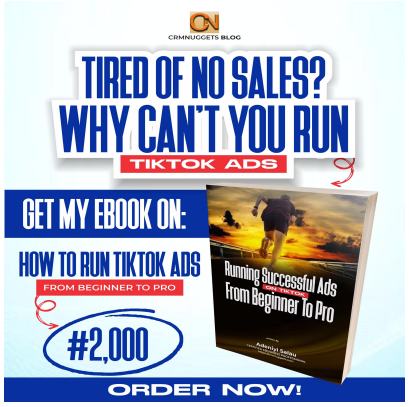
QUESTION 351
Which of the following is contained within the communications management plan?

A. An organizational chart
B. Glossary of common terminology
C. Organizational process assets
D. Enterprise environmental factors

Correct Answer: B

Explanation:
10.1.3.1 Communications Management Plan



The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. The plan contains the following information:

Stakeholder communication requirements; Information to be communicated,

including language, format, content, and level of detail; Reason for the distribution of that information;

Time frame and frequency for the distribution of required information and receipt of acknowledgment or response, if applicable;
Person responsible for communicating the information;
Person responsible for authorizing release of confidential information;

Person or groups who will receive the information;
Methods or technologies used to convey the information, such as memos, e-mail, and/or press releases; Resources allocated for communication activities, including time and budget;

Escalation process identifying time frames and the management chain (names) for escalation of issues that cannot be resolved at a lower staff level; Method for updating and refining the communications management plan as the project progresses and develops;

Glossary of common terminology; Flow charts of the information flow in the project, workflows with possible sequence of authorization, list of reports, and meeting plans, etc.; and Communication constraints usually derived from a specific legislation or regulation, technology, and organizational policies, etc.

The communications management plan can also include guidelines and templates for project status meetings, project team meetings, e-meetings, and e-mail messages. The use of a project website and project management software can also be included if these are to be used in the project.

QUESTION 352
Which of the following is a tool and technique for Estimate Activity Durations?
A. Parametric estimating
B. Monte Carlo analysis
C. Alternatives analysis
D. Bottom-up estimating

Correct Answer: A

Explanation:
7.2.2.3 Parametric Estimating
Parametric estimating uses a statistical relationship between relevant historical data and other variables (e.g., square footage in construction) to calculate a cost estimate for project work. This technique can produce higher levels of accuracy depending upon the sophistication and underlying data built into the model.

Parametric cost estimates can be applied to a total project or to segments of a project, in conjunction with other estimating methods.
Process: 6.5 Estimate Activity Durations

Definition: The process of estimating the number of work periods needed to complete individual activities with estimated resources.
Key Benefit: The key benefit of this process is that it provides the amount of time each activity will take to complete, which is a major input into the Develop Schedule process.

Inputs
1. Schedule management plan
2. Activity list
3. Activity attributes

4. Activity resource requirements
5. Resource calendars
6. Project scope statement
7. Risk register
8. Resource breakdown structure
9. Enterprise environmental factors
10. Organizational process assets

Tools & Techniques
1. Expert judgment
2. Analogous estimating
3. Parametric estimating
4. Three-point estimating
5. Group decision-making techniques
6. Reserve analysis

Outputs
1. Activity duration estimates
2. Project documents updates

QUESTION 353
Projects can be divided into phases to provide better management control. Collectively, what are these phases known as?

A. Complete project phase
B. Project life
C. The project life cycle
D. Project cycle

Correct Answer: C

QUESTION 354
Which schedule network analysis technique modifies the project schedule to account for limited resources?

A. Human resource planning
B. Fast tracking
C. Critical chain method
D. Rolling wave planning

Correct Answer: C

Explanation:
6.6.2.3 Critical Chain Method
The critical chain method (CCM) is a schedule method that allows the project team to place buffers on any project schedule path to account for limited resources and project uncertainties. It is developed from the critical path method approach and considers the effects of resource allocation, resource optimization, resource leveling, and activity duration uncertainty on the critical path determined using the critical path method.

To do so, the critical chain method introduces the concept of buffers and buffer management.

The critical chain method uses activities with durations that do not include safety margins, logical relationships, and resource availability with statistically determined buffers composed of the aggregated safety margins of activities at specified points on the project schedule path to account for limited resources and project uncertainties.

The resource-constrained critical path is known as the critical chain.

QUESTION 355
Which of the following is an output of the Monitor and Control Project Work process?

A. Change requests
B. Performance reports
C. Organizational process assets
D. Project management plan

Correct Answer: A

Explanation:
Process: 4.4. Monitor and Control Project Work

Definition: Monitor and Control Project Work is the process of tracking, reviewing, and reporting the progress to meet the performance objectives defined in the project management plan.
Key Benefit: The key benefit of this process is that it allows stakeholders to understand the current state of the project, the steps taken, and budget, schedule, and scope forecasts.

