

**Project** Management  
Professional  
(PMP)<sup>®</sup>

**PMP<sup>®</sup>**  
**Exam Prep**

**6<sup>th</sup>**  
Edition

**Flashcards**

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**Project** Management  
Professional  
(PMP)<sup>®</sup>

**Project Management Professional  
(PMP)<sup>®</sup> Exam Prep Flashcards**

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WITHIN THIS PUBLICATION:: \*These definitions/concepts are adapted from the Glossary of: Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute Inc., 2017.

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"Excellent study tool! I would definitely recommend these flashcards to anyone studying for the PMP exam!"

"I used these flashcards as well as Belinda's PMP Pocket Guide when studying for my PMP and they were both fantastic resources."

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# 1 - PMBOK® Guide Introduction

**QUESTION**

What is the definition of a project?

**QUESTION**

What is the definition of a project?

**ANSWER**

\* A temporary endeavor undertaken to create a unique product, service, or result.



**QUESTION**

What is the definition of a program?

**QUESTION**

What is the definition of a program?

**ANSWER**

\* Related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually.

**QUESTION**

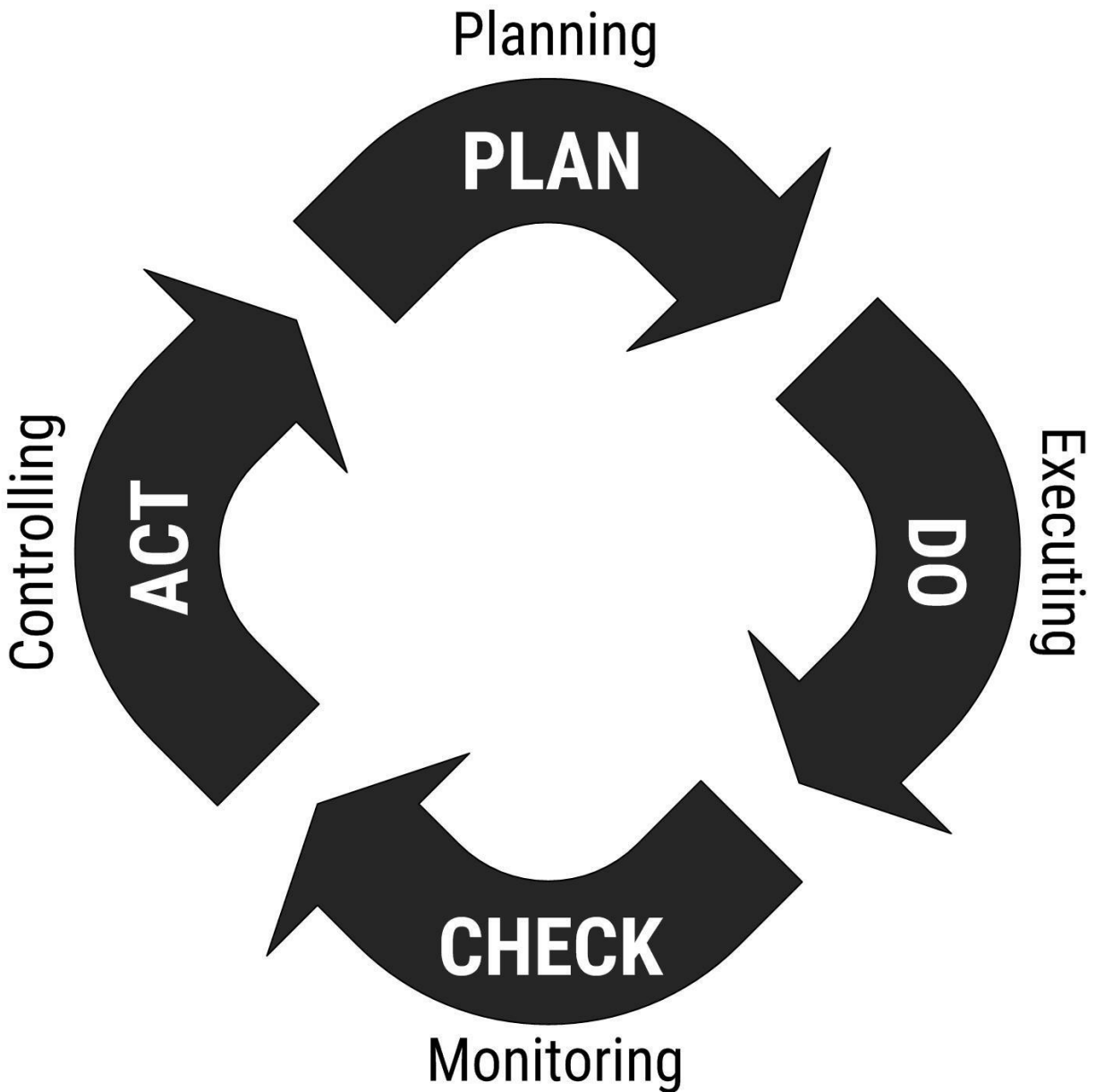
The process groups interact based on what cycle?

**QUESTION**

The process groups interact based on what cycle?

**ANSWER**

\* The process groups interact based on the Plan-Do-Check-Act cycle that was defined by Shewhart and later modified by Deming.





**QUESTION**

What is progressive elaboration?

**QUESTION**

What is progressive elaboration?

**ANSWER**

\* The iterative process of increasing the level of detail in a project management plan as greater amount of information and more accurate estimates become available.

**QUESTION**

What are the common project factors?



**QUESTION**

What are the common project factors?

**ANSWER**

- New technology
- Competitive forces
- Material Issues
- Political changes
- Market demand
- Economic changes
- Customer request
- Stakeholder demands
- Legal requirement
- Business process improvements
- Strategic opportunity or business need
- Social need
- Environmental considerations

*PMBOK® Guide 6<sup>th</sup> Edition, Page 9*

**QUESTION**

What is project management?

**QUESTION**

What is project management?

**ANSWER**

\* The application of knowledge, skills, tools and techniques to project activities to meet project requirements.

**QUESTION**

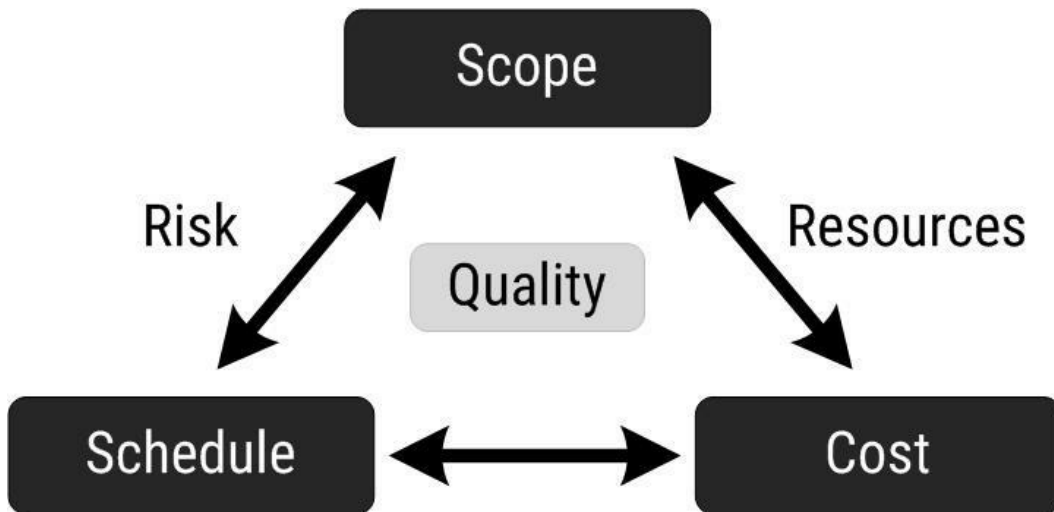
What is a project constraint?

**QUESTION**

What is a project constraint?

**ANSWER**

\* A limiting factor that affects the execution of a project, program, portfolio, or process.



**QUESTION**

What is the project management office (PMO)?

**QUESTION**

What is the project management office (PMO)?

**ANSWER**

\* A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.

**QUESTION**

Who is the project manager?



**QUESTION**

Who is the project manager?

**ANSWER**

\* The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.

**QUESTION**

What is a portfolio?

**QUESTION**

What is a portfolio?

**ANSWER**

\* Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.

**QUESTION**

What are enterprise environmental factors?

## QUESTION

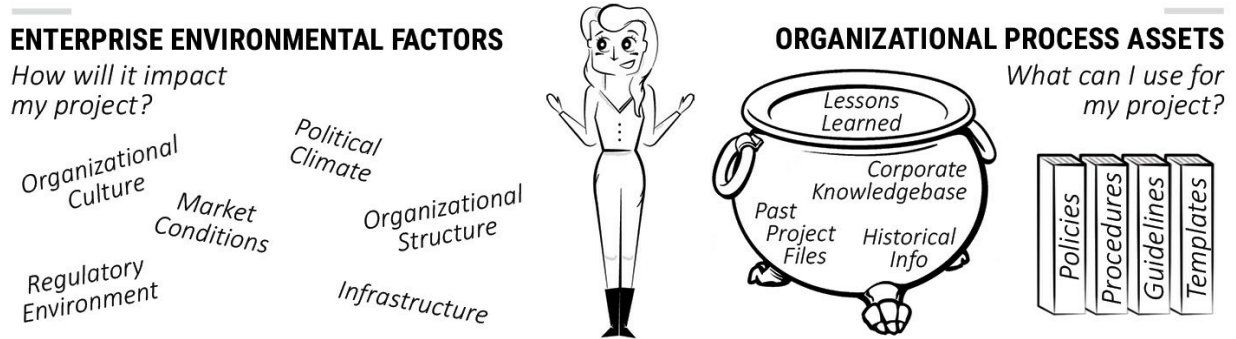
What are enterprise environmental factors?

## ANSWER

### Input / Output

\* Conditions, not under the immediate control of the team, that influence, constrain, or direct the project, program, or portfolio.

Compare to *Organizational Process Assets*



**QUESTION**

What are organizational process assets?

## QUESTION

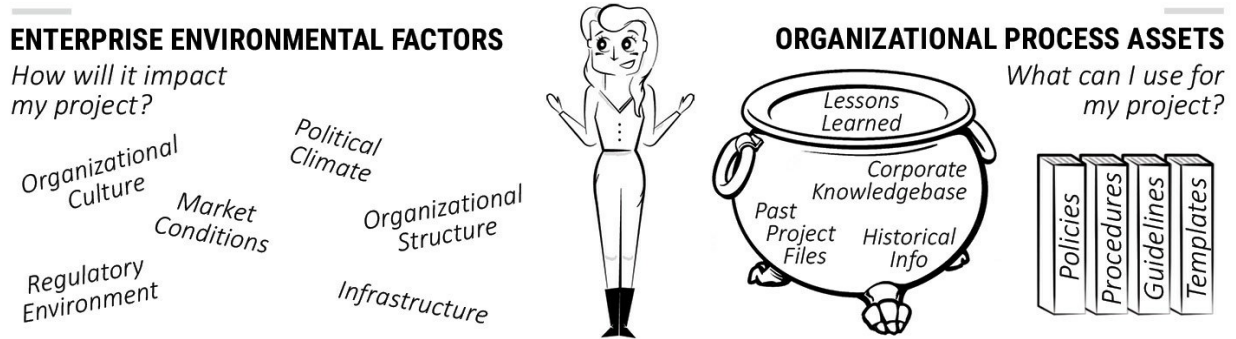
What are organizational process assets?

## ANSWER

### Input / Output

\* Plans, processes, policies, procedures, and knowledge bases that are specific to and used by the performing organization.

Compare to *Enterprise Environmental Factors*



**QUESTION**

What are the ten knowledge areas?



**QUESTION**

What are the ten knowledge areas?

**ANSWER**

- Project Integration Management
- Project Scope Management
- Project Schedule Management
- Project Cost Management
- Project Quality Management
- Project Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

*PMBOK® Guide 6<sup>th</sup> Edition, Page 23, 24*

**QUESTION**

What are the five process groups?

**QUESTION**

What are the five process groups?

**ANSWER**

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

*PMBOK® Guide 6<sup>th</sup> Edition, Page 25*

## 2 - Project Life Cycle

**QUESTION**

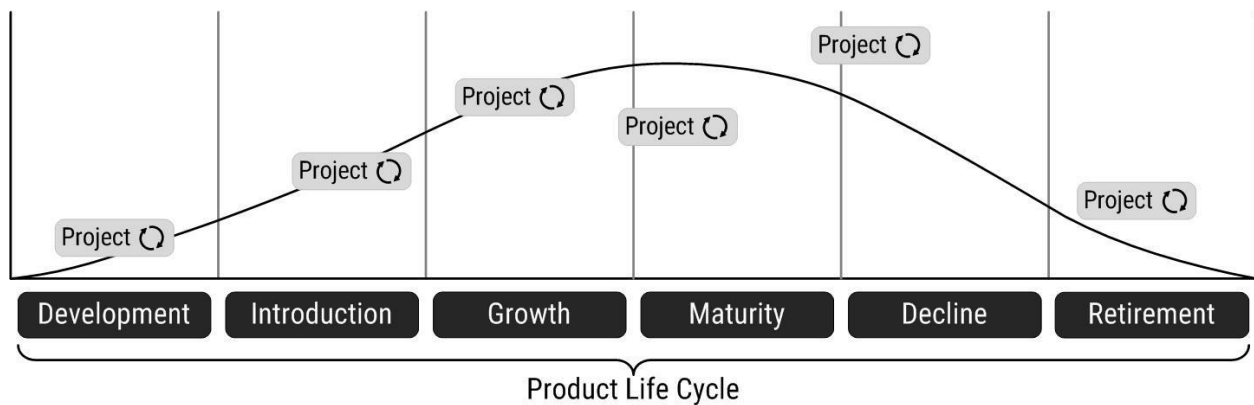
What is a product life cycle?

**QUESTION**

What is a product life cycle?

**ANSWER**

\* The series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and to retirement.



**QUESTION**

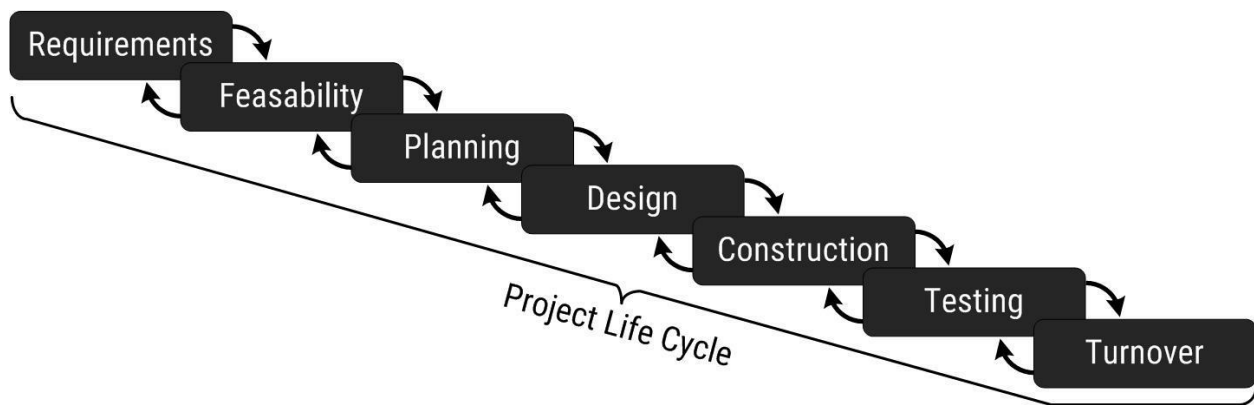
What is a project life cycle?

**QUESTION**

What is a project life cycle?

**ANSWER**

\* The series of phases that a project passes through from its start to its completion.





**QUESTION**

How do projects differ from operations?

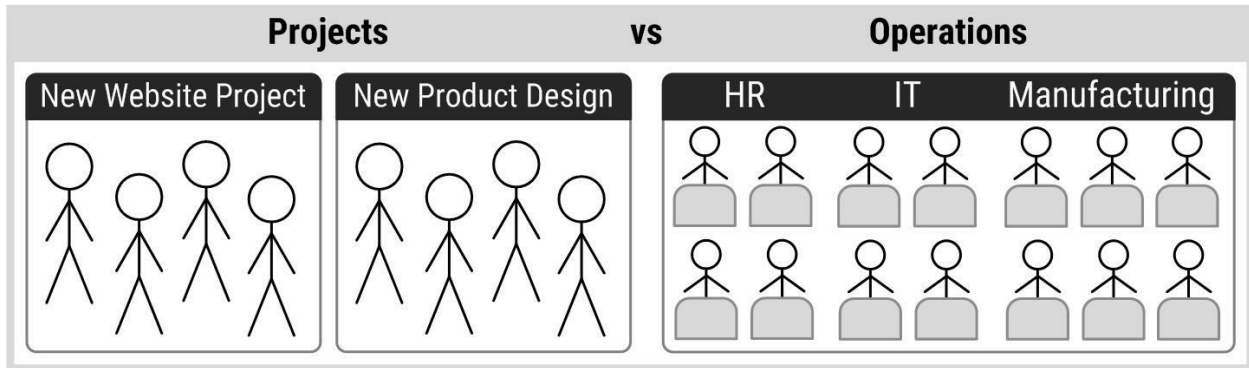
**QUESTION**

How do projects differ from operations?

**ANSWER**

Projects are temporary initiatives creating a unique output, whereas operations are ongoing. Changes in operations may be the focus of a project. Ongoing operations are outside of the scope of a project.

*PMBOK® Guide 6th Edition, Page 4, 16*



**QUESTION**

What is a stakeholder?

**QUESTION**

What is a stakeholder?

**ANSWER**

\* An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.

**QUESTION**

Who is the project sponsor?

**QUESTION**

Who is the project sponsor?

**ANSWER**

\* A person or group who provides resources and support for the project, program, or portfolio and is accountable for enabling success.

**QUESTION**

Describe a functional organizational structure

**QUESTION**

Describe a functional organizational structure

**ANSWER**

\* An organizational structure in which staff is grouped by areas of specialization and the project manager has limited authority to assign work and apply resources.

*PMBOK® Guide 6th Edition, Page 47*



**QUESTION**

Describe an organic or simple organizational structure

**QUESTION**

Describe an organic or simple organizational structure

**ANSWER**

An organic or simple organizational structure is people working side-by-side. There is little to no project manager authority.

*PMBOK® Guide 6th Edition, Page 47*

**QUESTION**

Describe a matrix organizational structure

## QUESTION

Describe a matrix organizational structure

## ANSWER

\* Any organizational structure in which the project manager shares responsibility with the functional managers for assigning priorities and for directing the work of persons assigned to the project.

A matrix organization that is closer to a functional organization is a “weak matrix”. A matrix organization that is closer to a project-oriented organization is a “strong matrix”.

