PMO).

Project Charter

The project charter is the document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

It documents the business needs, assumptions, constraints, the understanding of the customer's needs and high-level requirements, and the new product, service, or result that it is intended to satisfy, such as:

Project purpose or justification

Measurable project objectives and related success criteria

High-level requirements

Assumptions and constraints

High-level project description and boundaries

High-level risks

Summary milestone schedule

Summary budget, Stakeholder list

Project approval requirements (i.e., what constitutes project success, who decides the project is successful, and who signs off on the project)

Assigned project manager

responsibility and authority level

Name and authority of the sponsor or other person(s) authorizing the project charter.

Process: 4.1. Develop Project Charter

Definition: The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

Key Benefit: The key benefit of this process is a well-defined project start and project boundaries, creation of a formal record of the project, and a direct way for senior management to formally accept and commit to the project.

Inputs

1. Project statement of work
2. Business case
3. Agreements
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Facilitation techniques

Outputs

1. Project charter

QUESTION 220

The following chart contains information about the tasks in a project.

Based on the chart, what is the cost performance index (CPI) for Task 2?

- A. 0.8
- B. 1
- C. 1.25
- D. 1.8

Correct Answer: C

QUESTION 221

The following chart contains information about the tasks in a project.

Based on the chart, what is the schedule variance (SV) for Task 8?

- A. -2,000
- B. -1,000
- C. 1,000
- D. 2,000

Correct Answer: B

QUESTION 222

The following chart contains information about the tasks in a project.

Based on the chart, what is the cost variance (CV) for Task 6?

- A. -2,000
- B. 0
- C. 1,000
- D. 2,000

Correct Answer: D

QUESTION 223

The following chart contains information about the tasks in a project.

Based on the chart, what is the schedule performance index (SPI) for Task 4?

- A. 0.83

- B. 0.9
- C. 1.11
- D. 1.33

Correct Answer: C

QUESTION 224

One of the key benefits of the Plan Human Resource Management process is that it:

- A. outlines team selection guidelines and team member responsibilities.
- B. establishes project roles and responsibilities.
- C. improves teamwork, interpersonal skills, and competencies.
- D. provides an accurate appraisal of team member performance.

Correct Answer: B

Explanation:

Process: 9.1 Plan Human Resource Management

Definition: The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

Key Benefit: The key benefit of this process is that it establishes project roles and responsibilities, project organization charts, and the staffing management plan including the timetable for staff acquisition and release.

Inputs

1. Project management plan
2. Activity resource requirements
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Organization charts and position descriptions
2. Networking
3. Organizational theory
4. Expert judgment
5. Meetings

Outputs

1. Human resource management plan

QUESTION 225

Which Define Activities tool or technique is used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts?

- A. Decomposition
- B. Inspection
- C. Project analysis
- D. Document analysis

Correct Answer: A

Explanation:

5.4.2.1 Decomposition

Decomposition is a technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts. The work package is the work defined at the lowest level of the WBS for which cost and duration can be estimated and managed.

The level of decomposition is often guided by the degree of control needed to effectively manage the project. The level of detail for work packages will vary with the size and complexity of the project. Decomposition of the total project

work into work packages generally involves the following activities:

Identifying and analyzing the deliverables and related work; Structuring and organizing the WBS;

Decomposing the upper WBS levels into lower-level detailed components;

Developing and assigning identification codes to the WBS components; and

Verifying that the degree of decomposition of the deliverables is appropriate.

Process: 6.2 Define Activities

Definition: The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

Key Benefit: The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.

Inputs

1. Schedule management plan
2. Scope baseline
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Decomposition
2. Rolling wave planning
3. Expert judgment

Outputs

1. Activity list
2. Activity attributes

3. Milestone list

QUESTION 226

Which type of analysis is used to determine the cause and degree of difference between the baseline and actual performance?

- A. Schedule network analysis
- B. Reserve analysis
- C. Alternative analysis
- D. Variance analysis

Correct Answer: D

Explanation:

5.6.2.1 Variance Analysis

Variance analysis is a technique for determining the cause and degree of difference between the baseline and actual performance. Project performance measurements are used to assess the magnitude of variation from the original scope baseline.