Inputs
1. Project management plan
2. Schedule forecasts
3. Cost forecasts
4. Validated changes
5. Work performance information
6. Enterprise environmental factors
7. Organizational process assets

Tools & Techniques
1. Expert judgment
2. Analytical techniques
3. Project management information system
4. Meetings

Outputs
1. Change requests

2. Work performance reports
3. Project management plan updates
4. Project documents updates

QUESTION 356
Which of the following statements correctly characterizes pull communication?

A. It includes letters, memos, reports, emails, and faxes.
B. It requires recipients to access communication content at their own discretion.
C. It is the most efficient way to ensure a common understanding among all participants.
D. It is primarily used when the volume of information to be transferred is minimal.

Correct Answer: B

QUESTION 357
When would resource leveling be applied to a schedule model?

A. Before constraints have been identified
B. Before it has been analyzed by the critical path method
C. After it has been analyzed by the critical path method
D. After critical activities have been removed from the critical path

Correct Answer: C

Explanation:
6.6.2.2 Critical Path Method
The critical path method, which is a method used to estimate the minimum project duration and determine the amount of scheduling flexibility on the logical network paths within the schedule model.

This schedule network analysis technique calculates the early start, early finish, late start, and late finish dates for all activities without regard for any resource limitations by performing a forward and backward pass analysis through the schedule network, as shown in Figure 6-18.

In this example the longest path includes activities A, C, and D, and, therefore, the sequence of A-C-D is the critical path.

The critical path is the sequence of activities that represents the longest path through a project, which determines the shortest possible project duration. The resulting early and late start and finish dates are not necessarily the project schedule, rather they indicate the
time periods within which the activity could be executed, using the parameters entered in the schedule model for activity durations, logical relationships, leads, lags, and other known constraints.

The critical path method is used to calculate the amount of scheduling flexibility on the logical network paths within the schedule model.
On any network path, the schedule flexibility is measured by the amount of time that a schedule activity can be delayed or extended from its early start date without delaying the project finish date or violating a schedule constraint, and is termed “total float.”

A CPM critical path is normally characterized by zero total float on the critical path. As implemented with PDM sequencing, critical paths may have positive, zero, or negative total float depending on constraints applied.

Any activity on the critical path is called a critical path activity. Positive total float is caused when the backward pass is calculated from a schedule constraint that is later than the early finish date that has been calculated during forward pass calculation.

Negative total float is caused when a constraint on the late dates is violated by duration and logic. Schedule networks may have multiple near- critical paths. Many software packages allow the user to define the parameters used to determine the critical path(s).

Adjustments to activity durations (if more resources or less scope can be arranged), logical relationships (if the relationships were discretionary to begin with), leads and lags, or other schedule constraints may be necessary to produce network paths with a zero or positive total float.

Once the total float for a network path has been calculated, then the free float—the amount of time that a schedule activity can be delayed without delaying the early start date of any successor or violating a schedule constraint—can also be determined. For example the free float for Activity B, in Figure 6-18, is 5 days.

QUESTION 358
Which Knowledge Area is concerned with the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information?

A. Project Integration Management
B. Project Communications Management
C. Project Information Management System (PIMS)

D. Project Scope Management

Correct Answer: B

QUESTION 359
Which of the following tools or techniques is used for Estimate Activity Durations?

A. Critical path method
B. Rolling wave planning
C. Precedence diagramming method
D. Parametric estimating

Correct Answer: D

Explanation:
7.2.2.3 Parametric Estimating
Parametric estimating uses a statistical relationship between relevant historical data and other variables (e.g., square footage in construction) to calculate a cost estimate for project work.

This technique can produce higher levels of accuracy depending upon the sophistication and underlying data built into the model.
Parametric cost estimates can be applied to a total project or to segments of a project, in conjunction with other estimating methods.

Process: 6.5 Estimate Activity Durations

Definition: The process of estimating the number of work periods needed to complete individual activities with estimated resources.
Key Benefit: The key benefit of this process is that it provides the amount of time each activity will take to complete, which is a major input into the Develop Schedule process.

Inputs
1. Schedule management plan
2. Activity list
3. Activity attributes
4. Activity resource requirements
5. Resource calendars
6. Project scope statement
7. Risk register
8. Resource breakdown structure
9. Enterprise environmental factors
10. Organizational process assets

Tools & Techniques
1. Expert judgment
2. Analogous estimating
3. Parametric estimating
4. Three-point estimating
5. Group decision-making techniques
6. Reserve analysis

Outputs
1. Activity duration estimates
2. Project documents updates

QUESTION 360
Information collected on the status of project activities being performed to accomplish the project work is known as what?