*PMBOK® Guide 6th Edition, Page 47*

**QUESTION**

Describe a project-oriented (composite-hybrid) organizational structure

**QUESTION**

Describe a project-oriented (composite-hybrid) organizational structure

**ANSWER**

An organizational structure that arrange work groups by network structure with nodes at points of contact with other people. The organization may have full-time staff from different functional departments that could work on projects and in operations. The organization may also have dedicated project managers, project staff and a PMO.

*PMBOK® Guide 6th Edition, Page 47*

# 3 - Integration

**QUESTION**

Describe the Develop Project Charter process



**QUESTION**

Describe the Develop Project Charter process

**ANSWER**

**Process Group:** Initiating

**Knowledge Area:** Integration

**Description:** \* 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 Outputs:**

- Project charter
- Assumption log

**QUESTION**

What is the project charter?

**QUESTION**

What is the project charter?

**ANSWER**

**Input / Output**

\* A 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.

**QUESTION**

What is the project statement of work?

## QUESTION

What is the project statement of work?

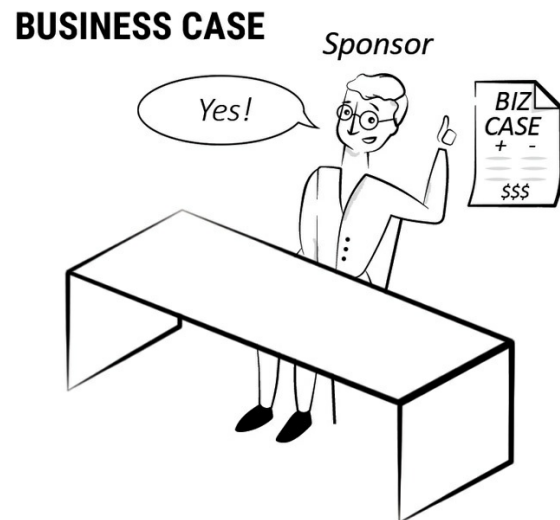
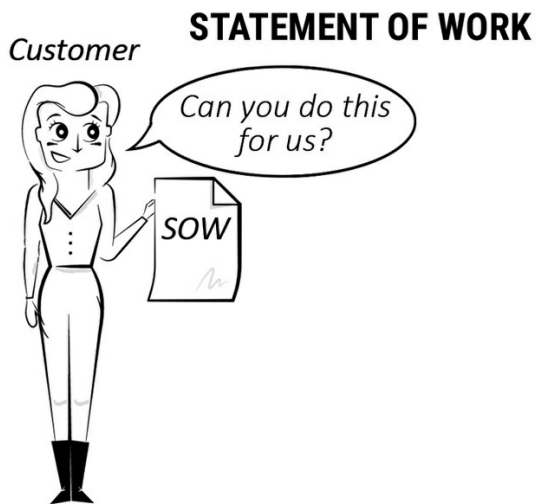
## ANSWER

### Input

\* A narrative description of products, services, or results to be delivered by the project.

For internal projects, the project initiator or sponsor provides the SOW. For external projects the SOW can be received from the customer.

Compare to *business case*.



**QUESTION**

What is the business case?

## QUESTION

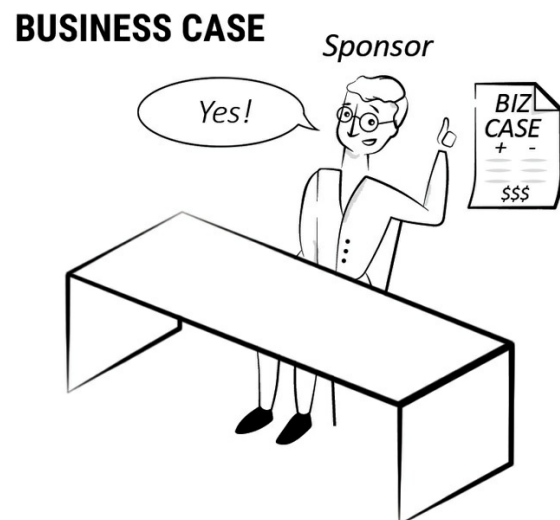
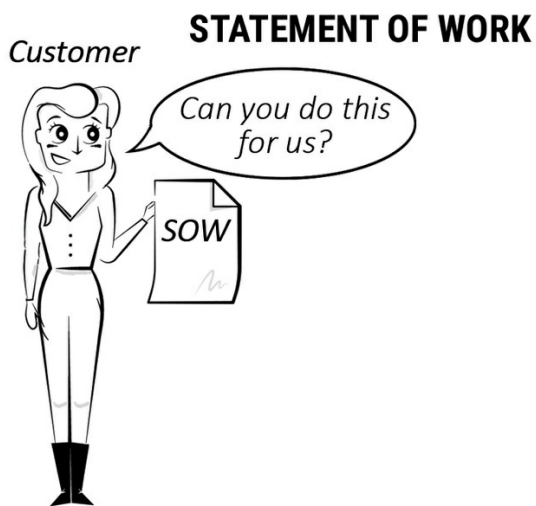
What is the business case?

## ANSWER

### Input

\* A documented economic feasibility study used to establish validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities.

Compare to *statement of work*.



**QUESTION**

What is the assumption log?



**QUESTION**

What is the assumption log?

**ANSWER**

**Output**

\* A project document used to record all assumptions and constraints throughout the project life cycle.

**QUESTION**

Describe the Develop Project Management Plan process

**QUESTION**

Describe the Develop Project Management Plan process

**ANSWER**

**Process Group:** Planning

**Knowledge Area:** Integration

**Description:** \* The process of defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan.

**Key Output:**

- Project management plan

**QUESTION**

What is a subsidiary plan?

**QUESTION**

What is a subsidiary plan?

**ANSWER**

A component of the project management plan that provides an additional level of detail around certain areas of focus for the project.

**Example:** cost management plan, schedule management plan, quality management plan.

*PMBOK® Guide 6th Edition, Page 83, 87*

**QUESTION**

What is the project management plan?

**QUESTION**

What is the project management plan?

**ANSWER**

**Input / Output**

\* The document that describes how the project will be executed, monitored and controlled, and closed.

**QUESTION**

Describe the Direct and Manage Project Work Process



**QUESTION**

Describe the Direct and Manage Project Work Process

**ANSWER**

**Process Group:** Executing

**Knowledge Area:** Integration

**Description:** \* The process of leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives

**Key Outputs:**

- Deliverables
- Work performance data
- Issue log

**QUESTION**

What is the project management information system (PMIS)?

**QUESTION**

What is the project management information system (PMIS)?

**ANSWER**

**Tool / Technique**

\* An information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of the project management processes.

**QUESTION**

What is a deliverable?

**QUESTION**

What is a deliverable?

**ANSWER**

**Input / Output**

\* 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.

**QUESTION**

What is work performance data?

**QUESTION**

What is work performance data?

**ANSWER**

**Input / Output**

\* The raw observations and measurements identified during activities being performed to carry out the project work.

Compare to *work performance information* and *work performance reports*.

**QUESTION**

What is a change request?



**QUESTION**

What is a change request?

**ANSWER**

\* Requests to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets, or revise schedules. Also includes corrective actions, preventive actions, and defect repair.

**QUESTION**

What is an issue log?

**QUESTION**

What is an issue log?

**ANSWER**

\* A project document where information about issues is recorded and monitored.

**QUESTION**

Describe the Manage Project Knowledge process

**QUESTION**

Describe the Manage Project Knowledge process

**ANSWER**

**Process Group:** Monitoring and Controlling

**Knowledge Area:** Integration

**Description:** \* The process of using existing knowledge and creating new knowledge to achieve the project's objectives and contribute to organizational learning.

**Key Output:**

- Lessons learned register

**QUESTION**

What is the lessons learned register?

**QUESTION**

What is the lessons learned register?

**ANSWER**

**Output**

\* A project document used to record knowledge gained during a project so that it can be used in the current project and entered into the lessons learned repository

**QUESTION**

Describe the Monitor and Control Project Work process



**QUESTION**

Describe the Monitor and Control Project Work process

**ANSWER**

**Process Group:** Monitoring and Controlling

**Knowledge Area:** Integration

**Description:** \* The process of tracking, reviewing, and reporting overall progress to meet the performance objectives defined in the project management plan.

**Key Output:**

- Work performance reports

**QUESTION**

What are work performance reports?

**QUESTION**

What are work performance reports?

**ANSWER**

**Input / Output**

\* The physical or electronic representation of work performance information compiled in project documents, intended to generate decisions, actions, or awareness.

Compare to *work performance data* and *work performance information*.

**QUESTION**

Describe the Perform Integrated Change Control process

**QUESTION**

Describe the Perform Integrated Change Control process

**ANSWER**

**Process Group:** Monitoring and Controlling

**Knowledge Area:** Integration

**Description:** \* 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 the decisions.

**Key Outputs:**

- Approved change requests
- Change log

**QUESTION**

What is a corrective action?

**QUESTION**

What is a corrective action?

**ANSWER**

\* An intentional activity that realigns the performance of the project work with the project management plan.

**QUESTION**

What is a preventive action?



**QUESTION**

What is a preventive action?

**ANSWER**

\* An intentional activity that ensures the future performance of the project work is aligned with the project management plan.

**QUESTION**

What is a defect repair?

**QUESTION**

What is a defect repair?

**ANSWER**

\* An intentional activity to modify a nonconforming product or product component.

**QUESTION**

What is a scope change?

**QUESTION**

What is a scope change?

**ANSWER**

Any change to the project scope. A scope change almost always requires an adjustment to the project cost or schedule.

**QUESTION**

What is a change control board (CCB)?

**QUESTION**

What is a change control board (CCB)?

**ANSWER**

\* A formally chartered group responsible for reviewing, evaluating, approving, delaying, or rejecting changes to the project, and for recording and communicating such decisions.

**QUESTION**

What is configuration management?



**QUESTION**

What is configuration management?

**ANSWER**

\* A collection of procedures used to track project artifacts and monitor and control changes to these artifacts.

**QUESTION**

What is change control?

**QUESTION**

What is change control?

**ANSWER**

\* A process whereby modifications to documents, deliverables, or baselines associated with the project are identified, documented, approved, or rejected.

**QUESTION**

What is an approved change request?

**QUESTION**

What is an approved change request?

**ANSWER**

**Input / Output**

A change request that has been processed through the integrated change control process and approved.

**QUESTION**

What is a contract change control system?

**QUESTION**

What is a contract change control system?

**ANSWER**

**Tool / Technique**

\* The system used to collect, track, adjudicate, and communicate changes to a contract.

**QUESTION**

Describe the Close Project or Phase process



**QUESTION**

Describe the Close Project or Phase process

**ANSWER**

**Process Group:** Closing

**Knowledge Area:** Integration

**Description:** \* Finalizes all activities across all of the project management process groups to formally complete the project or phase.

**Key Output:**

- Final product, service, or result transition

**QUESTION**

What is the final report?

**QUESTION**

What is the final report?

**ANSWER**

**Output**

A report that provides a summary of the project performance, including: description of the project or phase; scope, quality, schedule and cost objectives; scope validation; business need achievement; risk or issues encountered and addressed.

*PMBOK® Guide 6th Edition, Page 127*

**QUESTION**

What is the final product, service, or result?

**QUESTION**

What is the final product, service, or result?

**ANSWER**

**Output**

Formal handover and acceptance of the final product, service or result that the project was authorized to produce.

*PMBOK® Guide 6th Edition, Page 127*

## 4 - Scope

**QUESTION**

Describe the Plan Scope Management Process

## QUESTION

Describe the Plan Scope Management Process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Scope

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

### Key Outputs:

- Scope management plan
- Requirements management plan



**QUESTION**

What is the scope management plan?

**QUESTION**

What is the scope management plan?

**ANSWER**

**Input / Output**

\* A component of the project or program management plan that describes how the scope will be defined, developed, monitored, controlled, and validated.

**QUESTION**

What is the requirements management plan?

**QUESTION**

What is the requirements management plan?

**ANSWER**

**Input / Output**

\* A component of the project or program management plan that describes how requirements will be analyzed, documented, and managed.

**QUESTION**

Describe the Collect Requirements Process

## QUESTION

Describe the Collect Requirements Process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Scope

**Description:** \* The process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.

**Key Outputs:**

- Requirements documentation
- Requirements traceability matrix

**QUESTION**

What is a focus group?

**QUESTION**

What is a focus group?

**ANSWER**

**Tool/Technique**

\* An elicitation technique that brings together prequalified stakeholders and subject matter experts to learn about their expectations and attitudes about a proposed product, service, or result.



**QUESTION**

What are facilitated workshops?

**QUESTION**

What are facilitated workshops?

**ANSWER**

**Tool/Technique**

\* Focused sessions attended by key cross-functional stakeholders to define product requirements.

**QUESTION**

What is brainstorming?

**QUESTION**

What is brainstorming?

**ANSWER**

**Tool/Technique**

Creativity technique that allows participants to think and contribute creatively with minimal structure or boundaries.

*PMBOK® Guide 6th Edition, Page 80*

**QUESTION**

What is nominal group technique?

**QUESTION**

What is nominal group technique?

**ANSWER**

**Tool/Technique**

\* A technique that enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or for prioritization.

**QUESTION**

What is mind mapping?

**QUESTION**

What is mind mapping?

**ANSWER**

**Tool/Technique**

\* A technique used to consolidate ideas created through individual brainstorming sessions into a single map to reflect commonality and differences in understanding and to generate new ideas.



**QUESTION**

What is an affinity diagram?

**QUESTION**

What is an affinity diagram?

**ANSWER**

**Tool/Technique**

\* A technique that allows large numbers of ideas to be classified into groups for review and analysis.

**QUESTION**

What are voting techniques?

## QUESTION

What are voting techniques?

## ANSWER

### Tool/Technique

Techniques used to select a course of action from different alternatives.

Voting techniques may be:

- Plurality - largest group decides, even if majority is not reached
- Majority - more than half the group agrees
- Unanimity - everyone agrees

*PMBOK® Guide 6th Edition, Page 144*

**QUESTION**

What is plurality?

**QUESTION**

What is plurality?

**ANSWER**

\* Decisions made by the largest block in a group, even if a majority is not achieved.

**QUESTION**

What is a majority?

**QUESTION**

What is a majority?

**ANSWER**

Pursues the decision as long as more than half of the members agree.

*PMBOK® Guide 6th Edition, Page 144*



**QUESTION**

What is unanimity?

**QUESTION**

What is unanimity?

**ANSWER**

\* Agreement by everyone in the group on a single course of action.

**QUESTION**

What are questionnaires and surveys?

**QUESTION**

What are questionnaires and surveys?

**ANSWER**

**Tool/Technique**

\* Written sets of questions designed to quickly accumulate information from a large number of respondents.

**QUESTION**

What are observations?

**QUESTION**

What are observations?

**ANSWER**

**Tool/Technique**

Watching end-users do their work. Helpful when identifying difficult to articulate requirements. Also called job-shadowing or ghosting.

**QUESTION**

What is a prototype?

**QUESTION**

What is a prototype?

**ANSWER**

**Tool/Technique**

\* A method of obtaining early feedback on requirements by providing a working model of the expected product before actually building it.



**QUESTION**

What is benchmarking?

**QUESTION**

What is benchmarking?

**ANSWER**

**Tool/Technique**

\* Benchmarking is the comparison of actual or planned products, processes, and practices to those of comparable organizations to identify best practices, generate ideas for improvement, and provide a basis for measuring performance.

**QUESTION**

What is a context diagram?

**QUESTION**

What is a context diagram?

**ANSWER**

**Tool/Technique**

\* A visual depiction of the product scope showing a business system (process, equipment, computer systems, etc.), and how people and other systems (actors) interact with it.

**QUESTION**

Describe requirements documentation

**QUESTION**

Describe requirements documentation

**ANSWER**

**Input / Output**

\* A description of how individual requirements meet the business need for the project.

**QUESTION**

What is a requirements traceability matrix?

## **QUESTION**

What is a requirements traceability matrix?

## **ANSWER**

### **Input / Output**

\* A grid that links product requirements from their origin to the deliverables that satisfy them.

Requirements may also be traced to: project scope, product design, WBS deliverables, test strategy and scenarios, etc.



**QUESTION**

Describe the Define Scope process

## QUESTION

Describe the Define Scope process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Scope

**Description:** \* The process of developing a detailed description of the project and product.

**Key Output:**

- Project scope statement

**QUESTION**

What is the project scope statement?

**QUESTION**

What is the project scope statement?

**ANSWER**

**Input / Output**

\* The description of the project scope, major deliverables, assumptions, and constraints.

**QUESTION**

Describe the Create WBS process

## QUESTION

Describe the Create WBS process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Scope

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

**Key Output:**

- Scope baseline

**QUESTION**

What is decomposition?

**QUESTION**

What is decomposition?

**ANSWER**

**Tool / Technique**

\* A technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts.



**QUESTION**

What is the 100% rule?

**QUESTION**

What is the 100% rule?

**ANSWER**

Used in developing the WBS. The total of the lower level work rolls up to the higher levels. Nothing is left out and no extra work is completed.

*PMBOK® Guide 6th Edition, Page 161*

**QUESTION**

What is a control account?

**QUESTION**

What is a control account?

**ANSWER**

\* A management control point where scope, budget, actual cost, and schedule are integrated and compared to earned value for performance measurement.

**QUESTION**

What is the work breakdown structure (WBS)?

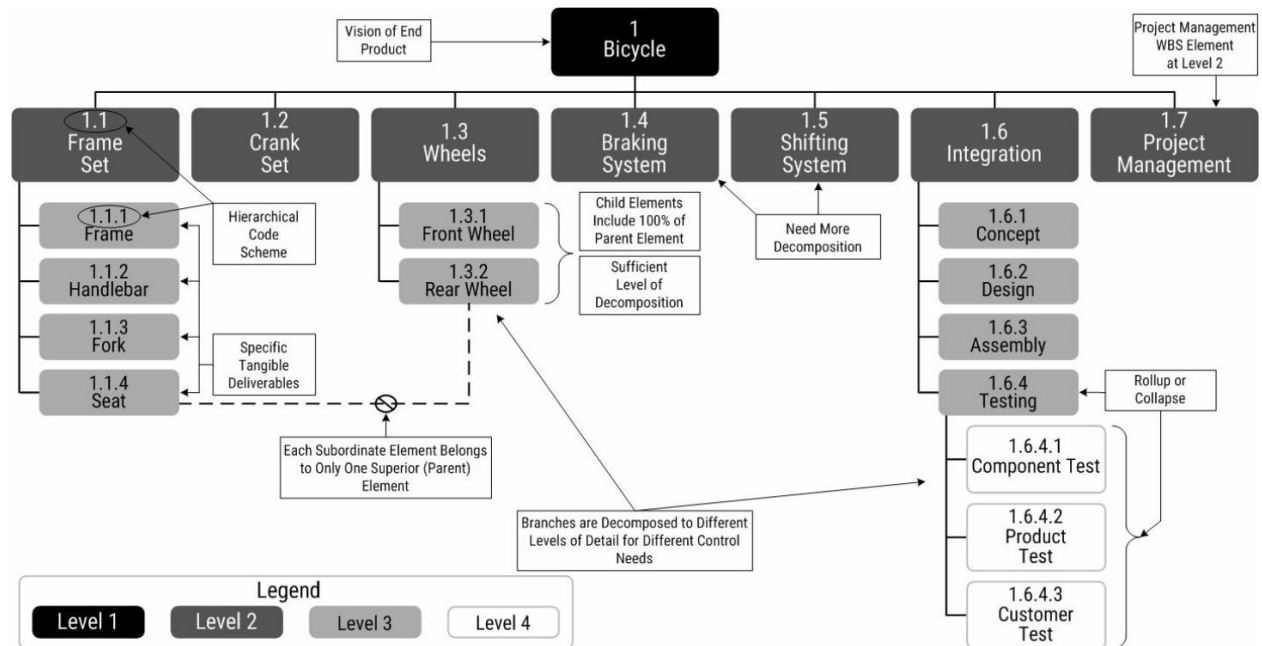
**QUESTION**

What is the work breakdown structure (WBS)?