Important aspects of project scope control include determining the cause and degree of variance relative to the scope baseline (Section 5.4.3.1) and deciding whether corrective or preventive action is required.

QUESTION 227

A project's purpose or justification, measurable project objectives and related success criteria, a summary milestone schedule, and a summary budget are all components of which document?

- A. Work breakdown structure
- B. Requirements document
- C. Project charter

D. Project management plan

Correct Answer: C

Explanation:

4.1.3.1 Project Charter

The project charter is the document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. It documents the business needs, assumptions, constraints, the understanding of the customer's needs and high-level requirements, and the new product, service, or result that it is intended to satisfy, such as:

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Project purpose or justification

Measurable project objectives and related success criteria

High-level requirements,
Assumptions and constraints,
High-level project description and boundaries

High-level risks

Summary milestone schedule

Summary budget

Stakeholder list

Project approval requirements (i.e., what constitutes project success, who decides the project is successful, and who signs off on the project)

Assigned project manager

responsibility, and authority level

Name and authority of the sponsor or other person(s) authorizing the project charter.

Process: 4.1. Develop Project Charter

Definition: The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

Key Benefit: The key benefit of this process is a well-defined project start and project boundaries, creation of a formal record of the project, and a direct way for senior management to formally accept and commit to the project.

Inputs

1. Project statement of work
2. Business case
3. Agreements
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Facilitation techniques

Outputs

1. Project charter

QUESTION 228

In the Define Activities process, the schedule management plan is used to:

- A. Capture the lessons learned from other projects for comparison.

- B. Contain the standard activity list.
- C. Document and support the project change requests.
- D. Prescribe the level of detail needed to manage the work.

Correct Answer: D

Explanation:

6.1.3.1 Schedule Management Plan

A component of the project management plan that establishes the criteria and the activities for developing, monitoring, and controlling the schedule. The schedule management plan may be formal or informal, highly detailed or broadly framed, based upon the needs of the project, and includes appropriate control thresholds. For example, the schedule management plan can establish the following:

Project schedule model development. The scheduling methodology and the scheduling tool to be used in the development of the project schedule model are specified.

Level of accuracy. The acceptable range used in determining realistic activity duration estimates is specified and may include an amount for contingencies.

Units of measure. Each unit used in measurements (such as staff hours, staff days, or weeks for time measures, or meters, liters, tons, kilometers, or cubic yards for quantity measures) is defined for each of the resources.

Organizational procedures links. The WBS (Section 5.4) provides the framework for the schedule management plan, allowing for consistency with the estimates and resulting schedules.

Project schedule model maintenance. The process used to update the status and record progress of the project in the schedule model during the execution of the project is defined.

Control thresholds. Variance thresholds for monitoring schedule performance may be specified to indicate an agreed-upon amount of variation to be allowed before some action needs to be taken. Thresholds are typically expressed as percentage deviations from the parameters established in the baseline plan.

Rules of performance measurement. Earned value management (EVM) rules or other physical measurement rules of performance measurement are set. For example, the schedule management plan may specify:

- Rules for establishing percent complete.
- Control accounts at which management of progress and schedule will be measured.
- Earned value measurement techniques (e.g., baselines, fixed-formula, percent complete, etc.) to be employed (for more specific information, refer to the Practice Standard for Earned Value Management)
- Schedule performance measurements such as schedule variance (SV) and schedule performance index (SPI) used to assess the magnitude of variation to the original schedule baseline.

Reporting formats. The formats and frequency for the various schedule reports are defined.

Process descriptions. Descriptions of each of the schedule management processes are documented.

Process: 6.2 Define Activities

Definition: The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

Key Benefit: The key benefit of this process is to break down work packages

into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work.