A. Project management information system
B. Work performance information
C. Work breakdown structure
D. Variance analysis

Correct Answer: B

Explanation:
4.4.1.5 Work Performance Information
Work performance information is the performance data collected from various controlling processes, analyzed in context, and integrated based on relationships across areas. Thus work performance data has been transformed into work performance information.

Data in itself cannot be used in the decision-making process as it has only out-of-context meaning. Work performance information, however, is correlated and contextualized, and provides a sound foundation for project decisions.

Work performance information is circulated through communication processes. Examples of performance information are status of deliverables, implementation status for change requests, and forecasted estimates to complete.

QUESTION 361
What is the number of stakeholders, if the project has 28 potential communication channels?
A. 7
B. 8
C. 14
D. 16

Correct Answer: B

Explanation:
Number of communication channels with 'n' members = n*(n-1)/2

QUESTION 362
Which of the following risk response strategies involves allocating ownership of a positive risk to a third party?
A. Mitigate

B. Transfer
C. Share
D. Avoid

Correct Answer: C

QUESTION 363
Which activity is an input to the Conduct Procurements process?

A. Organizational process assets
B. Resource availability
C. Perform Integrated Change Control
D. Team performance assessment

PEOPLE ALSO READ: Business Requirements Document: The Major Components (+Examples)

Correct Answer: A

Explanation:
2.1.4 Organizational Process Assets
Organizational process assets are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization.

They include any artifact, practice, or knowledge from any or all of the organizations involved in the project that can be used to perform or govern the project.

The process assets also include the organization’s knowledge bases such as lessons learned and historical information.
Organizational process assets may include completed schedules, risk data, and

earned value data.

Organizational process assets are inputs to most planning processes. Throughout the project, the project team members may update and add to the organizational process assets as necessary.

Organizational process assets may be grouped into two categories: (1) processes and procedures, and (2) corporate knowledge base.
Process: 12.2 Conduct Procurements

Definition: The process of obtaining seller responses, selecting a seller, and awarding a contract.
Key Benefit: The key benefit of this process is that it provides alignment of internal and external stakeholder expectations through established agreements.

Inputs
1. Procurement management plan
2. Procurement documents
3. Source selection criteria
4. Seller proposals
5. Project documents
6. Make-or-buy decisions
7. Procurement statement of work
8. Organizational process assets Tools & Techniques
1. Bidder conference
2. Proposal evaluation techniques
3. Independent estimates
4. Expert judgment
5. Advertising
6. Analytical techniques
7. Procurement negotiations

Outputs
1. .Selected sellers
2. .Agreements
3. .Resource calendars
4. .Change requests
5. .Project management plan updates
6. .Project documents updates

QUESTION 364
Which of the following investigates the likelihood that each specific risk will occur?

A. Risk register
B. Risk audits
C. Risk urgency assessment
D. Risk probability and impact assessment

Correct Answer: D

:
Explanation:
11.3.2.1 Risk Probability and Impact Assessment
Risk probability assessment investigates the likelihood that each specific risk will occur.

Risk impact assessment investigates the potential effect on a project objective such as schedule, cost, quality, or performance, including both negative effects for threats and positive effects for opportunities.
Probability and impact are assessed for each identified risk.

Risks can be assessed in interviews or meetings with participants selected for

their familiarity with the risk categories on the agenda. Project team members and knowledgeable persons external to the project are included.

The level of probability for each risk and its impact on each objective is evaluated during the interview or meeting.

Explanatory detail, including assumptions justifying the levels assigned, are also recorded. Risk probabilities and impacts are rated according to the definitions given in the risk management plan. Risks with low ratings of probability and impact will be included within the risk register as part of the watch list for future monitoring.

QUESTION 365
What is a hierarchically organized depiction of the identified project risks arranged by risk category?

A. Risk register
B. Risk breakdown structure (RBS)
C. Risk management plan
D. Risk category

Correct Answer: B

QUESTION 366
Which tool or technique of Plan Quality involves comparing actual or planned practices to those of other projects to generate ideas for improvement and provide a basis by which to measure performance?

A. Histogram
B. Quality audits
C. Benchmarking
D. Performance measurement analysis

Correct Answer: C

Explanation:
5.2.2.9 Benchmarking
Benchmarking involves comparing actual or planned practices, such as processes and operations, to those of comparable organizations to identify best practices, generate ideas for improvement, and provide a basis for measuring performance. The organizations compared during benchmarking can be internal or external.

QUESTION 367
Taking out insurance in relation to risk management is called what?

A. Transference
B. Avoidance
C. Exploring
D. Mitigation

Correct Answer: A

QUESTION 368
During which process group is the quality policy determined?

A. Initiating
B. Executing
C. Planning
D. Controlling

Correct Answer: C

QUESTION 369
Which estimating technique uses the actual costs of previous similar projects as a basis for estimating the costs of the current project?
A. Analogous
B. Parametric
C. Bottom-up
D. Top-down

Correct Answer: A

QUESTION 370
What is the difference between the critical path and the critical chain?