**ANSWER**

**Input / Output**

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



**QUESTION**

What is a work package?

**QUESTION**

What is a work package?

**ANSWER**

**Input / Output**

\* The work defined at the lowest level of the work breakdown structure for which cost and duration can be estimated and managed.



**QUESTION**

What is the WBS dictionary?

**QUESTION**

What is the WBS dictionary?

**ANSWER**

**Input / Output**

\* A document that provides detailed deliverable, activity, and scheduling information about each component in the work breakdown structure.

**QUESTION**

What is the scope baseline?

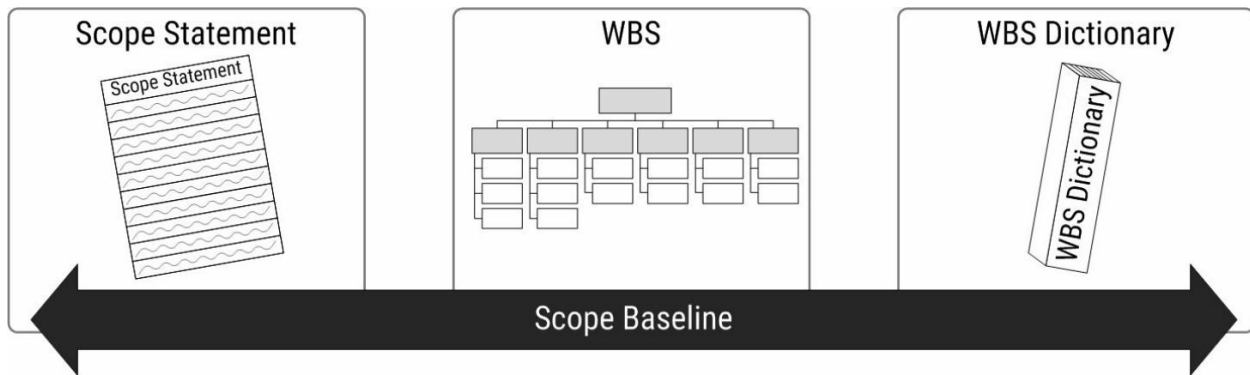
## QUESTION

What is the scope baseline?

## ANSWER

### Input / Output

\* The approved version of a scope statement, work breakdown structure (WBS), and its associated WBS dictionary, that can be changed using formal change control procedures and is used as a basis for comparison to actual results.



**QUESTION**

What is scope creep?

**QUESTION**

What is scope creep?

**ANSWER**

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

**QUESTION**

Describe the Validate Scope process

## QUESTION

Describe the Validate Scope process

## ANSWER

**Process Group:** Monitoring and Controlling

**Knowledge Area:** Scope

**Description:** \* Formalizes acceptance of the completed project deliverables.

**Key Output:**

- Accepted deliverables

Compare to *control quality*.





**QUESTION**

What is acceptance criteria?

**QUESTION**

What is acceptance criteria?

**ANSWER**

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

**QUESTION**

What is inspection (used in the Validate Scope process)

**QUESTION**

What is inspection (used in the Validate Scope process)

**ANSWER**

**Tool / Technique**

\* Examination of a work product to determine whether it conforms to documented standards.

**QUESTION**

Describe the Control Scope process

**QUESTION**

Describe the Control Scope process

**ANSWER**

**Process Group:** Monitoring and Controlling

**Knowledge Area:** Scope

**Description:** \* The process of monitoring the status of the project and product scope and managing changes to the scope baseline.

**QUESTION**

What is a variance analysis?

**QUESTION**

What is a variance analysis?

**ANSWER**

**Tool / Technique**

\* A technique for determining the cause and degree of difference between the baseline and actual performance.



**QUESTION**

What is a trend analysis?

**QUESTION**

What is a trend analysis?

**ANSWER**

**Tool / Technique**

\* An analytical technique that uses mathematical models to forecast future outcomes based on historical results.

**QUESTION**

What is work performance information?

## QUESTION

What is work performance information?

## ANSWER

### **Input / Output**

\* The performance data collected from controlling processes, analyzed in comparison with project management plan components, project documents, and other work performance information.

Compare to *work performance data* and *work performance reports*.

# 5 - Schedule

**QUESTION**

Describe the Plan Schedule Management process

**QUESTION**

Describe the Plan Schedule Management process

**ANSWER**

**Process Group:** Planning

**Knowledge Area:** Schedule

**Description:** \* Establishes the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule

**Key Output:**

- Schedule management plan

**QUESTION**

Describe the Define Activities process



## QUESTION

Describe the Define Activities process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Time

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

**Key Outputs:**

- Activity list
- Activity attributes
- Milestone list

**QUESTION**

What is rolling wave planning?

**QUESTION**

What is rolling wave planning?

**ANSWER**

**Tool / Technique**

\* An iterative planning technique in which the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level.

**QUESTION**

What is an activity?

**QUESTION**

What is an activity?

**ANSWER**

\* A distinct, scheduled portion of work performed during the course of a project.

**QUESTION**

What is the activity list?

**QUESTION**

What is the activity list?

**ANSWER**

**Input / Output**

\* A documented tabulation of schedule activities that shows the activity description, activity identifier, and a sufficiently detailed scope of work description so project team members understand what work is to be performed.

**QUESTION**

What are activity attributes?



**QUESTION**

What are activity attributes?

**ANSWER**

**Input / Output**

\* Multiple attributes associated with each schedule activity that can be included within the activity list. Activity attributes include activity codes, predecessor activities, successor activities, logical relationships, leads, and lags, resource requirements, imposed dates, constraints, and assumptions.

**QUESTION**

What is a milestone list?

**QUESTION**

What is a milestone list?

**ANSWER**

**Input / Output**

Identifies all milestones and also whether the milestone is mandatory or optional. A milestone is a significant point or event in the project.

**QUESTION**

Describe the Sequence Activities process

**QUESTION**

Describe the Sequence Activities process

**ANSWER**

**Process Group:** Planning

**Knowledge Area:** Schedule

**Description:** \* The process of identifying and documenting relationships among the project activities.

**Key Output:**

- Project schedule network diagrams

**QUESTION**

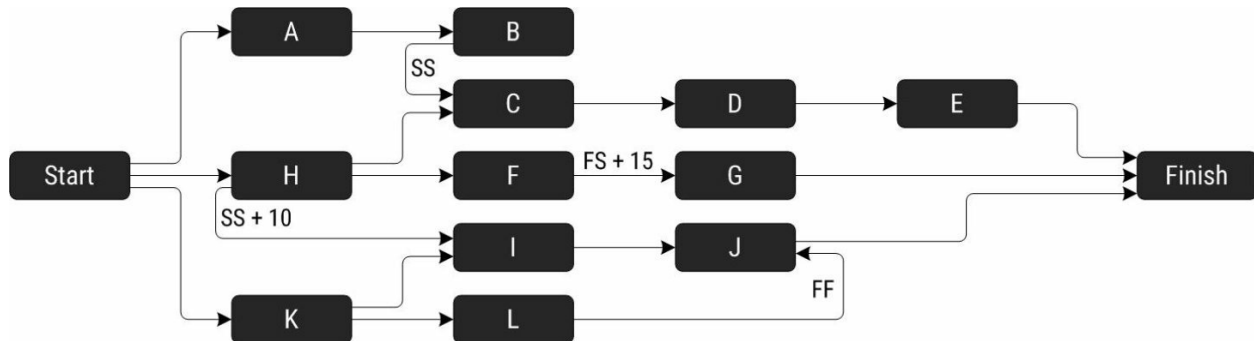
What is the precedence diagramming method (PDM)?

**QUESTION**

What is the precedence diagramming method (PDM)?

**ANSWER****Tool / Technique**

\* A technique used for constructing a schedule model in which activities are represented by nodes and are graphically linked by one or more logical relationships to show the sequence in which the activities are to be performed.



**QUESTION**

What is a finish-to-start dependency relationship?



**QUESTION**

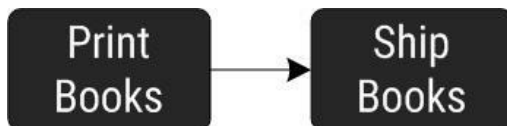
What is a finish-to-start dependency relationship?

**ANSWER**

**Tool / Technique**

\* A logical relationship in which a successor activity cannot start until a predecessor activity has finished.

**Example:** The books must be printed before they can be shipped.



**QUESTION**

What is a finish-to-finish dependency relationship?

## QUESTION

What is a finish-to-finish dependency relationship?

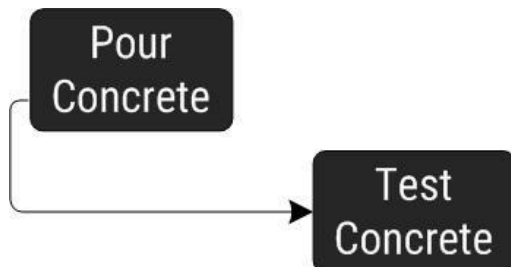
## ANSWER

### Tool / Technique

\* A logical relationship in which a successor activity cannot finish until a predecessor activity has finished

**Example:** The website must be fully designed and developed before the website quality review can be completed.

Best case, the website design and development and the quality review end on the same day. Worst case, the activities happen sequentially



**QUESTION**

What is a start-to-start dependency relationship?

## QUESTION

What is a start-to-start dependency relationship?

## ANSWER

### Tool / Technique

\* A logical relationship in which a successor activity cannot start until a predecessor activity has started.

**Example:** The concrete for the new building will be poured. Once the concrete has started to be poured, the team can begin testing it.

Best case, the concrete is poured and tested concurrently and worst case the concrete is poured completely before the testing begins.



**QUESTION**

What is a start-to-finish dependency relationship?

## QUESTION

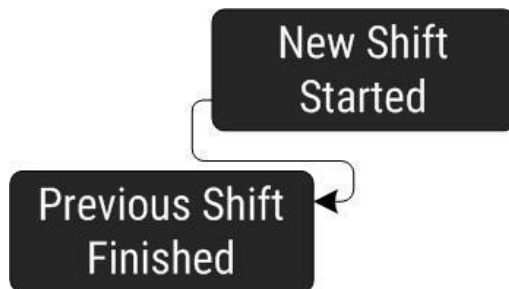
What is a start-to-finish dependency relationship?

## ANSWER

### Tool / Technique

\* A logical relationship in which a successor activity cannot finish until a predecessor activity has started.

**Example:** The new nurses shift must start at the hospital before the previous nurse's shift can finish.



**QUESTION**

What is a mandatory dependency?



**QUESTION**

What is a mandatory dependency?

**ANSWER**

**Tool / Technique**

\* A relationship that is contractually required or inherent in the nature of the work.

**QUESTION**

What is a discretionary dependency?

**QUESTION**

What is a discretionary dependency?

**ANSWER**

**Tool / Technique**

\* A relationship that is established based on knowledge of best practices within a particular application area or an aspect of the project where a specific sequence is desired.

**QUESTION**

What is an external dependency?

**QUESTION**

What is an external dependency?

**ANSWER**

**Tool / Technique**

\* A relationship between project activities and non-project activities.

**QUESTION**

What is an internal dependency?

**QUESTION**

What is an internal dependency?

**ANSWER**

**Tool / Technique**

A relationship between project activities that are generally under the team's control.

*PMBOK® Guide 6th Edition, Page 192*

**QUESTION**

What is a lead?



**QUESTION**

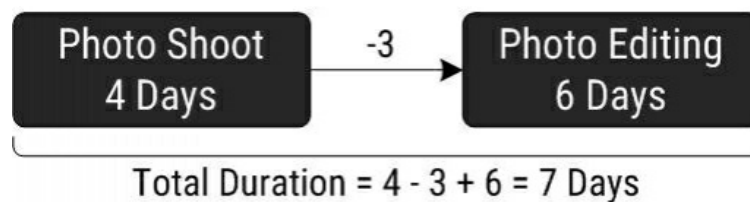
What is a lead?

**ANSWER****Tool / Technique**

\* The amount of time whereby a successor activity can be advanced with respect to a predecessor activity.

**Example:** The photo shoot will take 4 days. The photo editing will take 6 days. Instead of waiting until the end of the 4-day photo shoot to begin editing we start editing after the first day of shooting.

The total duration of the photo shoot and editing is 7 days.



**QUESTION**

What is a lag?

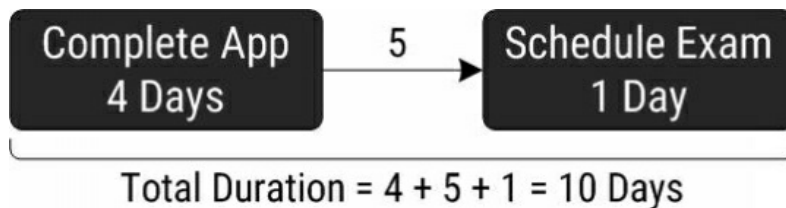
**QUESTION**

What is a lag?

**ANSWER****Tool / Technique**

\* The amount of time whereby a successor activity will be delayed with respect to a predecessor activity

**Example:** Completing the application takes 4 days, once submitted the application takes 5 days to be processed, once approved it takes one day to schedule the exam. The total duration from application to scheduled exam is 10 days.



**QUESTION**

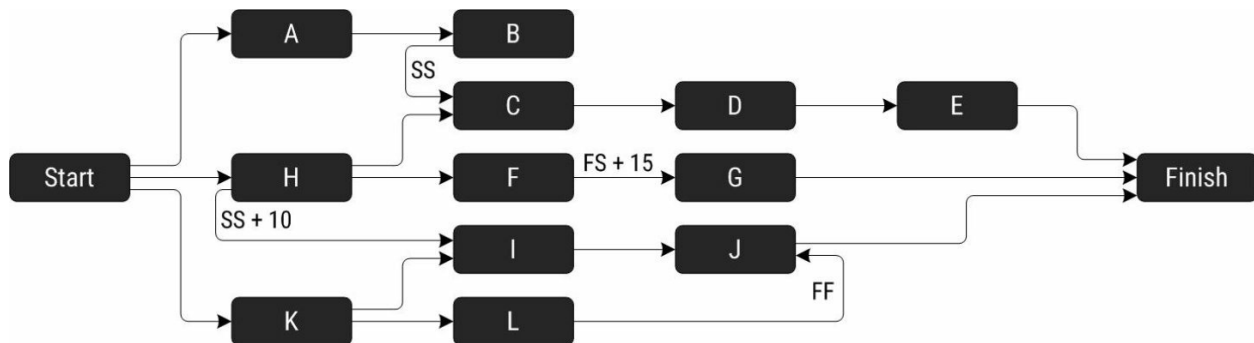
What is a schedule network diagram?

**QUESTION**

What is a schedule network diagram?

**ANSWER****Input / Output**

Shows the sequencing of the project activities. Produced either with scheduling software or done manually. Example: precedence diagramming method (PDM).



*PMBOK® Guide 6<sup>th</sup> Edition, Page 193*

**QUESTION**

Describe the Estimate Activity Resources process

**QUESTION**

Describe the Estimate Activity Resources process

**ANSWER**

**Process Group:** Planning

**Knowledge Area:** Schedule

**Description:** \* The process of estimating the number of work periods needed to complete individual activities with the estimated resources.

**Key Outputs:**

- Duration estimates
- Basis of estimates

**QUESTION**

What is effort?



**QUESTION**

What is effort?

**ANSWER**

\* The number of labor units required to complete a schedule activity or work breakdown structure component. Usually expressed as staff hours, staff days, or staff weeks.

Compare to *duration* and *elapsed time*.

**QUESTION**

What is duration?

**QUESTION**

What is duration?

**ANSWER**

\* The total number of work periods required to complete an activity or work breakdown structure component, expressed in hours, days, or weeks.

Compare to *effort* and *elapsed time*.

**QUESTION**

What is elapsed time?

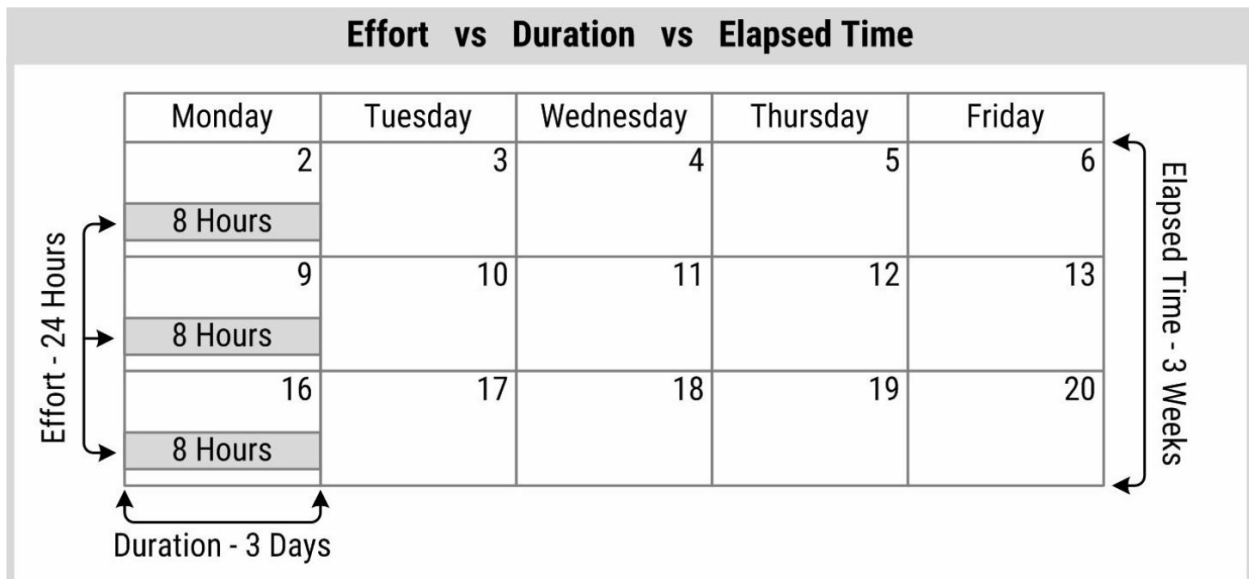
**QUESTION**

What is elapsed time?