Inputs

Schedule management plan

1. Scope baseline
2. Enterprise environmental factors
3. Organizational process assets

Tools & Techniques

1. Decomposition
2. Rolling wave planning
3. Expert judgment

Outputs

1. Activity list
2. Activity attributes
3. Milestone list

QUESTION 229

A project team attempts to produce a deliverable and finds that they have neither the expertise nor the time to complete the deliverable in a timely manner. This issue could have been avoided if they had created and followed a:

- A. risk management plan
- B. human resource management plan
- C. scope management plan
- D. procurement management plan

Correct Answer: D

12.1.3.1 Procurement Management Plan

The procurement management plan is a component of the project management

plan that describes how a project team will acquire goods and services from outside the performing organization. It describes how the procurement processes will be managed from developing procurement documents through contract closure. The procurement management plan can include guidance for:

Types of contracts to be used;

Risk management issues

Whether independent estimates will be used and whether they are needed as evaluation criteria;

Those actions the project management team can take unilaterally, if the performing organization has a prescribed procurement, contracting, or purchasing department.

Standardized procurement documents, if needed

Managing multiple suppliers.

Coordinating procurement with other project aspects, such as scheduling and performance reporting.

Any constraints and assumptions that could affect planned procurements.

Handling the long lead times to purchase certain items from sellers and coordinating the extra time needed to procure these items with the development of the project schedule.

Handling the make-or-buy decisions and linking them into the Estimate Activity Resources and Develop Schedule processes.

Setting the scheduled dates in each contract for the contract deliverables and coordinating with the schedule development and control processes.

Identifying requirements for performance bonds or insurance contracts to mitigate some forms of project risk.

Establishing the direction to be provided to the sellers on developing and maintaining a work breakdown structure (WBS).

Establishing the form and format to be used for the procurement/contract statements of work; Identifying prequalified sellers, if any, to be used.

Procurement metrics to be used to manage contracts and evaluate sellers.

A procurement management plan can be formal or informal, can be highly detailed or broadly framed, and is based upon the needs of each project.

QUESTION 230

A benefit of using virtual teams in the Acquire Project Team process is the reduction of the:

- A. cultural differences of team members
- B. possibility of communication misunderstandings
- C. costs associated with travel
- D. costs associated with technology

Correct Answer: C

Explanation:

9.2.2.4 Virtual Teams

The use of virtual teams creates new possibilities when acquiring project team members. Virtual teams can be defined as groups of people with a shared goal who fulfill their roles with little or no time spent meeting face to face.

The availability of communication technology such as e-mail, audio conferencing, social media, web-based meetings and video conferencing has made virtual teams feasible. The virtual team model makes it possible to: Form teams of people from the same organization who live in widespread geographic areas;

Add special expertise to a project team even though the expert is not in the same geographic area.

Incorporate employees who work from home offices.

Form teams of people who work different shifts, hours, or days; Include people with mobility limitations or disabilities.

Move forward with projects that would have been ignored due to travel expenses.

There are some disadvantages related to virtual teams, such as possibility for misunderstandings, feeling of isolation, difficulties in sharing knowledge and experience between team members, and cost of appropriate technology.

Communication planning becomes increasingly important in a virtual team environment. Additional time may be needed to set clear expectations, facilitate communications, develop protocols for resolving conflict, include people in decision making, understand cultural differences, and share credit in successes.

QUESTION 231

Those who enter into a contractual agreement to provide services necessary for a project are:

- A. buyers
- B. sellers
- C. business partners
- D. product users

Correct Answer: B

QUESTION 232

Project managers who lead by example and follow through on the commitments they make demonstrate the key interpersonal skill of:

- A. influencing
- B. leadership
- C. motivation
- D. coaching

Correct Answer: A

QUESTION 233

Which items are an output of the Perform Integrated Change Control process?

- A. Work performance reports
- B. Accepted deliverables
- C. Project management plan updates
- D. Organizational process assets

Correct Answer: C

Explanation:

Process: 4.5 Perform Integrated Change Control

Perform Integrated Change Control is the process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan; and communicating their disposition. It reviews all requests for changes or modifications to project documents, deliverables, baselines, or the project management plan and approves or rejects the changes.