A. Scope changes
B. Resource limitations
C. Risk analysis
D. Quality audits

Correct Answer: B

Explanation:
6.6.2.2 Critical Path Method
The critical path method, which is a method used to estimate the minimum project duration and determine the amount of scheduling flexibility on the logical network paths within the schedule model.

6.6.2.3 Critical Chain Method
The critical chain method (CCM) is a schedule method that allows the project team to place buffers on any project schedule path to account for limited resources and project uncertainties.

It is developed from the critical path method approach and considers the effects of resource allocation, resource optimization, resource leveling, and activity duration uncertainty on the critical path determined using the critical path method.

To do so, the critical chain method introduces the concept of buffers and buffer management.

The critical chain method uses activities with durations that do not include safety margins, logical relationships, and resource availability with statistically determined buffers composed of the aggregated safety margins of activities at specified points on the project schedule path to account for limited resources and project uncertainties.

The resource-constrained critical path is known as the critical chain.

QUESTION 371
Which of the following is an enterprise environmental factor that can influence the Develop Project Charter process?

A. Organizational standard processes
B. Marketplace conditions
C. Historical information
D. Templates

Correct Answer: B

Explanation:
4.1.1.4 Enterprise Environmental Factors
Described in Section 2.1.5. The enterprise environmental factors that can influence the Develop Project Charter process include, but are not limited to:

Governmental standards, industry standards, or regulations (e.g. codes of conduct, quality standards, or worker protection standards), Organizational culture and structure, and Marketplace conditions.

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
Project charter

QUESTION 372
The Define Scope process is in which of the following Process Groups?

A. Initiating
B. Planning
C. Monitoring and Controlling
D. Executing

Correct Answer: B

Explanation:
Planning Process Group
4.2 Develop Project Management Plan
5.1 Plan Scope Management
5.2 Collect Requirements
5.3 Define Scope
5.4 Create WBS

6.1 Plan Schedule Management
6.2 Define Activities
6.3 Sequence Activities
6.4 Estimate Activity Resources
6.5 Estimate Activity Durations
6.6 Develop Schedule
7.1 Plan Cost Management
7.2 Estimate Costs
7.3 Determine Budget
8.1 Plan Quality Management
9.1 Plan Human Resource Management
10.1 Plan Communications Management
11.1 Plan Risk Management
11.2 Identify Risks
11.3 Perform Qualitative Risk Analysis
11.4 Perform Quantitative Risk Analysis
11.5 Plan Risk Responses
12.1 Plan Procurement Management
13.2 Plan Stakeholder Management

QUESTION 373
Organizations perceive risks as:

A. events that will inevitably impact project and organizational objectives.
B. the effect of uncertainty on their project and organizational objectives.
C. events which could have a negative impact on project and organizational objectives.
D. the negative impact of undesired events on their project and organizational objectives.

Correct Answer: B

QUESTION 374
In an organization with a projectized organizational structure, who controls the project budget?

A. Functional manager
B. Project manager
C. Program manager
D. Project management office

Correct Answer: B

QUESTION 375
Who, along with the project manager, is supposed to direct the performance of the planned project activities and manage the various technical and organizational interfaces that exist within the project?

A. The customer and functional managers
B. The risk owners and stakeholders
C. The sponsors and stakeholders
D. The project management team

Correct Answer: D

QUESTION 376
Which enterprise environmental factors are considered during cost estimating?

A. Market conditions and published commercial information
B. Company structure and market conditions
C. Commercial information and company structure
D. Existing human resources and market conditions

Correct Answer: A

Explanation:
7.2.1.6 Enterprise Environmental Factors

Described in Section 2.1.5. The enterprise environmental factors that influence the Estimate Costs process include, but are not limited to:
Market conditions.

These conditions describe what products, services, and results are available in the market, from whom, and under what terms and conditions. Regional and/or global supply and demand conditions greatly influence resource costs.

Published commercial information. Resource cost rate information is often available from commercial databases that track skills and human resource costs, and provide standard costs for material and equipment. Published seller price lists are another source of information.

Process: 7.2 Estimate Costs
Definition: The process of developing an approximation of the monetary resources needed to complete project activities.
Key Benefit: The key benefit of this process is that it determines the amount of cost required to complete project work.

Inputs
1. Cost management plan
2. Human resource management plan
3. Scope baseline
4. Project schedule
5. Risk register
6. Enterprise environmental factors
7. Organizational process assets

Tools & Techniques
1. Expert judgment
2. Analogous estimating
3. Parametric estimating

4. Bottom-up estimating
5. Three-point estimating
6. Reserve analysis
7. Cost of quality
8. Project management software
9. Vendor bid analysis
10. Group decision-making techniques

Outputs
1. Activity cost estimates
2. Basis of estimates
3. Project documents updates

QUESTION 377
Who selects the appropriate processes for a project?