**ANSWER**

The calendar time or span required to complete the activities based on the resources available. Unlike duration, elapsed time does include holidays and non-working days, as it is the total calendar time.

Compare to *effort* and *duration*.



**QUESTION**

What is analogous duration estimating?

## **QUESTION**

What is analogous duration estimating?

## **ANSWER**

### **Tool / Technique**

\* A technique for estimating the duration or cost of an activity or a project using historical data from a similar activity or project.

Frequently used when there is a limited amount of detailed information about the project such as in the early phases of the project.

Generally less costly and time consuming than other techniques, but it is also generally less accurate.

Uses historical information and expert judgment.

Considered top-down.

**QUESTION**

What is parametric duration estimating?



**QUESTION**

What is parametric estimating?

**ANSWER**

**Tool / Technique**

\* An estimating technique in which an algorithm is used to calculate cost or duration based on historical data and project parameters.

Activity durations can be quantitatively determined by multiplying the quantity of work to be performed by labor hours per unit of work.

**QUESTION**

What is a three-point estimate for duration?

## QUESTION

What is a three-point estimate for duration?

## ANSWER

### Tool / Technique

\* A technique used to estimate cost or duration by applying an average or weighted average of optimistic, pessimistic, and most likely estimates when there is uncertainty with the individual activity estimates. Also known as Program Evaluation and Review Technique (PERT).

$$(O + M + P) \div 3$$

**Example:** Based on the team's experience, it will most likely take 6 days to complete the activity. However, there is a possibility it could be done as quickly as 2 days or as long as 9 days. The estimated duration is 5.7 days.

**QUESTION**

What is bottom-up estimating for duration?

**QUESTION**

What is bottom-up estimating for duration?

**ANSWER**

**Tool / Technique**

\* A method of estimating project duration by aggregating the estimates of the lower-level components of the WBS.

This is the most time-consuming, but most accurate method of estimating.

**QUESTION**

What is a reserve analysis?

**QUESTION**

What is a reserve analysis?

**ANSWER**

**Tool / Technique**

\* An analytical technique to determine the essential features and relationships of components in the project management plan to establish a reserve for the schedule duration, budget, estimated cost, or funds for a project.

**QUESTION**

Describe the Develop Schedule process



## QUESTION

Describe the Develop Schedule process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Schedule

**Description:** \* Analyzes activity sequences, durations, resource requirements, and schedule constraints to create the project schedule.

### **Key Outputs:**

- Schedule baseline
- Project schedule
- Schedule data
- Project calendars

**QUESTION**

What is a schedule network analysis?

**QUESTION**

What is a schedule network analysis?

**ANSWER**

**Tool / Technique**

\* The technique of identifying early and late start dates, as well as early and late finish dates for the uncompleted portions of project schedule activities.

**QUESTION**

What is the critical path method (CPM)?

**QUESTION**

What is the critical path method (CPM)?

**ANSWER**

**Tool / Technique**

\* A method used to estimate the minimum project duration and determine the amount of schedule flexibility on the logical network paths within the schedule model

**QUESTION**

What is total float?

**QUESTION**

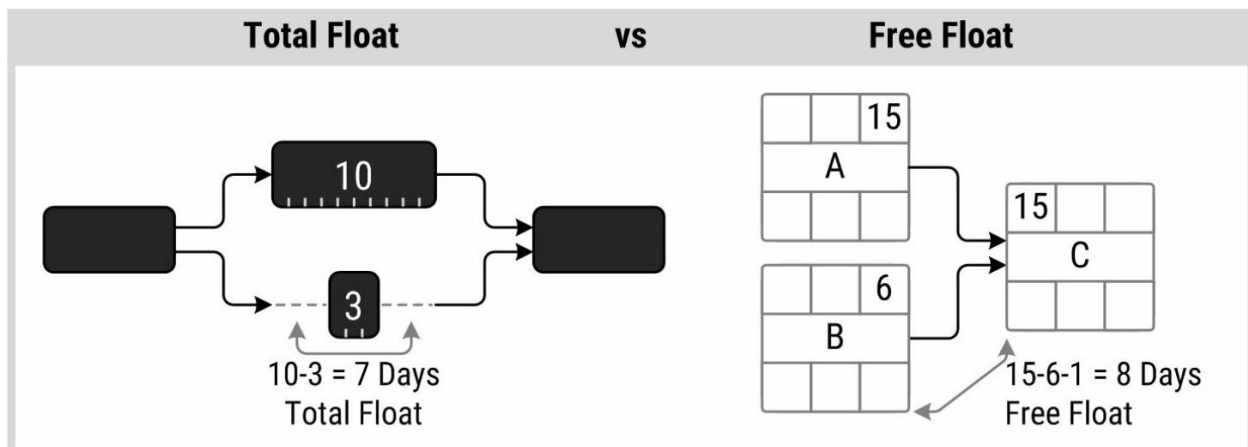
What is total float?

**ANSWER**

\* 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.

Calculated using the critical path method technique and determining the difference between the early dates and late dates for each schedule activity.

Compare to *free float*.



**QUESTION**

What is free float?



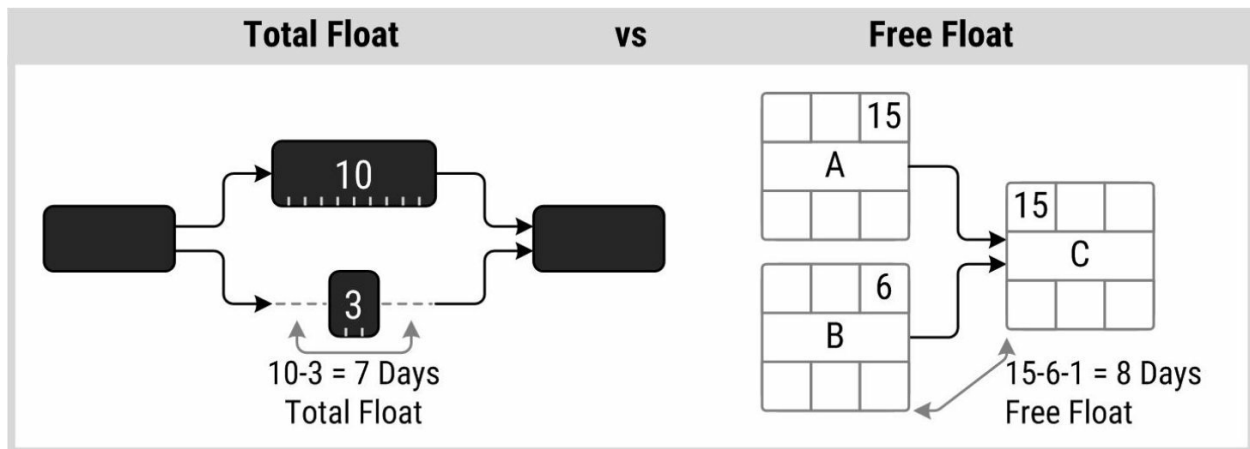
**QUESTION**

What is free float?

**ANSWER**

\* The amount of time that a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities. Free float only occurs on the last activity in a sequence (before a point of path convergence).

Compare to *total float*.



**QUESTION**

What is a critical activity?

**QUESTION**

What is a critical activity?

**ANSWER**

\* Any activity on the critical path in a project schedule.

**QUESTION**

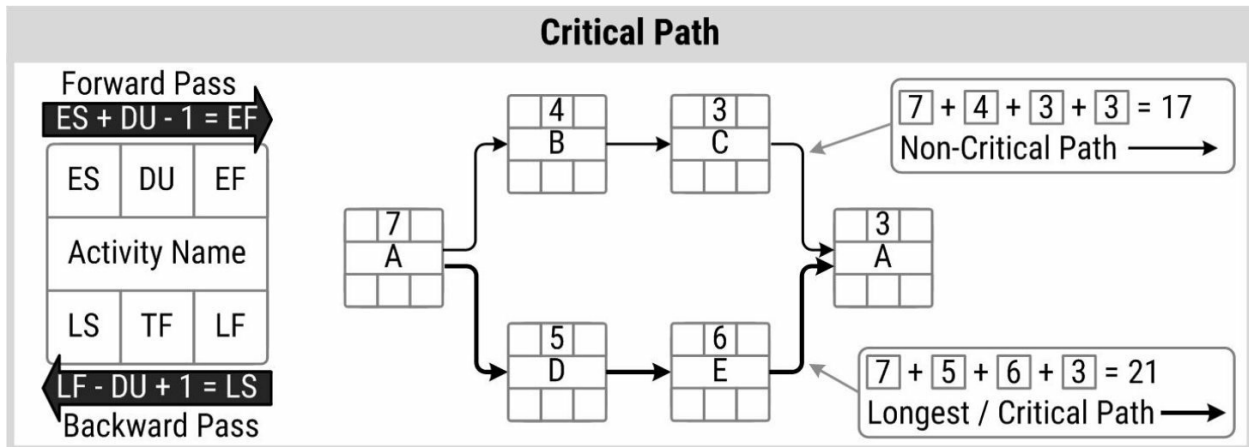
What is the critical path?

**QUESTION**

What is the critical path?

**ANSWER**

\* The sequence of activities that represents the longest path through a project, which determines the shortest possible duration.



**QUESTION**

What is the critical chain method?

## QUESTION

What are resource optimization techniques?

## ANSWER

### Tool / Technique

\* A technique in which activity start and finish dates are adjusted to balance demand for resources with the available supply.

**Resource leveling:** \*a resource optimization technique in which adjustments are made to the project schedule to optimize the allocation of resources and which may affect critical path.

**Resource smoothing:** \*a resource optimization technique in which free and total float are used without affecting the critical path.

**QUESTION**

What are data analysis techniques?



## **QUESTION**

What are data analysis techniques?

## **ANSWER**

### **Tool / Technique**

\* Techniques used to organize, assess, and evaluate data and information

What-if scenario analysis is the process of evaluating scenarios in order to predict their effect on project objectives.

Simulation involves calculating multiple project durations with different sets of activity assumptions. Most common technique is Monte Carlo simulation.

**QUESTION**

What is schedule compression?

**QUESTION**

What is schedule compression?

**ANSWER**

**Tool / Technique**

\* A technique used to shorten the schedule duration without reducing the project scope.

See also *crashing* and *fast tracking*.

**QUESTION**

What is fast-tracking?

**QUESTION**

What is fast-tracking?

**ANSWER**

**Tool / Technique**

\* A schedule compression technique in which activities or phases normally done in sequence are performed in parallel for at least a portion of their duration

Compare to *crashing*.



**QUESTION**

What is crashing?

**QUESTION**

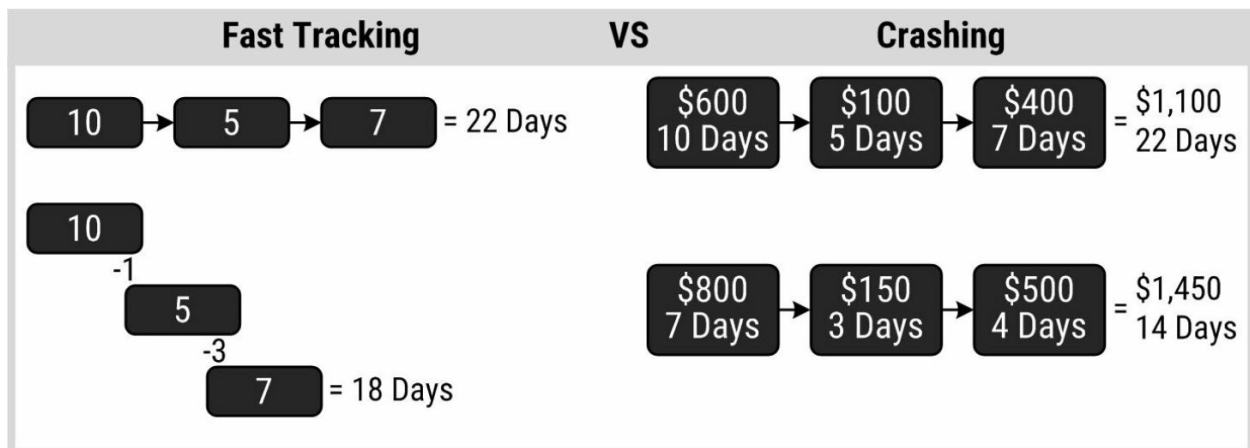
What is crashing?

**ANSWER**

**Tool / Technique**

\* A technique used to shorten the schedule duration for the least incremental cost by adding resources.

Compare to *fast tracking*.



**QUESTION**

What is agile release planning?



**QUESTION**

What is agile release planning?

**ANSWER**

**Tool / Technique**

Provides a high-level summary timeline of the release schedule (3 to 6 months) based on the product roadmap and the product vision for the product's evolution.

*PMBOK® Guide 6th Edition, Page 216*

**QUESTION**

What is the project schedule?

**QUESTION**

What is the project schedule?

**ANSWER**

**Input / Output**

\* An output of a schedule model that presents linked activities with planned dates, durations, milestones, and resources

**QUESTION**

What is a milestone chart?

**QUESTION**

What is a milestone chart?

**ANSWER**

\* A significant point or event in a project, program, or portfolio.

**QUESTION**

What is a bar chart?

**QUESTION**

What is a bar chart?

**ANSWER**

\* A graphic display of schedule-related information. In the typical bar chart, schedule activities or work breakdown structure components are listed down the left side of the chart, dates are shown across the top, and activity durations are shown as date-laced horizontal bars.

**QUESTION**

What is the schedule baseline?



**QUESTION**

What is the schedule baseline?

**ANSWER**

**Output**

\* The approved version of a schedule model that can be changed using formal change control procedures and is used as the basis for comparison to actual results.

**QUESTION**

What is path convergence?

**QUESTION**

What is path convergence?

**ANSWER**

\* A relationship in which a schedule activity has more than one predecessor.

**QUESTION**

What is path divergence?

**QUESTION**

What is path divergence?

**ANSWER**

\* A relationship in which a schedule activity has more than one successor.

**QUESTION**

What is a summary activity?

**QUESTION**

What is a summary activity?

**ANSWER**

\* A group of related schedule activities aggregated and displayed as a single activity.

Also known as *hammock activity*.

**QUESTION**

What is a successor activity?



**QUESTION**

What is a successor activity?

**ANSWER**

\* A dependent activity that logically comes after another activity in a schedule.

**QUESTION**

What is a predecessor activity?

**QUESTION**

What is a predecessor activity?

**ANSWER**

\* An activity that logically comes before a dependent activity in a schedule.

**QUESTION**

Describe the Control Schedule process

**QUESTION**

Describe the Control Schedule process

**ANSWER**

**Process Group:** Monitoring and Controlling

**Knowledge Area:** Schedule

**Description:** \* The process of monitoring the status of the project to update the project schedule and manage changes to the schedule baseline.

**Key Output:**

- Schedule forecasts

**QUESTION**

What is the earned value technique (EVT)?

**QUESTION**

What is the earned value technique (EVT)?

**ANSWER**

**Tool / Technique**

A specific technique for measuring the performance of work and used to establish the performance measurement baseline.

*PMBOK® Guide 6th Edition, Page 261*

**QUESTION**

What is a performance review?



**QUESTION**

What is a performance review?

**ANSWER**

**Tool / Technique**

\* A technique that is used to measure, compare, and analyze actual performance of work in progress on the project against the baseline.

**QUESTION**

What is schedule variance (SV)?

**QUESTION**

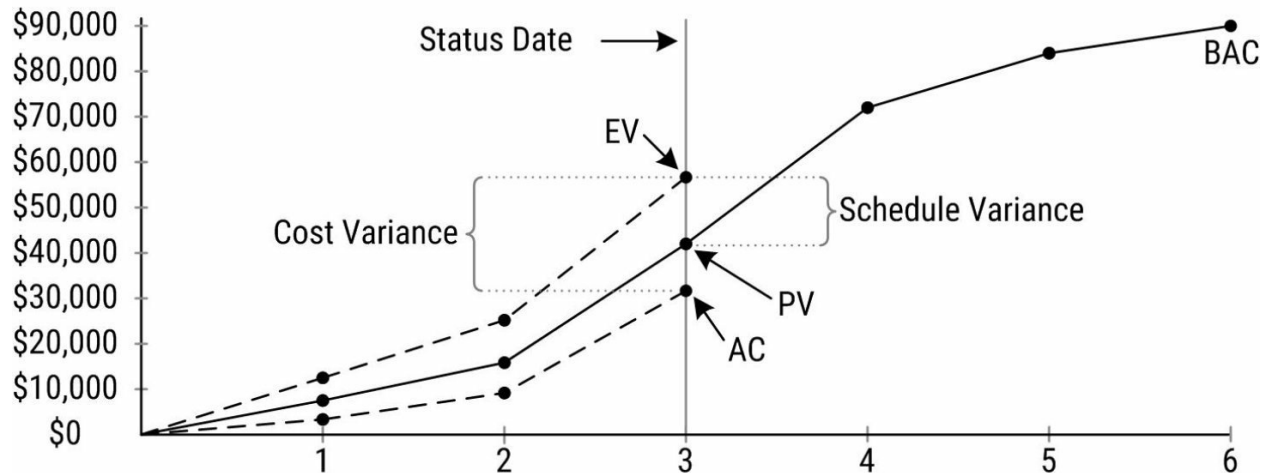
What is schedule variance (SV)?

**ANSWER**

\* A measure of schedule performance expressed as the difference between the earned value and the planned value.

A schedule variance of 0 indicates the project or component is on schedule. A negative schedule variance (less than 0) indicates the project or component is behind schedule. A positive schedule variance (greater than 0) indicates the project or component is ahead of schedule.

**Formula:**  $SV = EV - PV$



**QUESTION**

What is schedule performance index (SPI)?

## QUESTION

What is schedule performance index (SPI)?

## ANSWER

\* A measure of schedule efficiency expressed as the ratio of earned value to planned value.

A schedule performance index of 1 indicates the project is on schedule. A schedule performance index greater than 1 indicates the project is ahead of schedule. A schedule performance index less than 1 indicates the project is behind schedule.