Key Benefit: The key benefit of this process is that it allows for documented changes within the project to be considered in an integrated fashion while reducing project risk, which often arises from changes made without consideration to the overall project objectives or plans.

Inputs

1. Project management plan
2. Work performance reports
3. Change requests
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Meetings
3. Change control tools

Outputs

1. Approved change requests
2. Change log
3. Project management plan updates
4. Project documents updates

QUESTION 234

Which term describes an assessment of correctness?

- A. Accuracy
- B. Precision
- C. Grade
- D. Quality

Correct Answer: A

Explanation:

Accuracy. Within the quality management system, accuracy is an assessment of correctness

QUESTION 235

The cost baseline and project funding requirements are outputs of which process in Project Cost Management?

- A. Estimate Costs
- B. Control Costs
- C. Plan Cost Management
- D. Determine Budget

Correct Answer: D

Explanation:
Cost Baseline

The cost baseline is the approved version of the time-phased project budget, excluding any management reserves, which can only be changed through formal change control procedures and is used as a basis for comparison to actual results. It is developed as a summation of the approved budgets for the different schedule activities.

Determine Budget

Definition: The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.

Key Benefit: The key benefit of this process is that it determines the cost baseline against which project performance can be monitored and controlled.

Inputs

1. Cost management plan
2. Scope baseline
3. Activity cost estimates
4. Basis of estimates
5. Project schedule
6. Resource calendars
7. Risk register

- 8. Agreements
- 9. Organizational process assets

Tools & Techniques

- 1. Cost aggregation
- 2. Reserve analysis
- 3. Expert judgment
- 4. Historical relationships
- 5. Funding limit reconciliation

Outputs

- 1. Cost baseline
- 2. Project funding requirements
- 3. Project documents updates

QUESTION 236

The Project Human Resource Management process that involves confirming human resource availability and obtaining the team necessary to complete project activities is:

- A. Acquire Project Team.
- B. Plan Human Resource Management.
- C. Manage Project Team.
- D. Develop Project Team.

Correct Answer: A

Explanation:

Process: 9.2 Acquire Project Team

Definition: The process of confirming human resource availability and obtaining the team necessary to complete project activities.

Key Benefit: The key benefit of this process consists of outlining and guiding the team selection and responsibility assignment to obtain a successful team.

Inputs

1. Human resource management plan
2. Enterprise environmental factors
3. Organizational process assets

Tools & Techniques

1. Pre-assignment
2. Negotiation
3. Acquisition
4. Virtual teams
5. Multi-criteria decision analysis

Outputs

1. Project staff assignments
2. Resource calendars
3. Project management plan updates

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QUESTION 237

At the start of a typical project life cycle, costs are:

- A. low, peak as work is carried out, and drop as the project nears the end.
- B. low, become steady as work is carried out, and increase as the project nears the end.
- C. high, drop as work is carried out, and increase as the project nears the end.
- D. high, become low as work is carried out, and drop as the project nears the end.

Correct Answer: A

QUESTION 238

Success is measured by benefits realization for a:

- A. strategic plan
- B. project
- C. portfolio
- D. program

Correct Answer: C

Explanation:

1.4.2 Portfolio Management

A portfolio refers to projects, programs, subportfolios, and operations managed as a group to achieve strategic objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related. For example, an infrastructure firm that has the strategic objective of “maximizing the return on its investments” may put together a portfolio that includes a mix of projects in oil and gas, power, water, roads, rail, and airports.

From this mix, the firm may choose to manage related projects as one program. All of the power projects may be grouped together as a power program. Similarly, all of the water projects may be grouped together as a water program.

Thus, the power program and the water program become integral components of the enterprise portfolio of the infrastructure firm.

QUESTION 239

Organizational process assets, a lessons-learned database, and historical information are all inputs to which process?