A. Project stakeholders
B. Project sponsor and project stakeholder
C. Project manager and project team
D. Project manager and project sponsor

Correct Answer: C

QUESTION 378
The scope management plan is a subsidiary of which project document?

A. Schedule management plan
B. Project management plan
C. Quality management plan
D. Resource management plan

Correct Answer: B

Explanation:

4.2.3.1 Project Management Plan

The project management plan is the document that describes how the project will be executed, monitored, and controlled. It integrates and consolidates all of the subsidiary plans and baselines from the planning processes. Project baselines include, but are not limited to:

Scope baseline (Section 5.4.3.1), Schedule baseline (Section 6.6.3.1), and Cost baseline (Section 7.3.3.1).

Subsidiary plans include, but are not limited to: Scope management plan (Section 5.1.3.1), Requirements management plan (Section 5.1.3.2), Schedule management plan (Section 6.1.3.1), Cost management plan (Section 7.1.3.1), Quality management plan (Section 8.1.3.1), Process improvement plan (Section 8.1.3.2),

Human resource management plan (Section 9.1.3.1), Communications management plan (Section 10.1.3.1), Risk management plan (Section 11.1.3.1), Procurement management plan (Section 12.1.3.1), and Stakeholder management plan (Section 13.2.3.1).

Among other things, the project management plan may also include the following:

Life cycle selected for the project and the processes that will be applied to each phase; Details of the tailoring decisions specified by the project management team as follows:

○ Project management processes selected by the project management team,
○ Level of implementation for each selected process,
○ Descriptions of the tools and techniques to be used for accomplishing those processes, and
○ Description of how the selected processes will be used to manage the specific project, including the dependencies and interactions among those processes and the essential inputs and outputs.

Description of how work will be executed to accomplish the project objectives;

Change management plan that documents how changes will be monitored and controlled; Configuration management plan that documents how Configuration management will be performed; Description of how the integrity of the project baselines will be maintained; Requirements and techniques for communication among stakeholders; and Key management reviews for content, the extent of, and timing to address, open issues and pending decisions.

The project management plan may be either summary level or detailed, and may be composed of one or more subsidiary plans. Each of the subsidiary plans is detailed to the extent required by the specific project.

Once the project management plan is baselined, it may only be changed when a change request is generated and approved through the Perform Integrated Change Control process.

QUESTION 379
Which is an example of Administer Procurements?

A. Negotiating the contract
B. Authorizing contractor work
C. Developing the statement of work
D. Establishing evaluation criteria

Correct Answer: B

QUESTION 380
An input to the Create WBS process is a:

A. project charter.

B. stakeholder register.
C. project scope statement.
D. requirements traceability matrix.

Correct Answer: C

Explanation:
5.3.3.1 Project Scope Statement
The project scope statement is the description of the project scope, major deliverables, assumptions, and constraints. The project scope statement documents the entire scope, including project and product scope. It describes, in detail, the project's deliverables and the work required to create those deliverables.

It also provides a common understanding of the project scope among project stakeholders. It may contain explicit scope exclusions that can assist in managing stakeholder expectations. It enables the project team to perform more detailed planning, guides the project team's work during execution, and provides the baseline for evaluating whether requests for changes or additional work are contained within or outside the project's boundaries.

The degree and level of detail to which the project scope statement defines the work that will be performed and the work that is excluded can help determine how well the project management team can control the overall project scope.

The detailed project scope statement, either directly, or by reference to other documents, includes the following:

Product scope description. Progressively elaborates the characteristics of the product, service, or result described in the project charter and requirements

documentation.
Acceptance criteria.

A set of conditions that is required to be met before deliverables are accepted.
Deliverable. Any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.

Deliverables also include ancillary results, such as project management reports and documentation. These deliverables may be described at a summary level or in great detail.

Project exclusion. Generally identifies what is excluded from the project. Explicitly stating what is out of scope for the project helps to manage stakeholders' expectations.

Constraints. A limiting factor that affects the execution of a project or process. Constraints identified with the project scope statement list and describe the specific internal or external restrictions or limitations associated with the project scope that affect the execution of the project, for example, a predefined budget or any imposed dates or schedule milestones that are issued by the customer or performing organization.

When a project is performed under an agreement, contractual provisions will generally be constraints. Information on constraints may be listed in the project scope statement or in a separate log.
Assumptions.

A factor in the planning process that is considered to be true, real, or certain, without proof or demonstration. Also describes the potential impact of those factors if they prove to be false.

Project teams frequently identify, document, and validate assumptions as part of their planning process. Information on assumptions may be listed in the project scope statement or in a separate log.