**Formula:**  $SPI = EV \div PV$

**QUESTION**

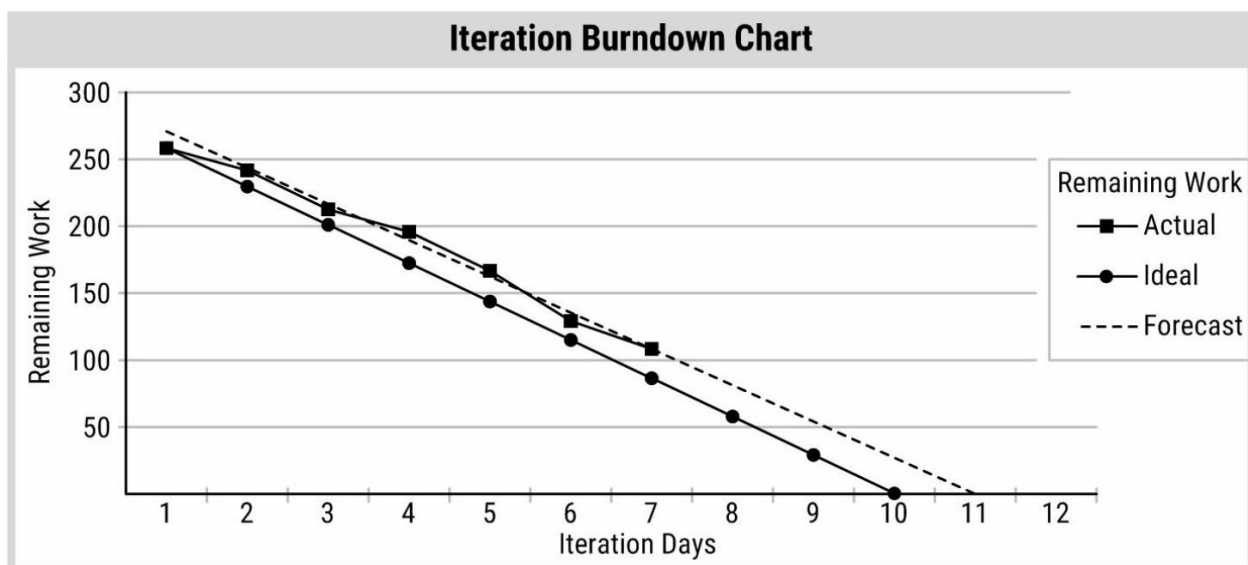
What is iteration burndown chart?

## QUESTION

What is iteration burndown chart?

## ANSWER

A chart that tracks the work that remains to be completed in the iteration backlog; used to analyze the variance with respect to an ideal burndown based on the work committed from iteration planning.



*PMBOK® Guide 6th Edition, Page 226*

## 6 - Cost



**QUESTION**

Describe the Plan Cost Management process

## QUESTION

Describe the Plan Cost Management process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Cost

**Description:** \* The process of defining how the project costs will be estimated, budgeted, manage, monitored and controlled.

**Key Output:**

- Cost management plan

**QUESTION**

Describe the Estimate Costs process

## QUESTION

Describe the Estimate Costs process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Cost

**Description:** \* The process of developing an approximation of the monetary resources needed to complete project activities.

### **Key Outputs:**

- Activity cost estimates
- Basis of estimates
- Project documents updates

**QUESTION**

What is a rough order of magnitude (ROM) estimate?

## **QUESTION**

What is a rough order of magnitude (ROM) estimate?

## **ANSWER**

It is made early in the project with minimal detailed information.

For example, a project in the initiation phase may have a rough order of magnitude (ROM) estimate in the range of -25% to +75%. Later in the project, as more information is known, definitive estimates could narrow the range of accuracy to -5% to +10%.

*PMBOK® Guide 6th Edition, Page 241*

**QUESTION**

What is a budgetary estimate?

**QUESTION**

What is a budgetary estimate?

**ANSWER**

Used to appropriate funds on a defined, periodic basis.

Accuracy can be approximately: -10% to +25%



**QUESTION**

What is a definitive estimate?

**QUESTION**

What is a definitive estimate?

**ANSWER**

Based on detailed information for each work package in the WBS.

Accuracy can be approximately: -5% to +10%

*PMBOK® Guide 6th Edition, Page 241*

**QUESTION**

What is a phased estimate?

## **QUESTION**

What is a phased estimate?

## **ANSWER**

Allows use of ROM or approximate estimates for some later work (also called “rolling wave” or “moving window”).

Accuracy can be approximately: near term +/-5%, future +/-35%

*PMBOK® Guide 6th Edition, Page 241*

**QUESTION**

What is analogous cost estimating?

## QUESTION

What is analogous cost estimating?

## ANSWER

### **Tool / Technique**

\* A technique for estimating the duration or cost of an activity or a project using historical data from a similar activity or project

Frequently used when there is a limited amount of detailed information about the project such as, in the early phases of the project.

Generally less costly and time consuming than other techniques, but it is also generally less accurate.

Uses historical information and expert judgment.

Considered top-down.

**QUESTION**

What is parametric cost estimating?

## **QUESTION**

What is parametric cost estimating?

## **ANSWER**

### **Tool / Technique**

\* An estimating technique in which an algorithm is used to calculate cost or duration based on historical data and project parameters.

Example: The team lunch was \$20 per person for the previous project. There will be 10 people attending the lunch for this project. Therefore the parametric estimate is \$200 for the team lunch.



**QUESTION**

What is bottom-up cost estimating?

**QUESTION**

What is bottom-up cost estimating?

**ANSWER**

**Tool / Technique**

\* A method of estimating project duration or cost by aggregating the estimates of the lower-level components of the work breakdown structure.

**QUESTION**

What is a three-point cost estimate?

## QUESTION

What is a three-point cost estimate?

## ANSWER

### Tool / Technique

\* A technique used to estimate cost or duration by applying an average or weighted average of Optimistic, Pessimistic, and Most likely estimates

Beta distribution: Cost estimate =  $(O + 4(M) + P) \div 6$

Triangular distribution: Cost estimate =  $(O + M + P) \div 3$

**QUESTION**

What is a reserve analysis (cost)?

## **QUESTION**

What is a reserve analysis (cost)?

## **ANSWER**

### **Tool / Technique**

\* An analytical technique to determine the essential features and relationships of components in the project management plan to establish a reserve for the schedule duration, budget, estimated cost, or funds for a project.

**QUESTION**

What is cost of quality?

## **QUESTION**

What is cost of quality?

## **ANSWER**

### **Tool / Technique**

\* All costs incurred over the life of the product by investment in preventing nonconformance to requirements, appraisal of the product or service for conformance to requirements, and failure to meet requirements.



**QUESTION**

What is an activity cost estimate?

## QUESTION

What is an activity cost estimate?

## ANSWER

### **Input / Output**

The likely costs of the resources required to complete the activities. The cost estimates can include labor, materials, equipment, services, facilities, information technology, and a contingency allocation.

*PMBOK® Guide 6th Edition, Page 255*

**QUESTION**

Describe the Determine Budget process

## QUESTION

Describe the Determine Budget process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Cost

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

### Key Outputs:

- Cost baseline
- Project funding requirements

**QUESTION**

What is cost aggregation?

**QUESTION**

What is cost aggregation?

**ANSWER**

**Tool / Technique**

\* Summing the lower-level cost estimates associated with the various work packages for a given level within the project's WBS or for a given cost control account.

**QUESTION**

What is management reserve?

**QUESTION**

What is management reserve?

**ANSWER**

\* An amount of the project budget or project schedule held outside of the performance management baseline (PMB) for management control purposes, that is reserved for unforeseen work that is within scope of the project.



**QUESTION**

What is contingency reserve?

**QUESTION**

What is contingency reserve?

**ANSWER**

\* Time or money allocated in the schedule or cost baseline for known risks with active response strategies

**QUESTION**

What is funding limit reconciliation?

**QUESTION**

What is funding limit reconciliation?

**ANSWER**

**Tool / Technique**

\* The process of comparing the planned expenditure of project funds against any limits on the commitment of funds for the project to identify any variances between the funding limits and the planned expenditures.

**QUESTION**

What is the cost baseline?

## **QUESTION**

What is the cost baseline?

## **ANSWER**

### **Input / Output**

\* The approved version of the time-phased project budget, excluding any management reserves, which can be changed only through formal change control procedures and is used as a basis for comparison to actual results.

**QUESTION**

What is the budget at completion (BAC)?

**QUESTION**

What is the budget at completion (BAC)?

**ANSWER**

\* The sum of all budgets established for the work to be performed.



**QUESTION**

What is earned value (EV)?

**QUESTION**

What is earned value (EV)?

**ANSWER**

\* The measure of work performed expressed in terms of the budget authorized for that work.

Earned value (EV) is calculated as the budget at completion (BAC) multiplied by the percentage of work that is complete.

$EV = BAC \times \text{percent complete}$

**QUESTION**

What is planned value (PV)?

**QUESTION**

What is planned value (PV)?

**ANSWER**

\* The authorized budget assigned to scheduled work.

**QUESTION**

Describe the Control Costs process

## QUESTION

Describe the Control Costs process

## ANSWER

**Process Group:** Monitoring & Controlling

**Knowledge Area:** Project Cost Management

**Description:** \* The process of monitoring the status of the project to update the project costs and manage changes to the cost baseline.

### **Key Output:**

- Cost forecasts

**QUESTION**

What is actual cost (AC)?

**QUESTION**

What is actual cost (AC)?

**ANSWER**

\* The realized cost incurred for the work performed on an activity during a specific time period.



**QUESTION**

What is cost variance (CV)?

**QUESTION**

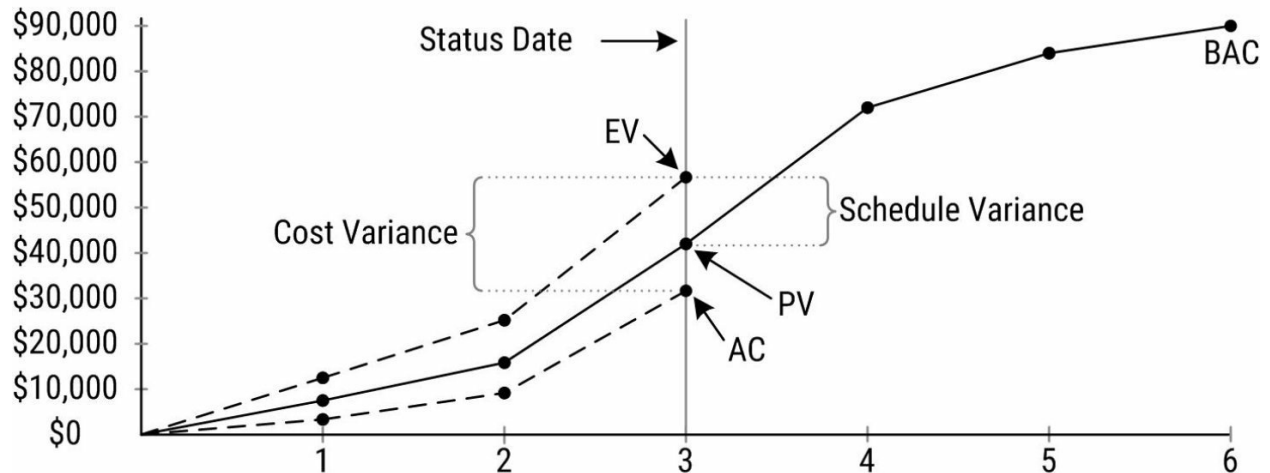
What is cost variance (CV)?

**ANSWER**

\* The amount of budget deficit or surplus at a given point in time, expressed as the difference between the earned value and the actual cost.

A cost variance of 0 indicates the project or component is on budget. A negative cost variance (less than 0) indicates the project or component is over budget. A positive cost variance (greater than 0) indicates the project or component is under budget.

**Formula:**  $CV = EV - AC$



**QUESTION**

What is cost performance index (CPI)?

## QUESTION

What is cost performance index (CPI)?

## ANSWER

\* A measure of the cost efficiency of budgeted resources expressed as the ration of earned value to actual cost.

A cost performance index of 1 indicates the project is on budget. A cost performance index greater than 1 indicates the project is under budget. A cost performance index less than 1 indicates the project is over budget.

**Formula:**  $CPI = EV \div AC$

**QUESTION**

What is estimate to complete (ETC)?

## QUESTION

What is estimate to complete (ETC)?

## ANSWER

\* The expected cost to finish all the remaining project work.

It is provided as either an estimate or by calculating the estimate at completion (EAC) and subtracting the actual costs (AC) already incurred.

### Formulas:

ETC = New Estimate

ETC = EAC – AC

**QUESTION**

What is estimate at completion (EAC)?

## QUESTION

What is estimate at completion (EAC)?

## ANSWER

\* The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.

### Formulas:

**Bottom-up:**  $EAC = AC + ETC$

**Noted atypical variance:**  $EAC = AC + BAC - EV$

**Noted typical variance:**  $EAC = BAC \div CPI$

**Consider both SPI and CPI:**  $EAC = AC + [(BAC - EV) / (CPI \times SPI)]$



**QUESTION**

What is the to-complete performance index (TCPI)?

**QUESTION**

What is the to-complete performance index (TCPI)?

**ANSWER**

\* A measure of the cost performance that is required to be achieved with the remaining resources in order to meet a specified management goal, expressed as the ration of the cost to finish the outstanding work to the remaining budget.

A TCPI greater than 1 indicates there is more work remaining than funding.  
A TCPI less than 1 indicates that there is more funding than there is work remaining.

**Formulas:**

$$TCPI = (BAC - EV) / (BAC - AC)$$

$$TCPI = (BAC - EV) / (EAC - AC)$$

# 7 - Quality

**QUESTION**

Describe the Plan Quality Management process

**QUESTION**

Describe the Plan Quality Management process

**ANSWER**

**Process Group:** Planning

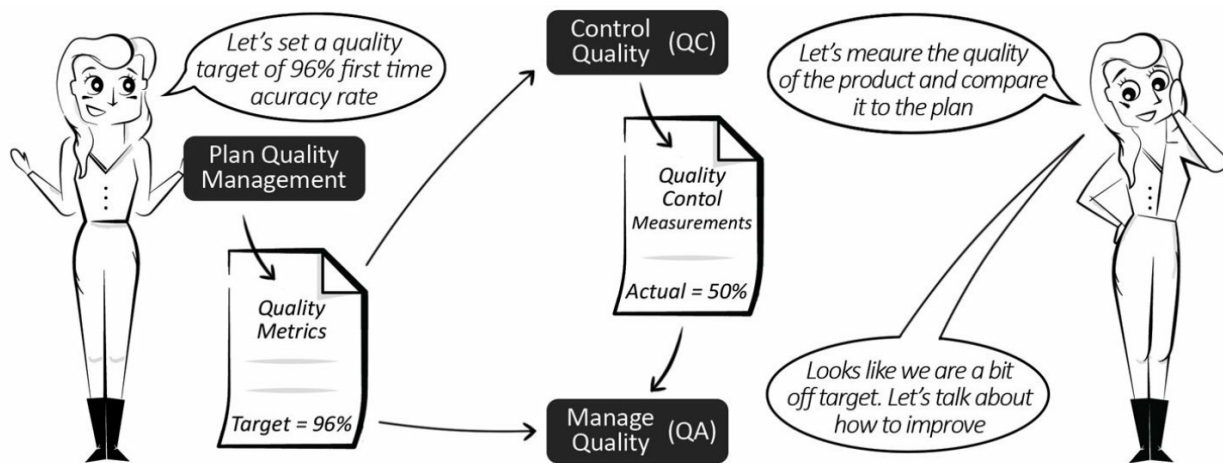
**Knowledge Area:** Quality

**Description:** \* 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 Outputs:**

- Quality management plan
- Quality metrics

Compare to *Manage Quality* and *Control Quality*.



**QUESTION**

What is quality?

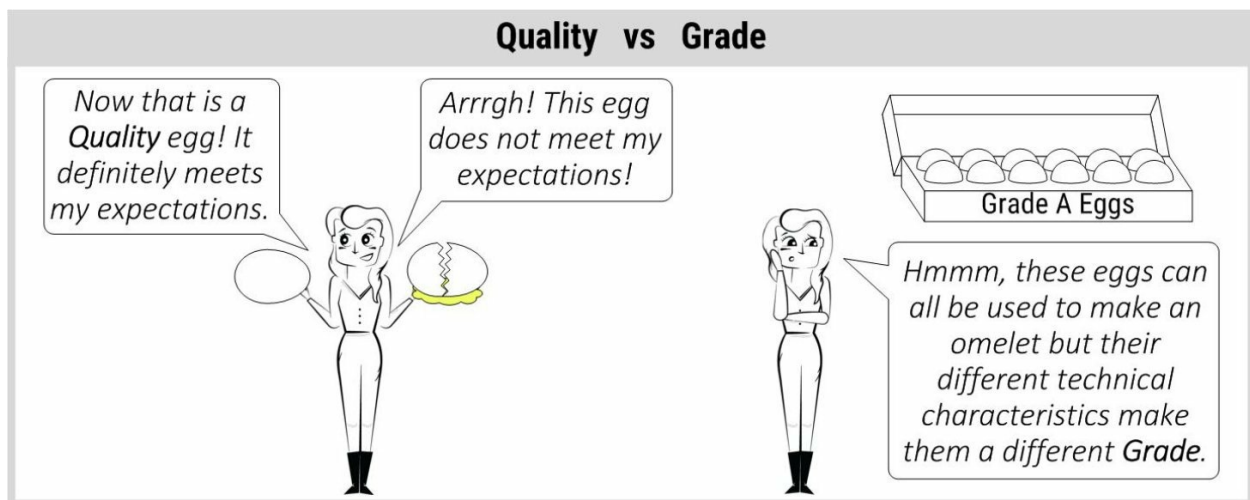
## QUESTION

What is quality?

## ANSWER

\* The degree to which a set of inherent characteristics fulfills requirements.

Compare to *grade*.



**QUESTION**

What is grade?



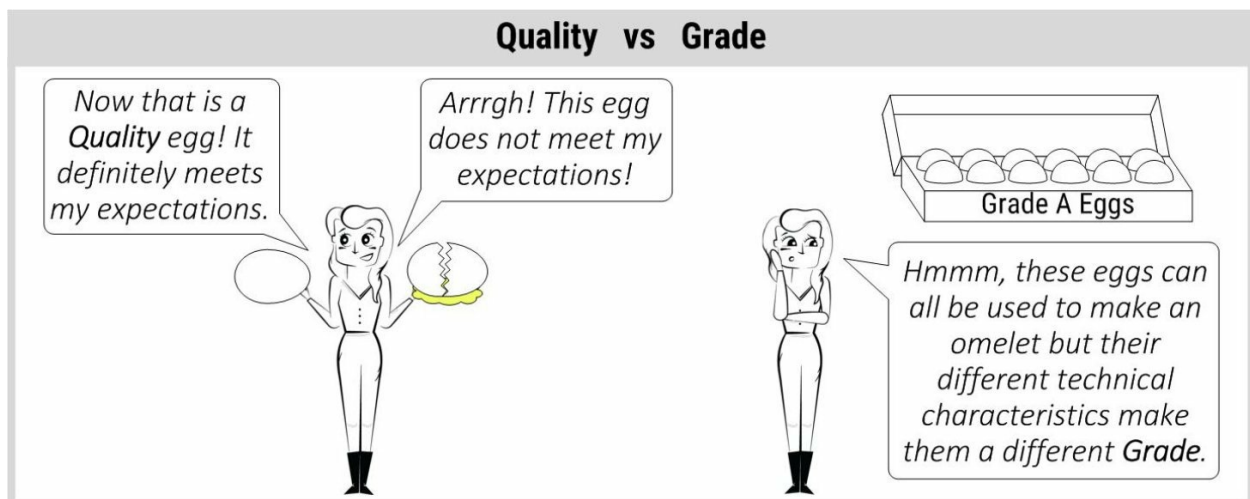
## QUESTION

What is grade?