- A. Plan Cost Management
- B. Plan Scope Management

- C. Plan Stakeholder Management
- D. Plan Schedule Management

Correct Answer: C

QUESTION 240

A project team member agrees to change a project deliverable after a conversation with an external stakeholder. It is later discovered that the change has had an adverse effect on another deliverable. This could have been avoided if the project team had implemented:

- A. Quality assurance.
- B. A stakeholder management plan.
- C. Project team building.
- D. Integrated change control.

Correct Answer: D

Explanation:

Process: 4.5 Perform Integrated Change Control

Perform Integrated Change Control is the process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan; and communicating their disposition. It reviews all requests for changes or modifications to project documents, deliverables, baselines, or the project management plan and approves or rejects the changes.

Key Benefit: The key benefit of this process is that it allows for documented changes within the project to be considered in an integrated fashion while reducing project risk, which often arises from changes made without consideration to the overall project objectives or plans.

Inputs

1. Project management plan

2. Work performance reports
3. Change requests
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Meetings
3. Change control tools

Outputs

1. Approved change requests
2. Change log
3. Project management plan updates
4. Project documents updates

QUESTION 241

The process of defining how the project scope will be validated and controlled is known as:

- A. Define Scope.
- B. Develop Project Management Plan.
- C. Plan Scope Management.
- D. Plan Quality Management.

Correct Answer: C

Explanation:

Process: 5.1 Plan Scope Management

Definition: The process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled.

Key Benefit: The key benefit of this process is that it provides guidance and direction on how scope will be managed throughout the project.

Inputs

1. Project management plan
2. Project charter
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques

1. Expert judgment
2. Meetings

Outputs

1. Scope management plan
2. Requirements management plan

QUESTION 242

Technical capability, past performance, and intellectual property rights are examples of:

- A. performance measurement criteria
- B. source selection criteria
- C. product acceptance criteria
- D. phase exit criteria

Correct Answer: B

QUESTION 243

The methodology that combines scope, schedule, and resource measurements to assess project performance and progress is known as:

- A. Earned value management.
- B. Forecasting.
- C. Critical chain methodology.
- D. Critical path methodology.

Correct Answer: A

Explanation:

Earned Value Management

Earned value management (EVM) is a methodology that combines scope, schedule, and resource measurements to assess project performance and progress. It is a commonly used method of performance measurement for projects.

It integrates the scope baseline with the cost baseline, along with the schedule baseline, to form the performance measurement baseline, which helps the project management team assess and measure project performance and progress. It is a project management technique that requires the formation of an integrated baseline against which performance can be measured for the duration of the project.

QUESTION 244

Which process is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses?

- A. Identify Risks
- B. Plan Risk Management
- C. Perform Qualitative Risk Analysis
- D. Perform Quantitative Risk Analysis

Correct Answer: C

Explanation:

Perform Qualitative Risk Analysis assesses the priority of identified risks using their relative probability or likelihood of occurrence, the corresponding impact on project objectives if the risks occur, as well as other factors such as the time frame for response and the organization's risk tolerance associated with the

project constraints of cost, schedule, scope, and quality. Such assessments reflect the risk attitude of the project team and other stakeholders.

Effective assessment therefore requires explicit identification and management of the risk approaches of key participants in the Perform Qualitative Risk Analysis process. Where these risk approaches introduce bias into the assessment of identified risks, attention should be paid to identifying bias and correcting for it.

Establishing definitions of the levels of probability and impact can reduce the influence of bias.

The time criticality of risk-related actions may magnify the importance of a risk. An evaluation of the quality of the available information on project risks also helps to clarify the assessment of the risk's importance to the project.

Perform Qualitative Risk Analysis is usually a rapid and cost-effective means of establishing priorities for Plan Risk Responses and lays the foundation for Perform Quantitative Risk Analysis, if required.

The Perform Qualitative Risk Analysis process is performed regularly throughout the project life cycle, as defined in the project's risk management plan. This process can lead into Perform Quantitative Risk Analysis (Section 11.4) or directly into Plan Risk Responses (Section 11.5).

Process: 11.3 Perform Qualitative Risk Analysis

Definition: The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.

Key Benefit: The key benefit of this process is that it enables project managers to reduce the level of uncertainty and to focus on high-priority risks.