The project team must complete a scope statement for developing a common understanding of the project scope among stakeholders. This lists project deliverables – summary level sub-products, whose full and satisfactory delivery marks the completion of the project.

5.4 Create WBS
Definition: WBS is the process of subdividing project deliverables and project work into smaller, more manageable components. Key Benefit: The key benefit of this process is that it provides a structured vision of what has to be delivered.

Inputs
1. Scope management plan
2. Project scope statement
3. Requirements documentation
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques
1. Decomposition
2. Expert judgment Outputs
1. Scope baseline

2. Project documents updates

QUESTION 381
An input of the Control Schedule process is the:

A. resource calendar.
B. activity list.
C. risk management plan.
D. organizational process assets.

Correct Answer: D

Explanation:
13.2.1.4 Organizational Process Assets
Described in Section 2.1.4. All organizational process assets are used as inputs for the Plan Stakeholder Management process. Of these, lessons learned database and historical information are of particular importance, because they provide insights on previous stakeholder management plans and their effectiveness.

These can be used to plan the stakeholder management activities for the current project.

Process: 6.7 Control Schedule
Definition: Control Schedule is the process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan.

Key Benefit: The key benefit of this process is that it provides the means to recognize deviation from the plan and take corrective and preventive actions and thus minimize risk.

Inputs

1. Project management plan
2. Project schedule
3. Work performance data
4. Project calendars
5. Schedule data
6. Organizational process assets

Tools & Techniques
1. Performance reviews
2. Project management software
3. Resource optimization techniques
4. Modeling techniques
5. Leads and lags
6. Schedule compression
7. Scheduling tool

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

QUESTION 382
The Verify Scope process is primarily concerned with:

A. formalizing acceptance of the completed project deliverables.
B. accuracy of the work deliverables.
C. formalizing approval of the scope statement.
D. accuracy of the work breakdown structure (WBS).
Correct Answer: A

QUESTION 383
What is the total float of the critical path?

A. Can be any number
B. Zero or positive
C. Zero or negative
D. Depends on the calendar

Correct Answer: C

QUESTION 384
Portfolio Management is management of:

A. a project by dividing the project into more manageable sub-projects.
B. a project by utilizing a portfolio of general management skills such as planning, organizing, staffing, executing, and controlling.
C. all projects undertaken by a company.
D. a collection of projects that are grouped together to facilitate effective management and meet strategic business objectives.

Correct Answer: D

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 385
Which action should a project manager take to ensure that the project management plan is effective and current?

A. Conduct periodic project performance reviews.
B. Identify quality project standards.
C. Follow ISO 9000 quality standards.
D. Complete the quality control checklist.

Correct Answer: A

Explanation:
4.2.3.1 Project Management Plan
The project management plan is the document that describes how the project will be executed, monitored, and controlled. It integrates and consolidates all of the subsidiary plans and baselines from the planning processes.

Project baselines include, but are not limited to:
Scope baseline (Section 5.4.3.1), Schedule baseline (Section 6.6.3.1), and Cost baseline (Section 7.3.3.1).

Subsidiary plans include, but are not limited to:

Scope management plan (Section 5.1.3.1), Requirements management plan (Section 5.1.3.2), Schedule management plan (Section 6.1.3.1), Cost

management plan (Section 7.1.3.1),
Quality management plan (Section 8.1.3.1), Process improvement plan (Section 8.1.3.2),

Human resource management plan (Section 9.1.3.1), Communications management plan (Section 10.1.3.1), Risk management plan (Section 11.1.3.1), Procurement management plan (Section 12.1.3.1), and Stakeholder management plan (Section 13.2.3.1).

Among other things, the project management plan may also include the following:

Life cycle selected for the project and the processes that will be applied to each phase; Details of the tailoring decisions specified by the project management team as follows:

○ Project management processes selected by the project management team,
○ Level of implementation for each selected process,
○ Descriptions of the tools and techniques to be used for accomplishing those processes, and
○ Description of how the selected processes will be used to manage the specific project, including the dependencies and interactions among those processes and the essential inputs and outputs.
Description of how work will be executed to accomplish the project objectives; Change management plan that documents how changes will be monitored and controlled; Configuration management plan that documents how Configuration management will be performed; Description of how the integrity of the project baselines will be maintained;
Requirements and techniques for communication among stakeholders; and Key management reviews for content, the extent of, and timing to address, open issues and pending decisions.

The project management plan may be either summary level or detailed, and may be composed of one or more subsidiary plans. Each of the subsidiary plans

is detailed to the extent required by the specific project.

Once the project management plan is baselined, it may only be changed when a change request is generated and approved through the Perform Integrated Change Control process.

QUESTION 386
While implementing an approved change, a critical defect was introduced. Removing the defect will delay the product delivery. What is the MOST appropriate approach to managing this situation?