## ANSWER

\* A category or rank used to distinguish items that have the same functional use (e.g., “hammer”), but do not share the same requirements for quality (e.g., different hammers may need to withstand different amounts of force).

Compare to *quality*.



**QUESTION**

What is precision?

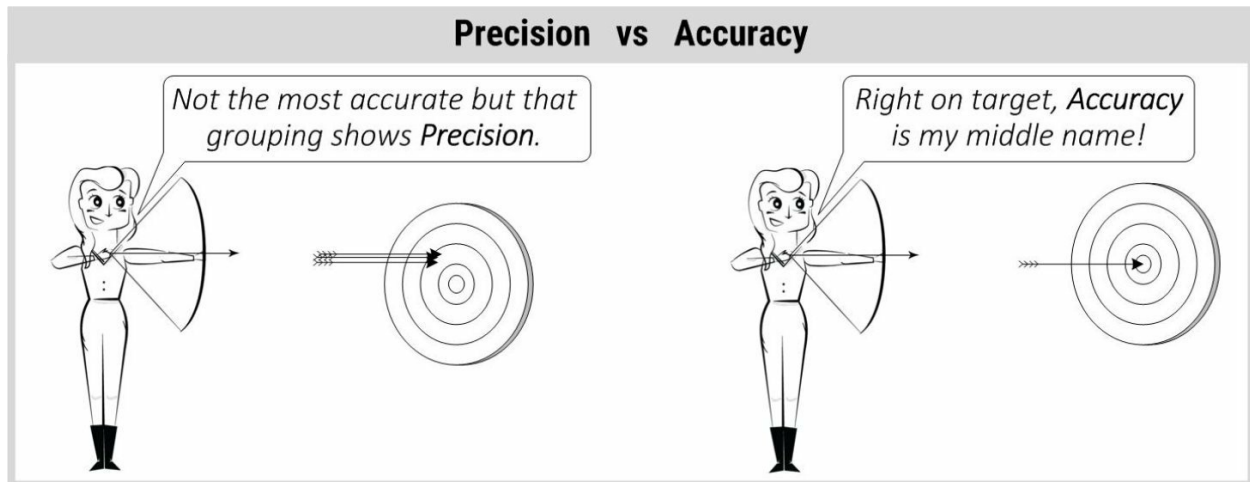
## QUESTION

What is precision?

## ANSWER

\* The values of repeated measurements are consistent.

Compare to *accuracy*.



**QUESTION**

What is accuracy?

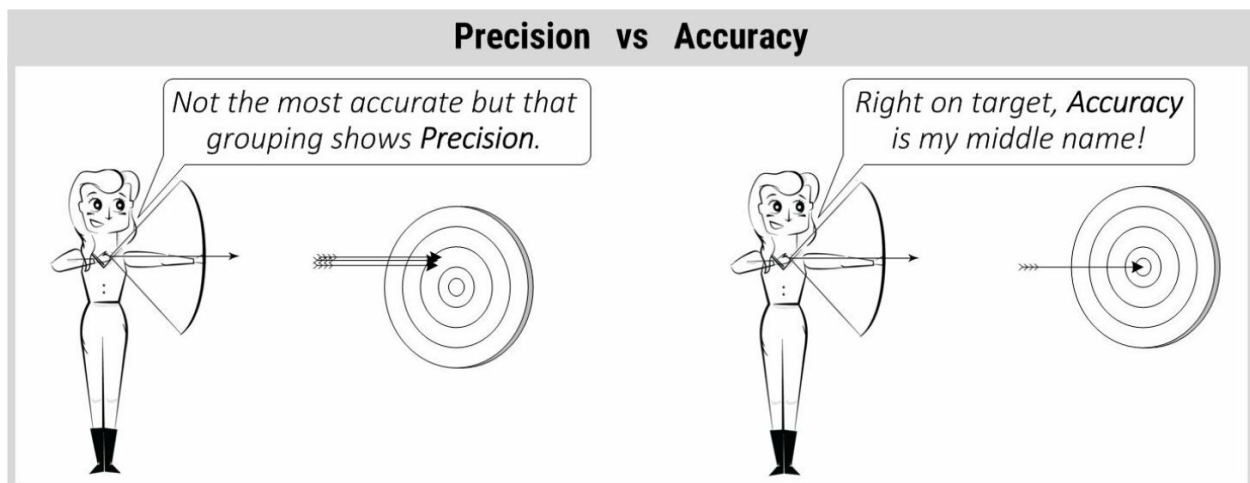
## QUESTION

What is accuracy?

## ANSWER

\* The measured value is very close to the true value.

Compare to *precision*.



**QUESTION**

What was Deming's approach to quality?

**QUESTION**

What was Deming's approach to quality?

**ANSWER**

Organizations can increase quality and reduce costs by practicing continuous process improvement and by thinking of manufacturing as a system, not as bits and pieces

**QUESTION**

What is the cost of conformance?



**QUESTION**

What is the cost of conformance?

**ANSWER**

Money spent during the project to avoid failures.

**Examples:** training, testing, inspection.

*PMBOK® Guide 6th Edition, Page 283*

**QUESTION**

What is the cost of non-conformance?

**QUESTION**

What is the cost of non-conformance?

**ANSWER**

Money spent during and after the project because of failures.

**Examples:** re-work, scrap, damage to reputation.

*PMBOK® Guide 6th Edition, Page 283*

**QUESTION**

What was Juran's approach to quality?

**QUESTION**

What was Juran's approach to quality?

**ANSWER**

Applied the Pareto principle to quality issues (80% of the problems are caused by 20% of the causes) and also developed "Juran's Trilogy": quality planning, quality control, and quality improvement.

**QUESTION**

What was Crosby's approach to quality?

**QUESTION**

What was Crosby's approach to quality?

**ANSWER**

The principle of "doing it right the first time" (DIRFT).

**QUESTION**

What is benchmarking?



**QUESTION**

What is benchmarking?

**ANSWER**

**Tool / Technique**

\* Benchmarking is the comparison of actual or planned products, processes, and practices to those of comparable organizations to identify best practices, generate ideas for improvement, and provide a basis for measuring performance.

**QUESTION**

What is a design of experiments?

**QUESTION**

What is a design of experiments?

**ANSWER**

**Tool / Technique**

Method that identifies which factors may influence specific variables of a product or a process.

**QUESTION**

What is statistical sampling?

**QUESTION**

What is statistical sampling?

**ANSWER**

**Tool / Technique**

\* Choosing part of a population for inspection and testing.

**QUESTION**

What is the quality management plan?

**QUESTION**

What is the quality management plan?

**ANSWER**

**Input / Output**

\* A component of the project or program management plan that describes how applicable policies, procedures, and guidelines will be implemented to achieve the quality objectives.

**QUESTION**

What are quality metrics?



**QUESTION**

What are quality metrics?

**ANSWER**

**Input / Output**

\* A description of a project or product attribute and how to measure it.

**QUESTION**

What are quality checklists?

**QUESTION**

What are quality checklists?

**ANSWER**

**Input / Output**

\* A structured tool used to verify that a set of required steps has been performed.

**QUESTION**

Describe the Manage Quality process

**QUESTION**

Describe the Manage Quality process

**ANSWER**

**Process Group:** Executing

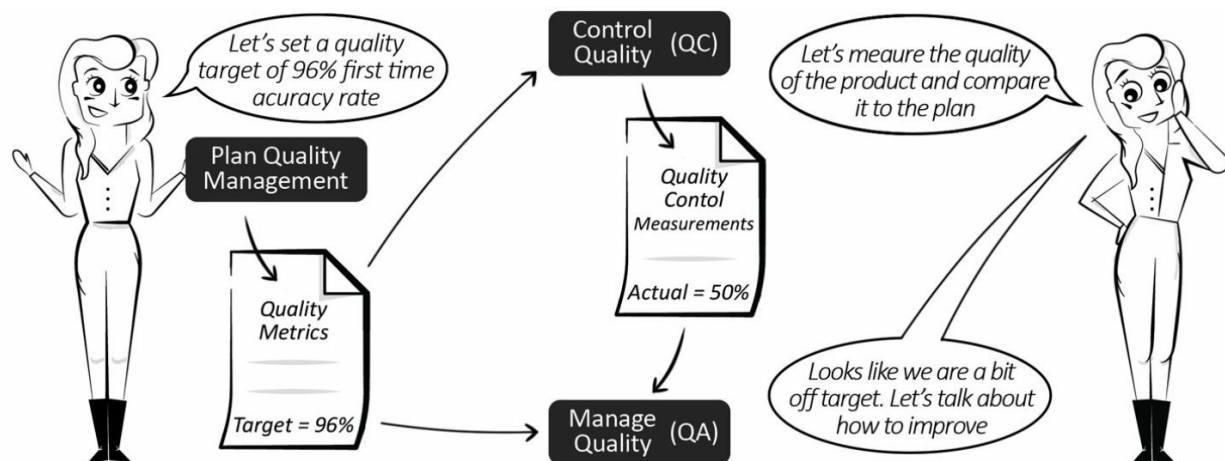
**Knowledge Area:** Quality

**Description:** \* The process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project.

**Key Outputs:**

- Quality reports
- Test and evaluation documents

Compare to *Plan Quality Management* and *Control Quality*.



**QUESTION**

What is continuous process improvement?

**QUESTION**

What is continuous process improvement?

**ANSWER**

Ongoing improvement of processes with a goal of reducing waste and eliminating activities that do not add value.

*PMBOK® Guide 6th Edition, Page 271*

**QUESTION**

What is a quality audit?



**QUESTION**

What is a quality audit?

**ANSWER**

**Tool / Technique**

\* A quality audit is a structured, independent process to determine if project activities comply with organizational and project policies, processes, and procedures.

**QUESTION**

What is a design for X?

## QUESTION

What is a design for X?

## ANSWER

### **Input / Output**

A set of technical guidelines that may be applied during the design of a product for the optimization of a specific aspect of the design.

The “x” can represent different aspects of product development: reliability, safety, cost, service, deployment, etc.

Often represented as DfX.

*PMBOK® Guide 6th Edition, Page 295*

**QUESTION**

What is a quality report?

**QUESTION**

What is a quality report?

**ANSWER**

**Input / Output**

\* A project document that includes quality management issues, recommendations for corrective actions, and a summary of findings from quality control activities and may include recommendations for process, project, and product improvements.

**QUESTION**

What are test and evaluation documents?

**QUESTION**

What are test and evaluation documents?

**ANSWER**

**Input / Output**

\* Project documents that describe the activities used to determine if the product meets the quality objectives stated in the quality management plan.

**QUESTION**

Describe the Control Quality process



**QUESTION**

Describe the Control Quality process

**ANSWER**

**Process Group:** Monitoring & Controlling

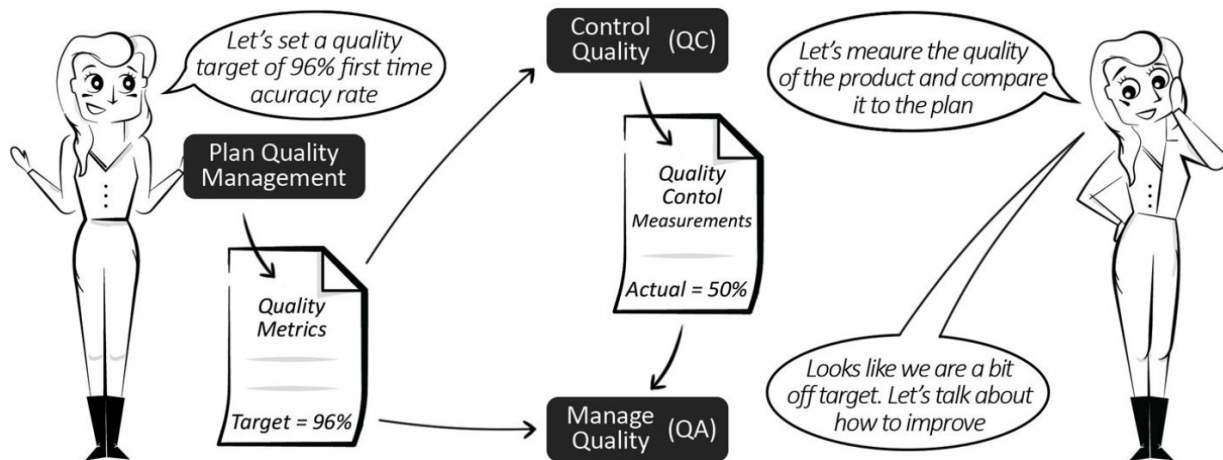
**Knowledge Area:** Quality

**Description:** \* The process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate and closing out contracts.

**Key Outputs:**

- Quality control measurements
- Verified deliverables

Compare to *Plan Quality Management* and *Manage Quality*.



**QUESTION**

What is prevention?

**QUESTION**

What is prevention?

**ANSWER**

Keeping errors out of the process.

*PMBOK® Guide 6th Edition, Page 274*

**QUESTION**

What is inspection?

**QUESTION**

What is inspection?

**ANSWER**

\* Examination of a work product to determine whether it conforms to documented standards.

**QUESTION**

What is attribute sampling?

**QUESTION**

What is attribute sampling?

**ANSWER**

\* Method of measuring quality that consists of noting the presence (or absence) of some characteristic (attribute) in each of the units under consideration

*PMBOK® Guide 6th Edition, Page 274*

**QUESTION**

What is variable sampling?



**QUESTION**

What is variable sampling?

**ANSWER**

The result is rated on a scale that measures the degree of conformity.

*PMBOK® Guide 6th Edition, Page 274*

**QUESTION**

What are special causes of variance?

**QUESTION**

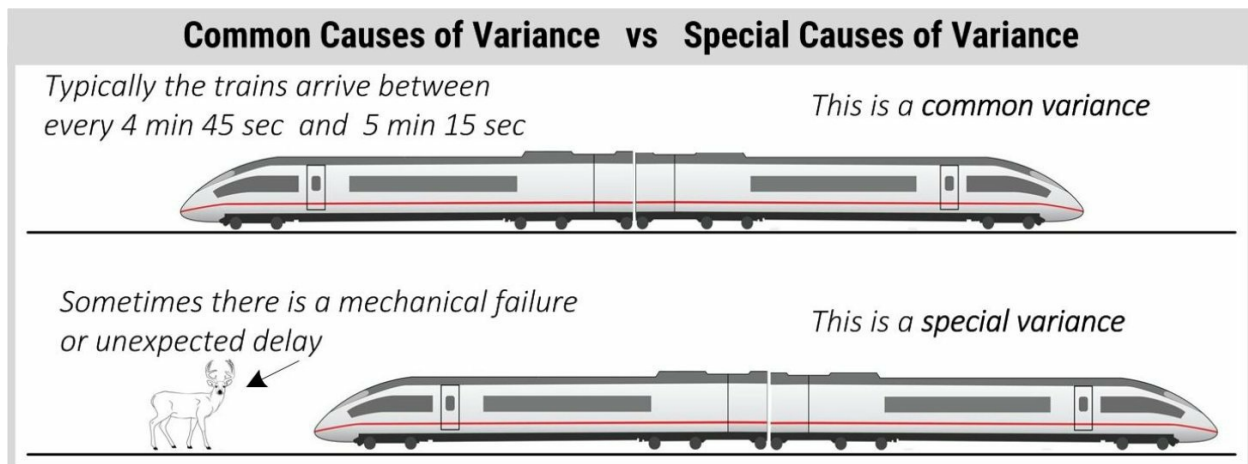
What are special causes of variance?

**ANSWER**

A source of variation that is not inherent in the system, is not predictable, and is intermittent. It can be assigned to a defect in the system. On a control chart, points beyond the control limits, or non-random patterns within the control limits, indicate it.

Also referred to as *assignable causes of variance*.

Compare to *random causes of variance*.



**QUESTION**

What are random causes of variance?

**QUESTION**

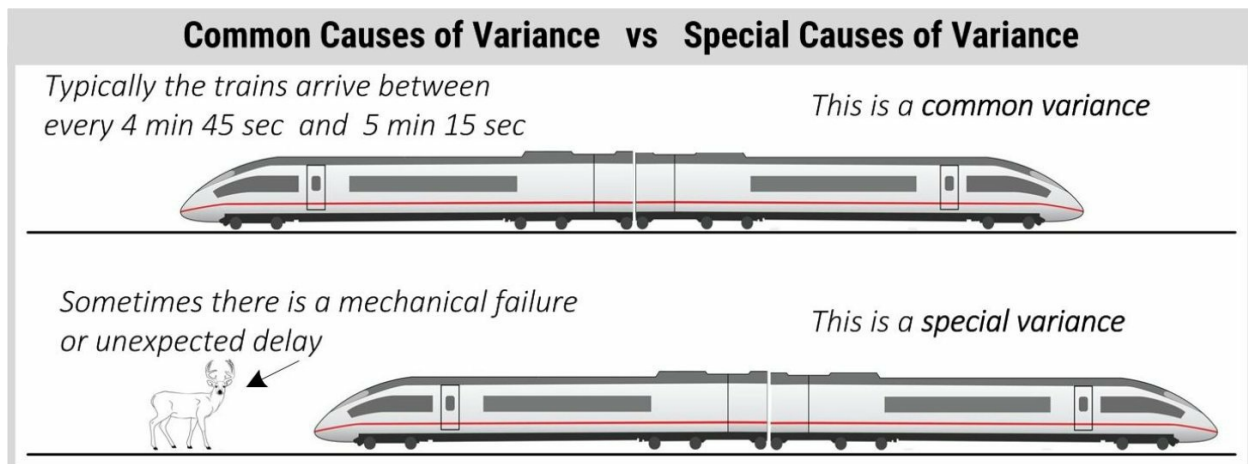
What are random causes of variance?

**ANSWER**

A source of variation that is inherent in the system and predictable. On a control chart, it appears as part of the random process variation (i.e., variation from a process that would be considered normal or not unusual), and is indicated by a random pattern of points within the control limits.

Also referred to as *common causes of variance*.

Compare to *special causes of variance*.



**QUESTION**

What are tolerances?

**QUESTION**

What are tolerances?

**ANSWER**

\* The quantified description of acceptable variation for a quality requirement.

**QUESTION**

What are control limits?



**QUESTION**

What are control limits?

**ANSWER**

\* The area composed of three standard deviations on either side of the centerline, or mean of a normal distribution of data plotted on a control chart, that reflects the expected variation in the data.

**QUESTION**

What are the seven basic quality tools?