Inputs

1. Risk management plan
2. Scope baseline
3. Risk register
4. Enterprise environmental factors

5. Organizational process assets Tools & Techniques

1. Risk probability and impact assessment
2. Probability and impact matrix
3. Risk data quality assessment
4. Risk categorization
5. Risk urgency assessment
6. Expert judgment

Outputs

1. Project documents updates

QUESTION 245

A special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables is called a:

- A. triangular distribution
- B. tornado diagram
- C. beta distribution
- D. fishbone diagram

Correct Answer: B

Explanation:

Quantitative Risk Analysis and Modeling Techniques

Commonly used techniques use both event-oriented and project-oriented analysis approaches, including:

Sensitivity analysis

Sensitivity analysis helps to determine which risks have the most potential impact on the project. It helps to understand how the variations in project's objectives correlate with variations in different uncertainties. Conversely, it examines the extent to which the uncertainty of each project element affects the objective being studied when all other uncertain elements are held at their baseline values.

One typical display of sensitivity analysis is the tornado diagram (Figure 11-15), which is useful for comparing relative importance and impact of variables that have a high degree of uncertainty to those that are more stable.

The Tornado diagram is also helpful in analyzing risk-taking scenarios enabled on specific risks whose quantitative analysis highlights possible benefits greater than corresponding identified negative impacts.

A tornado diagram is a special type of bar chart used in sensitivity analysis for comparing the relative importance of the variables.

In a tornado diagram, the Y-axis contains each type of uncertainty at base values, and the X- axis contains the spread or correlation of the uncertainty to the studied output. In this figure, each uncertainty contains a horizontal bar and

is ordered vertically to show uncertainties with a decreasing spread from the base values.

QUESTION 246

A full-time project manager with low to moderate authority and part-time administrative staff is working in an organizational structure with which type of matrix?

- A. Strong
- B. Weak
- C. Managed
- D. Balanced

Correct Answer: D

Explanation:

Project managers have the highest level of power and authority in a projectized organization. They also have high levels of power and authority in a strong matrix; however, a matrix organization is a blend of functional and projectized organizations, and therefore, the project manager does not have quite the same level of authority as they would in a projectized organization.

QUESTION 247

Project Scope Management is primarily concerned with:

- A. Developing a detailed description of the project and product.

- B. Determining how requirements will be analyzed, documented, and managed.
- C. Defining and controlling what is and is not included in the project.
- D. Formalizing acceptance of the completed project deliverables.

Correct Answer: C

Explanation:

Project Scope Management

Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project.

QUESTION 248

For a stakeholder with low interest and high power, the project manager should:

- A. Monitor the stakeholder.
- B. Manage the stakeholder closely.
- C. Keep the stakeholder satisfied.
- D. Keep the stakeholder informed.

Correct Answer: C

QUESTION 249

In a typical project, project managers spend most of their time:

- A. Estimating

- B. Scheduling
- C. Controlling
- D. Communicating

Correct Answer: D

QUESTION 250

When closing a project or phase, part of the process may require the use of which type of analysis?

- A. Reserve analysis
- B. Regression analysis
- C. Document analysis
- D. Product analysis

Correct Answer: B

Regression Analysis. An analytic technique where a series of input variables are examined in relation to their corresponding output results in order to develop a mathematical or statistical relationship.

Analytical Techniques

Analytical techniques are applied in project management to forecast potential outcomes based on possible variations of project or environmental variables and their relationships with other variables. Examples of analytical techniques used in projects are:

Regression analysis, Grouping methods, Causal analysis.

Root cause analysis, Forecasting methods (e.g., time series, scenario building, simulation, etc.), Failure mode and effect analysis (FMEA), Fault tree analysis (FTA), Reserve analysis, Trend analysis, Earned value management, and Variance analysis.

Action Point

PS: I know you might agree with some of the points raised in this article or disagree with some of the issues raised.

Please share your thoughts on the topic discussed. We would appreciate it if you could drop your comment. Thanks in anticipation.

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