A. Utilize the change control process.
B. Crash the schedule to fix the defect.
C. Leave the defect in and work around it.
D. Fast-track the remaining development.

Correct Answer: A

QUESTION 387
Which tool and technique identifies inefficient and ineffective policies, processes, and procedures?

A. Scope audits
B. Scope reviews
C. Quality audits
D. Control chart

Correct Answer: C

QUESTION 388
Which type of analysis would be used for the Plan Quality process?
A. Schedule
B. Checklist

C. Assumption
D. Cost-Benefit

Correct Answer: D

Explanation:
8.1.2.1 Cost-Benefit Analysis
The primary benefits of meeting quality requirements include less rework, higher productivity, lower costs, increased stakeholder satisfaction, and increased profitability. A cost-benefit analysis for each quality activity compares the cost of the quality step to the expected benefit.

Process: 8.1 Plan Quality Management
Definition: The process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements and/or standards.

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

Inputs
1. Project management plan
2. Stakeholder register
3. Risk register
4. Requirements documentation
5. Enterprise environmental factors
6. Organizational process assets

Tools & Techniques
1. Cost-benefit analysis
2. Cost of quality
3. Seven basic quality tools
4. Benchmarking

5. Design of experiments
6. Statistical sampling
7. Additional quality planning tools
8. Meetings

Outputs
1. Quality management plan
2. Process improvement plan
3. Quality metrics
4. Quality checklists
5. Project documents updates

QUESTION 389
The integrative nature of project management requires which Process Group to interact with the other Process Groups?

A. Planning
B. Executing
C. Monitoring and Controlling
D. Project Management

Correct Answer: C

QUESTION 390
Which is a tool or technique used in Define Scope?

A. Templates, forms, and standards
B. Change requests
C. Product analysis
D. Project assumptions

Correct Answer: C

Explanation:
Process: 5.3 Define Scope

Definition: The process of developing a detailed description of the project and product.
Key Benefit: The key benefit of this process is that it describes the product, service, or result boundaries by defining which of the requirements collected will be included in and excluded from the project scope.

Inputs
1. Scope management plan
2. Project charter
3. Requirements documentation
4. Organizational process assets

Tools & Techniques
1. Expert judgment
2. Product analysis
3. Alternatives generation
4. Facilitated workshops

Outputs
1. Project scope statement
2. Project documents updates

QUESTION 391
Identifying major deliverables, deciding if adequate cost estimates can be developed, and identifying tangible components of each deliverable are all part of which of the following?

A. Work breakdown structure
B. Organizational breakdown structure
C. Resource breakdown structure
D. Bill of materials

Correct Answer: A

QUESTION 392
What is the function of a Project Management Office (PMO)?

A. To focus on the coordinated planning, prioritization, and execution of projects and subprojects that are tied to the parent organizations or the client's overall business objectives.
B. To coordinate and manage the procurement of projects relevant to the parent organization's business objectives and to administer the project charters accordingly.
C. To administer performance reviews for the project manager and the project team members and to handle any personnel and payroll issues.
D. To focus on the specified project objectives and to manage the scope, schedule, cost, and quality of the work packages.

Correct Answer: A

Explanation:
A primary function of a PMO is to support project managers in a variety of ways which may include, but are not limited to:
Managing shared resources across all projects administered by the PMO;
Identifying and developing project management methodology, best practices, and standards; Coaching, mentoring, training, and oversight.

Monitoring compliance with project management standards, policies, procedures, and templates by means of project audits;
Developing and managing project policies, procedures, templates, and other shared documentation (organizational process assets); and
Coordinating communication across projects.

QUESTION 393
Which type of analysis systemically gathers and analyzes qualitative

and quantitative information to determine which interests should be taken into account throughout the project?

A. Product
B. Cost-benefit
C. Stakeholder
D. Research

Correct Answer: C

Explanation:
13.1.2.1 Stakeholder Analysis
Stakeholder analysis is a technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project.

It identifies the interests, expectations, and influence of the stakeholders and relates them to the purpose of the project. It also helps to identify stakeholder relationships (with the project and with other stakeholders) that can be leveraged to build coalitions and potential partnerships to enhance the project's chance of success, along with stakeholder relationships that need to be influenced differently at different stages of the project or phase.

Stakeholder analysis generally follows the steps described below:
Identify all potential project stakeholders and relevant information, such as their roles, departments, interests, knowledge, expectations, and influence levels.

Key stakeholders are usually easy to identify. They include anyone in a decision-making or management role who is impacted by the project outcome, such as the sponsor, the project manager, and the primary customer. Identifying other

stakeholders is usually done by interviewing identified stakeholders and expanding the list until all potential stakeholders are included.

Analyze the potential impact or support each stakeholder could generate, and classify them so as to define an approach strategy. In large stakeholder communities, it is important to prioritize the stakeholders to ensure the efficient use of effort to communicate and manage their expectations.