**QUESTION**

What are the seven basic quality tools?

**ANSWER**

**Tool / Technique**

- Cause and Effect Diagram
- Control Chart
- Histogram
- Pareto Diagram
- Flowchart
- Checksheet
- Scatter Diagram

**QUESTION**

What is a cause-and-effect diagram?

**QUESTION**

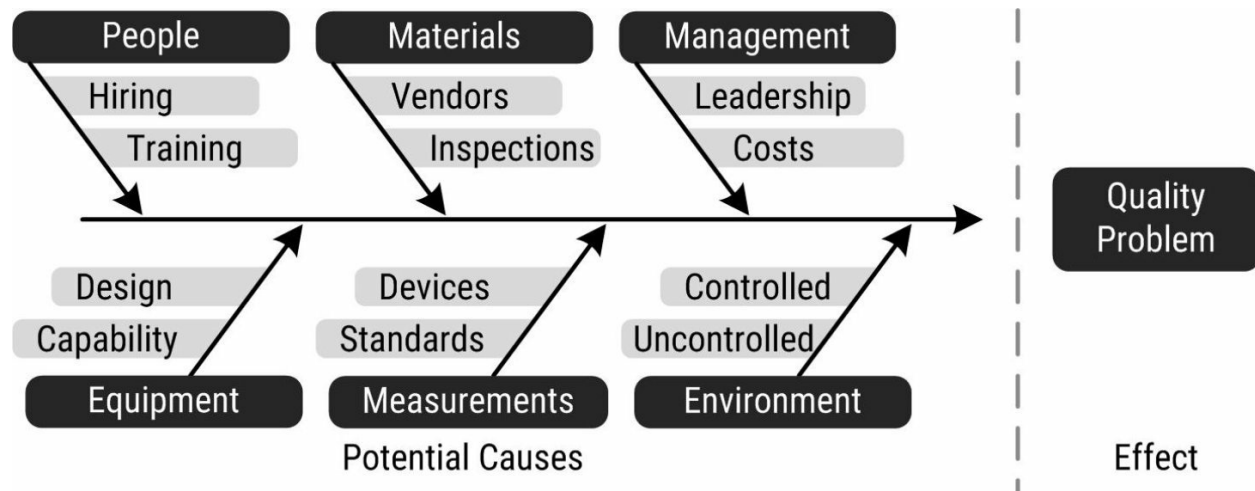
What is a cause-and-effect diagram?

**ANSWER****Tool / Technique**

\* A diagramming technique that assists in identifying causes and root causes for a project risk.

Also known as an *Ishikawa* or *fishbone diagram*.

*PMBOK® Guide 6th Edition, Page 293*



**QUESTION**

What is a control chart?

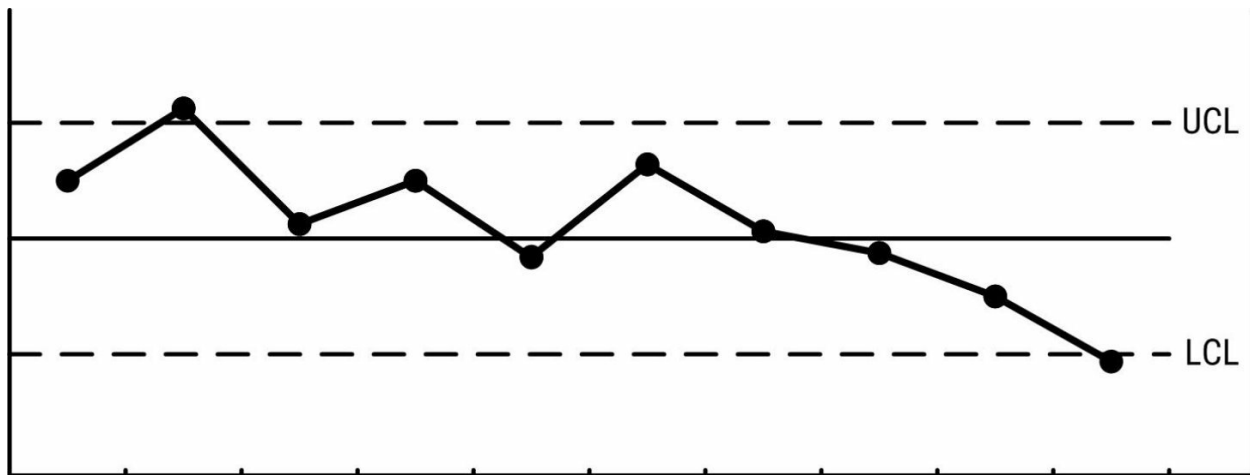
**QUESTION**

What is a control chart?

**ANSWER**

\* A graphic display of process data over time and against established control limits, which has a centerline that assists in detecting a trend of plotted values toward either control limit.

*PMBOK® Guide 6th Edition, Page 304*



**QUESTION**

What is a histogram?



**QUESTION**

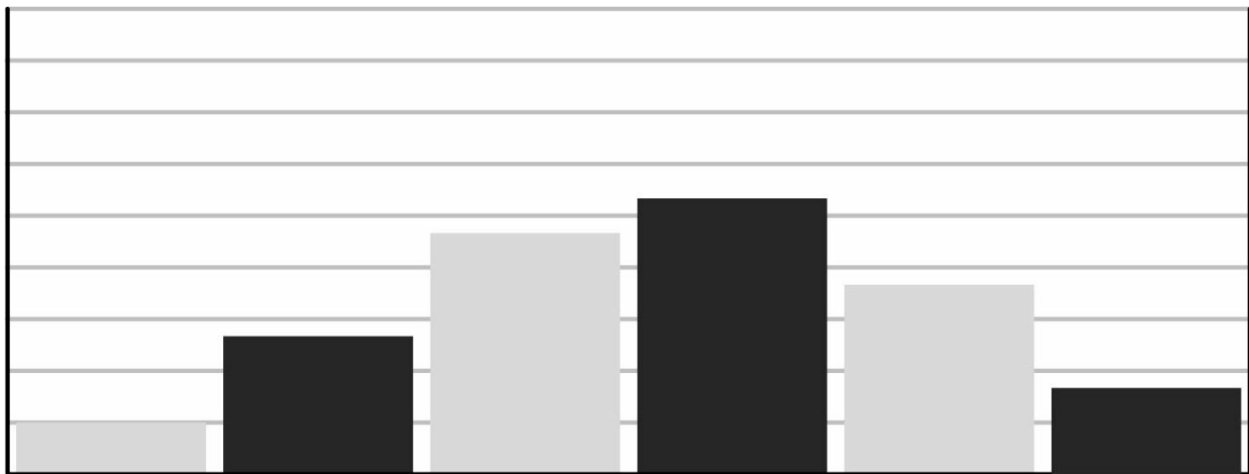
What is a histogram?

**ANSWER**

**Tool / Technique**

\* A bar chart that shows the graphical representation of numerical data

*PMBOK® Guide 6th Edition, Page 293*



**QUESTION**

What is a Pareto diagram?

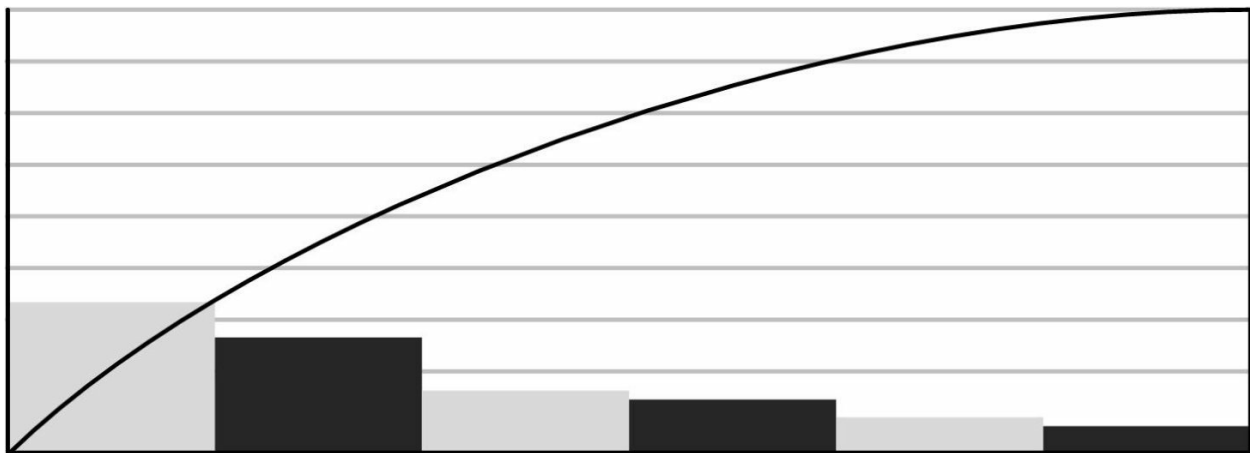
**QUESTION**

What is a Pareto diagram?

**ANSWER**

**Tool / Technique**

A histogram, ordered by frequency of occurrence, that shows how many results were generated by each identified cause.



**QUESTION**

What is a flowchart?

## QUESTION

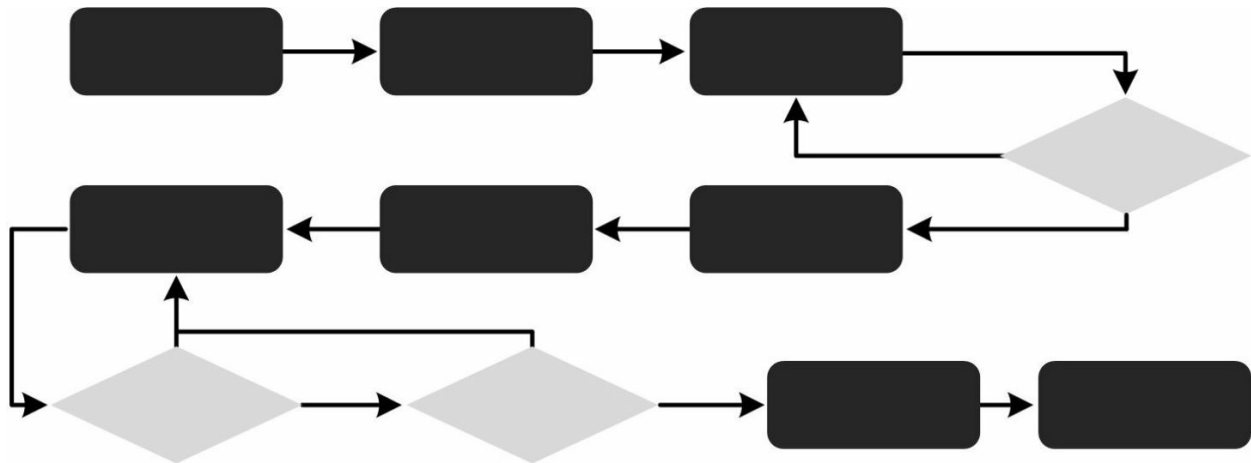
What is a flowchart?

## ANSWER

### Tool / Technique

\* The depiction in a diagram format of the inputs, process actions, and outputs of one or more processes within a system.

*PMBOK® Guide 6th Edition, Page 284*



**QUESTION**

What is a checksheet?

**QUESTION**

What is a checksheet

**ANSWER****Tool / Technique**

\* A tally sheet that can be used as a checklist when gathering data.

*PMBOK® Guide 6th Edition, Page 302*

	Criteria 1	Criteria 2	Criteria 3
Attribute 1			
Attribute 2			
Attribute 3			
Attribute 4			
Attribute 5			

**QUESTION**

What is a scatter diagram?



**QUESTION**

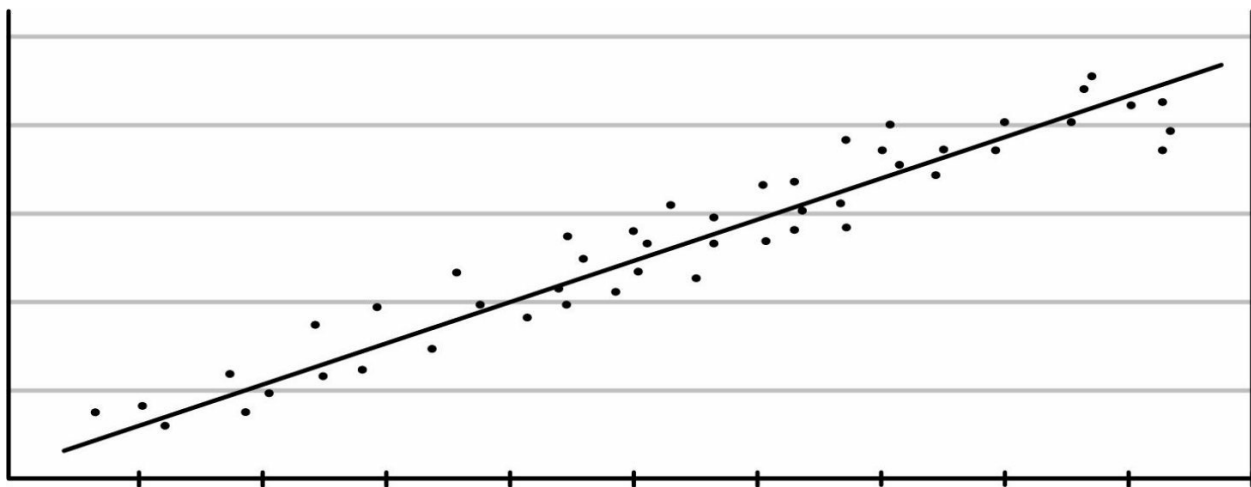
What is a scatter diagram?

**ANSWER**

**Tool / Technique**

\* Shows the pattern of relationship between two variables.

*PMBOK® Guide 6th Edition, Page 293*



**QUESTION**

What is statistical sampling?

**QUESTION**

What is statistical sampling?

**ANSWER**

**Tool / Technique**

\* Choosing part of a population of interest for inspection.

**QUESTION**

What are quality control measurements?

**QUESTION**

What are quality control measurements?

**ANSWER**

**Input / Output**

\* The documented results of control quality activities.

**QUESTION**

What are validated changes?

**QUESTION**

What are validated changes?

**ANSWER**

**Input / Output**

Changed or repaired items are inspected and are either accepted or rejected.

*PMBOK® Guide, Page 90, 252*

**QUESTION**

What are verified deliverables?



**QUESTION**

What are verified deliverables?

**ANSWER**

**Input / Output**

\* Completed project deliverables that have been checked and confirmed for correctness through the Control Quality Process.

*PMBOK® Guide 6th Edition, Page 165, 305*

## 8 - Resource

**QUESTION**

Describe the Develop Human Resource Plan process

**QUESTION**

Describe the Develop Human Resource Plan process

**ANSWER**

**Process Group:** Planning

**Knowledge Area:** Resource

**Description:** \* The process of defining how to estimate, acquire, manage, and utilize physical and team resources.

**Key Outputs:**

- Resource management plan
- Team Charter

**QUESTION**

What is an organizational chart?

**QUESTION**

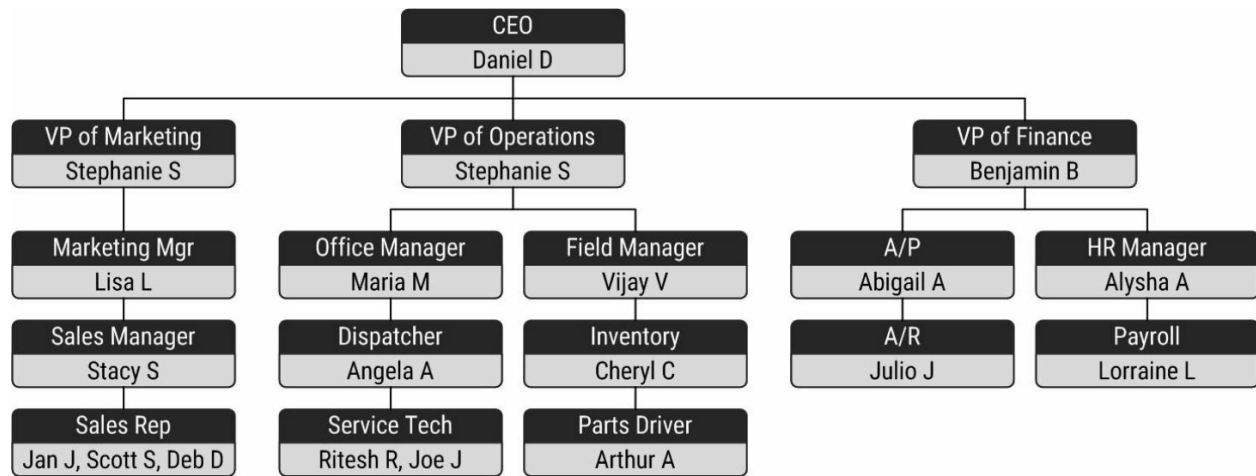
What is an organizational chart?

**ANSWER**

**Tool / Technique**

Shows positions and relationships in a graphic, top-down format.

*PMBOK® Guide 6th Edition, Page 316*



**QUESTION**

What is an organizational breakdown structure (OBS)?

## QUESTION

What is an organizational breakdown structure (OBS)?

## ANSWER

### **Tool / Technique**

\* A hierarchical representation of the project organization, which illustrates the relationship between project activities and the organizational units that will perform those activities.

*PMBOK® Guide 6th Edition, Page 316*



**QUESTION**

What is a responsibility assignment matrix (RAM)?

**QUESTION**

What is a responsibility assignment matrix (RAM)?

**ANSWER****Tool / Technique**

\* A grid that shows the project resources assigned to each work package.