Assess how key stakeholders are likely to react or respond in various situations, in order to plan how to influence them to enhance their support and mitigate potential negative impacts.

There are multiple classification models used for stakeholders analysis, such as:

Power/interest grid, grouping the stakeholders based on their level of authority ("power") and their level or concern ("interest") regarding the project outcomes.

Power/influence grid, grouping the stakeholders based on their level of authority ("power") and their active involvement ("influence") in the project.

Influence/impact grid, grouping the stakeholders based on their active involvement ("influence") in the project and their ability to effect changes to the project's planning or execution ("impact").

Salience model, describing classes of stakeholders based on their power (ability to impose their will), urgency (need for immediate attention), and legitimacy (their involvement is appropriate).

QUESTION 394
Which of the following is an output of the Define Activities process?

A. Activity list
B. Project plan
C. Activity duration estimates
D. Project schedule

Correct Answer: A

Explanation:
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 395
When is a project finished?
A. After verbal acceptance of the customer or sponsor
B. After lessons learned have been documented in contract closure
C. When the project objectives have been met
D. After resources have been released

Correct Answer: C

QUESTION 396
Which process documents the business needs of a project and the new product, service, or other result that is intended to satisfy those requirements?

A. Develop Project Management Plan
B. Develop Project Charter
C. Direct and Manage Project Execution
D. Collect Requirements

Correct Answer: B

Explanation:
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 397
Which Process Group typically consumes the bulk of a project's budget?
A. Monitoring and Controlling
B. Executing
C. Planning
D. Initiating

Correct Answer: B

QUESTION 398
Which of the following involves making information available to project stakeholders in a timely manner?

A. Plan Communications
B. Performance reporting
C. Project status reports
D. Distribute Information

Correct Answer: D

QUESTION 399
Which process uses occurrence probability and impact on project objectives to assess the priority of identified risks?

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

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Correct Answer: B

Explanation:
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 400
What is one of the objectives of Project Risk Management?

A. Decrease the probability and impact of an event on project objectives.
B. Distinguish between a project risk and a project issue so that a risk mitigation plan can be put in place.
C. Increase the probability and impact of positive events.
D. Removal of project risk.

Correct Answer: C

Explanation:
PROJECT RISK MANAGEMENT
Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project.

The objectives of project risk management are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project.

QUESTION 401
Which process involves documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans?

A. Collect Requirements
B. Direct and Manage Project Execution
C. Monitor and Control Project Work
D. Develop Project Management Plan

Correct Answer: D

Explanation:
Process: 4.2. Develop Project Management Plan

Definition: The process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan. The project's integrated baselines and subsidiary plans may be included within the project management plan.

Key Benefit: The key benefit of this process is a central document that defines the basis of all project work.

Inputs
1. Project charter
2. Outputs from other processes
3. Enterprise environmental factors
4. Organizational process assets

Tools & Techniques
1. Expert judgment
2. Facilitation techniques

Outputs
1. Project management plan

4.2.3.1 Project Management Plan

The project management plan is the document that describes how the project will be executed, monitored, and controlled. It integrates and consolidates all of the subsidiary plans and baselines from the planning processes. Project baselines include, but are not limited to:
Scope baseline (Section 5.4.3.1), Schedule baseline (Section 6.6.3.1), and Cost baseline (Section 7.3.3.1).

Subsidiary plans include, but are not limited to:

Scope management plan (Section 5.1.3.1), Requirements management plan (Section 5.1.3.2), Schedule management plan (Section 6.1.3.1), Cost management plan (Section 7.1.3.1),
Quality management plan (Section 8.1.3.1), Process improvement plan (Section 8.1.3.2), Human resource management plan (Section 9.1.3.1), Communications management plan (Section 10.1.3.1), Risk management plan (Section 11.1.3.1), Procurement management plan (Section 12.1.3.1), and Stakeholder management plan (Section 13.2.3.1).

Among other things, the project management plan may also include the following:

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○ Descriptions of the tools and techniques to be used for accomplishing those processes, and
○ Description of how the selected processes will be used to manage the specific project, including the dependencies and interactions among those processes and the essential inputs and outputs.

Description of how work will be executed to accomplish the project objectives; Change management plan that documents how changes will be monitored and controlled; Configuration management plan that documents how Configuration management will be performed;

Description of how the integrity of the project baselines will be maintained; Requirements and techniques for communication among stakeholders; and Key

management reviews for content, the extent of, and timing to address, open issues and pending decisions.

The project management plan may be either summary level or detailed, and may be composed of one or more subsidiary plans. Each of the subsidiary plans is detailed to the extent required by the specific project.

Once the project management plan is baselined, it may only be changed when a change request is generated and approved through the Perform Integrated Change Control process.

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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