<b>Task</b>	<b>Sue</b>	<b>Tom</b>	<b>Jason</b>	<b>Sandy</b>	<b>Bob</b>
Develop Course Outline	A	R	I	C	I
Select Images		A	C		R
Develop Content	A	C	R	I	I
Design Participant Activities		A	R	I	
Schedule Pilot	A	R	I		
R = Responsible   A = Accountable   C = Consult   I = Inform					

*PMBOK® Guide 6th Edition, Page 317*

**QUESTION**

Describe Maslow's theory

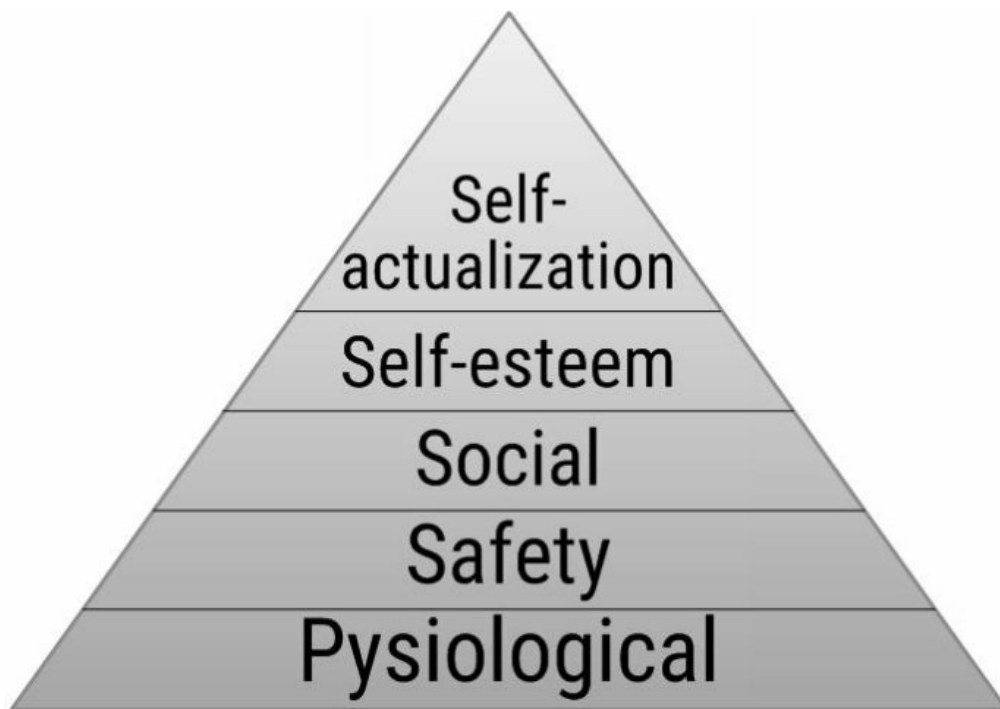
**QUESTION**

Describe Maslow's theory

**ANSWER**

**Hierarchy of Needs**

Lower level needs must be met before higher level needs are considered. Often depicted as a triangle with five levels: physiological, safety, social, self-esteem, and self-actualization.



**QUESTION**

Describe Herzberg's theory

## QUESTION

Describe Herzberg's theory

## ANSWER

### **Motivation and Hygiene**

**Motivators** (e.g. challenging work, recognition, responsibility) give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.

**Hygiene factors** (e.g. status, job security, salary and fringe benefits) do not give positive satisfaction, although dissatisfaction results from their absence. These are extrinsic to the work itself and include aspects such as company policies, supervisory practices, or wages/salary.

**QUESTION**

Describe Vroom's theory

## **QUESTION**

Describe Vroom's theory

## **ANSWER**

### **Expectancy Theory**

Predicts that employees in an organization will be motivated when they believe that putting in more effort will yield better job performance; better job performance will lead to organizational rewards, such as an increase in salary or benefits; and these predicted organizational rewards are valued by the employee in question. Vroom's theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain.



**QUESTION**

Describe McGregor's theory

## **QUESTION**

Describe McGregor's theory

## **ANSWER**

### **X & Y Theory**

'X' theory states that people are generally lazy, do not want to work and thus need to be micromanaged. While "Y" theory states that people are self-led and motivated and can accomplish things on their own with little intervention. McGregor believed that people can fall into either category.

**QUESTION**

Describe McClelland's theory

## **QUESTION**

Describe McClelland's theory

## **ANSWER**

### **Achievement Theory**

The Need for Achievement is a term that refers to an individual's desire for significant accomplishment, mastering of skills, control, or high standards. N-Ach is related to the difficulty of tasks people choose to undertake.

Those with low N-Ach may choose very easy tasks, in order to minimize risk of failure, or highly difficult tasks, such that a failure would not be embarrassing

Those with high N-Ach tend to choose moderately difficult tasks, feeling that they are challenging, but within reach

**QUESTION**

What is the resource management plan?

**QUESTION**

What is the resource management plan?

**ANSWER**

**Input / Output**

\* A component of the project management plan that describes how project resources are acquired, allocated, monitored, and controlled.

**QUESTION**

Describe the Estimate Activity Resources process

## QUESTION

Describe the Estimate Activity Resources process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Resource

**Description:** \* The process of estimating team resources and the type and quantities of material equipment, and supplies necessary to perform project work.

### Key Outputs:

- Resource requirements
- Basis of estimates
- Resource breakdown structure



**QUESTION**

What is an alternatives analysis?

**QUESTION**

What is an alternatives analysis?

**ANSWER**

**Tool / Technique**

\* A technique used to evaluate identified options in order to select the options or approaches to use to execute and perform the work of the project.

**QUESTION**

How is bottom-up estimating used in the Estimate Activity Resources process?

## **QUESTION**

How is bottom-up estimating used in the Estimate Activity Resources process?

## **ANSWER**

### **Tool / Technique**

\* A method of estimating project duration or cost by aggregating the estimates of the lower-level components of the work breakdown structure(WBS)

Used when the activity cannot be estimated with a reasonable degree of confidence. Resource needs of the more detailed pieces of work are estimated and then those estimates are aggregated into a total quantity for each of the schedule activity's resources.

**QUESTION**

What is a resource breakdown structure?

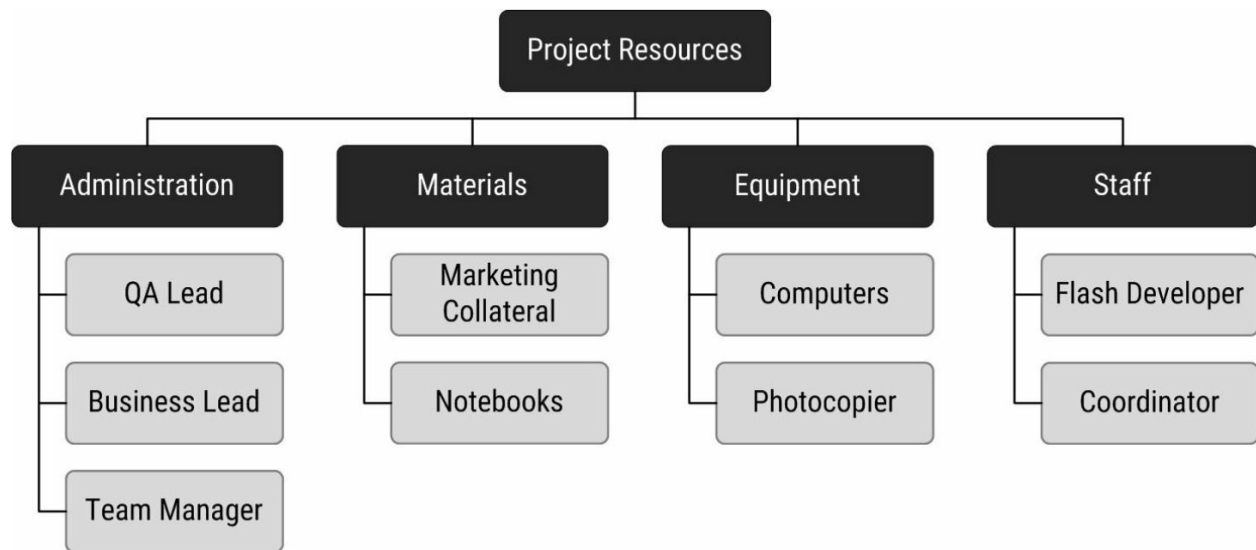
**QUESTION**

What is a resource breakdown structure?

**ANSWER**

**Tool / Technique**

\* A hierarchical representation of potential sources of risks.



**QUESTION**

Describe the Acquire Resources process

## QUESTION

Describe the Acquire Resources process

## ANSWER

**Process Group:** Executing

**Knowledge Area:** Resource

**Description:** \* The process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.

### Key Outputs:

- Physical resource assignments
- Project team assignments
- Resource calendars



**QUESTION**

What is pre-assignment?

**QUESTION**

What is pre-assignment?

**ANSWER**

**Tool / Technique**

Team members are known in advance. Occurs when the project is awarded as a result of a competitive proposal or if the project is dependent upon the expertise of particular persons.

*PMBOK® Guide 6th Edition, Page 333*

**QUESTION**

What is a virtual team?

**QUESTION**

What is a virtual team?

**ANSWER**

**Tool / Technique**

\* Groups with a shared goal that are not located geographically in the same area and thus have minimal face-to-face time.

*PMBOK® Guide 6th Edition, Page 311, 333*

**QUESTION**

What are physical resource assignments?

**QUESTION**

What are physical resource assignments?

**ANSWER**

**Input / Output**

Documentation of the physical resource assignments records the material, equipment, supplies, locations, and other physical resources that will be used during the project.

*PMBOK® Guide 6th Edition, Page 333*

**QUESTION**

What are project team assignments?

**QUESTION**

What are project team assignments?

**ANSWER**

**Input / Output**

Documentation of team assignments that records the team members and their roles and responsibilities for the project.

*PMBOK® Guide 6th Edition, Page 334*



**QUESTION**

What are resource calendars?

**QUESTION**

What are resource calendars?

**ANSWER**

**Input / Output**

\* A calendar that identifies the working days and shifts upon which each specific resource is available.

**QUESTION**

Describe the Develop Team process

**QUESTION**

Describe the Develop Team process

**ANSWER**

**Process Group:** Executing

**Knowledge Area:** Resource

**Description:** \* The process of improving competences, team member interaction, and overall team environment to enhance project performance.

**Key Output:**

- Team performance assessments

**QUESTION**

What are team-building activities?

**QUESTION**

What are team-building activities?

**ANSWER**

**Tool / Technique**

Activities designed to enhance the relationships within the project team.

*PMBOK® Guide 6th Edition, Page 341*

**QUESTION**

What are the five stages of team development?

**QUESTION**

What are the five stages of team development?

**ANSWER**

- Forming
- Storming
- Norming
- Performing
- Adjourning

*PMBOK® Guide 6th Edition, Page 338*



**QUESTION**

What are ground rules?

**QUESTION**

What are ground rules?

**ANSWER**

**Tool / Technique**

\* Expectations regarding acceptable behavior by project team members.

**QUESTION**

What is co-location?

**QUESTION**

What is co-location?

**ANSWER**

**Tool / Technique**

\* An organizational placement strategy where the project team members are physically located close to one another in order to improve communication, working relationships, and productivity.

**QUESTION**

What is a team performance assessment?

## **QUESTION**

What is a team performance assessment?

## **ANSWER**

### **Input / Output**

Formal or informal assessments of the project team's effectiveness, including indicators such as: improvements in skills, improvements in competencies and sentiments, reduced staff turnover rate.

*PMBOK® Guide 6th Edition, Page 343*

**QUESTION**

Describe the Manage Team process

**QUESTION**

Describe the Manage Team process

**ANSWER**

**Process Group:** Executing

**Knowledge Area:** Resource

**Description:** \* Tracks team member performance, provides feedback, resolves issues, and manages changes to optimize project performance.

**Key Outputs:** No key outputs



**QUESTION**

What are the conflict management techniques?

**QUESTION**

What are the conflict management techniques?

**ANSWER**

- Compromise / reconcile
- Collaborate / problem solve
- Force / direct
- Smooth / accommodate
- Withdraw / avoid

*PMBOK® Guide 6th Edition, Page 349*

# 9 - Communication

**QUESTION**

Describe the Plan Communications Management process

**QUESTION**

Describe the Plan Communications Management process

**ANSWER**

**Process Group:** Planning

**Knowledge Area:** Communications

**Description:** \* The process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project

**Key Output:**

- Communication management plan

**QUESTION**

What is a communication requirements analysis?

**QUESTION**

What is a communication requirements analysis?

**ANSWER**

**Tool / Technique**

\* An analytical technique to determine the information needs of the project stakeholders.

**QUESTION**

What is the communication channels formula?



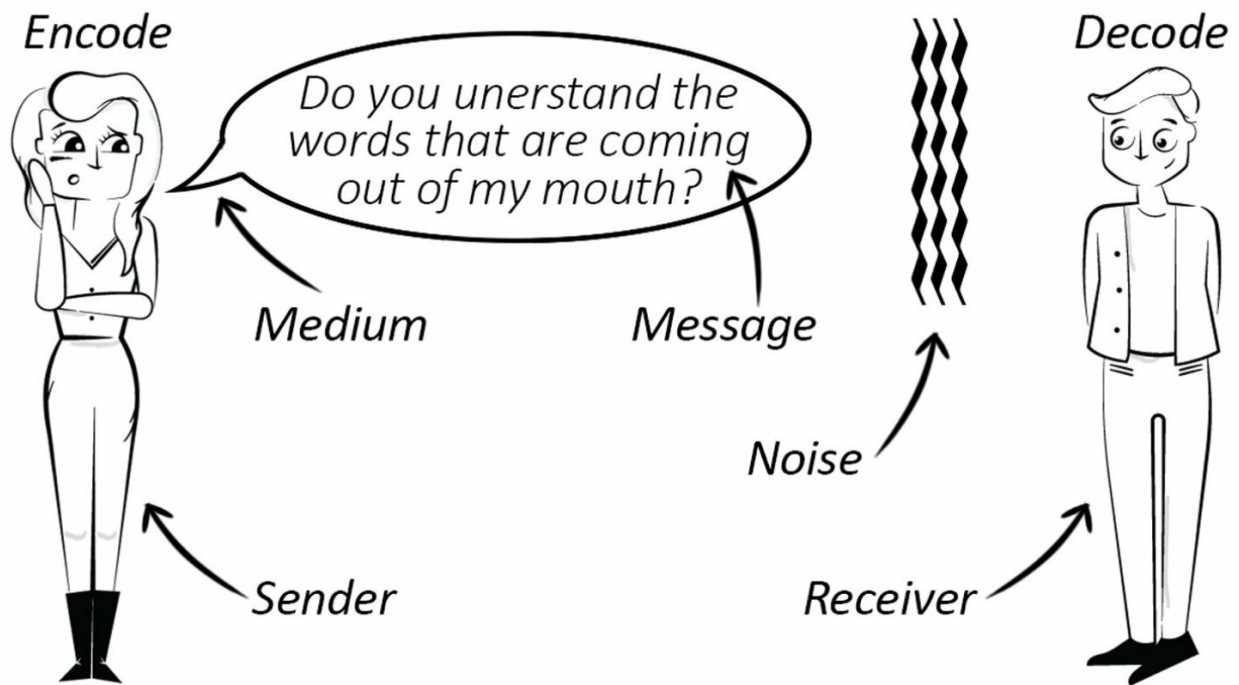
### QUESTION

What are the components of the communication model?

### ANSWER

- Sender
- Receiver
- Encode
- Decode
- Message
- Medium
- Noise

PMBOK® Guide 6th Edition, Page 373



**QUESTION**

What are the communication methods?

**QUESTION**

What are the communication methods?

**ANSWER**

- Push
- Pull
- Interactive

*PMBOK® Guide 6th Edition, Page 374*

**QUESTION**

What is the communications management plan?

**QUESTION**

What is the communications management plan?

**ANSWER**

**Input / Output**

\* A component of the project, program, or portfolio management plan that describes how, when, and by whom information about the project will be administered and disseminated.

**QUESTION**

Describe the Manage Communications process

**QUESTION**

Describe the Manage Communications process

**ANSWER**

**Process Group:** Executing

**Knowledge Area:** Communication

**Description:** \* Manage communications is the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.

**Key Output:**

- Project communications

**QUESTION**

Describe the Monitor Communications process



**QUESTION**

Describe the Monitor Communications process

**ANSWER**

**Process Group:** Monitoring & Controlling

**Knowledge Area:** Communication

**Description:** \* The process of ensuring that the information needs of the project and its stakeholders are met.

**Outputs:** No key outputs

# 10 - Risk

**QUESTION**

Describe the Plan Risk Management process

## QUESTION

Describe the Plan Risk Management process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Risk

**Description:** \* The process of defining how to conduct risk management activities for a project.

**Key Output:**

- Risk management plan

**QUESTION**

What is risk tolerance?

**QUESTION**

What is risk tolerance?

**ANSWER**

A measure of the level of risk exposure above which action must be taken to address risks proactively, and below which risks may be accepted.

**QUESTION**

What is risk attitude?

**QUESTION**

What is risk attitude?

**ANSWER**

A chosen mental disposition towards uncertainty, adopted explicitly or implicitly by individuals and groups, driven by perception, and evidenced by observable behavior.

*Project Management Institute. Practice Standard for Project Risk Management. Project Management Institute Inc., 2009. Glossary*



**QUESTION**

What is risk-averse?

**QUESTION**

What is risk-averse?

**ANSWER**

A stakeholder who is uncomfortable with uncertainty and has a low tolerance for ambiguity. Tends to overestimate threats and underestimate opportunities.

**QUESTION**

What is risk-tolerant?

**QUESTION**

What is risk-tolerant?

**ANSWER**

A stakeholder who is reasonably comfortable with most uncertainty, accepting that it is a normal feature of business. Potentially the most dangerous of the risk attitudes as they fail to appreciate the implications of risk on the project.

**QUESTION**

What is risk-neutral?

**QUESTION**

What is risk-neutral?

**ANSWER**

Sees present risk-taking as a price worth paying for future pay-offs. The most mature of the risk attitudes.

**QUESTION**

What is risk-seeking?

**QUESTION**

What is risk-seeking?

**ANSWER**

A stakeholder with a casual approach toward threats who actively pursues overestimated opportunities.



**QUESTION**

What is the risk management plan?

**QUESTION**

What is the risk management plan?

**ANSWER**

**Input / Output**

\* A component of the project, program, or portfolio management plan that describes how risk management activities will be structured and performed.

**QUESTION**

Describe the Identify Risks process

## QUESTION

Describe the Identify Risks process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Risk

**Description:** \* The process of identifying individual risks as well as sources of overall risk and documenting their characteristics.

### Key Outputs:

- Risk register
- Risk Report

**QUESTION**

What is a checklist analysis?

**QUESTION**

What is a checklist analysis?

**ANSWER**

**Tool / Technique**

\* A technique for systematically reviewing materials using a list for accuracy and completeness.

**QUESTION**

What is an assumption?

**QUESTION**

What is an assumption?

**ANSWER**

**Tool / Technique**

\* A factor in the planning process that is considered to be true, real, or certain, without proof or demonstration.



**QUESTION**

What is a SWOT analysis?

**QUESTION**

What is a SWOT analysis?

**ANSWER**

**Tool / Technique**

\* Analysis of strengths, weaknesses, opportunities, and threats of an organization, project, or option.

**QUESTION**

What are prompt lists?

**QUESTION**

What are prompt lists?

**ANSWER**

**Tool / Technique**

A predetermined list of risk categories that might give rise to individual project risks and that could also act as sources of overall project risk.

*PMBOK® Guide 6th Edition, Page 416*

**QUESTION**

What is the risk register?

**QUESTION**

What is the risk register?

**ANSWER**

**Input / Output**

\* A repository in which outputs of risk management processes are recorded.

**QUESTION**

What is a risk report?

**QUESTION**

What is a risk report?

**ANSWER**

**Input / Output**

\* A project document developed progressively through the project risk management processes, which summarizes information on individual project risks and the level of overall project risk.



**QUESTION**

Describe the Perform Qualitative Risk Analysis process

**QUESTION**

Describe the Perform Qualitative Risk Analysis process

**ANSWER**

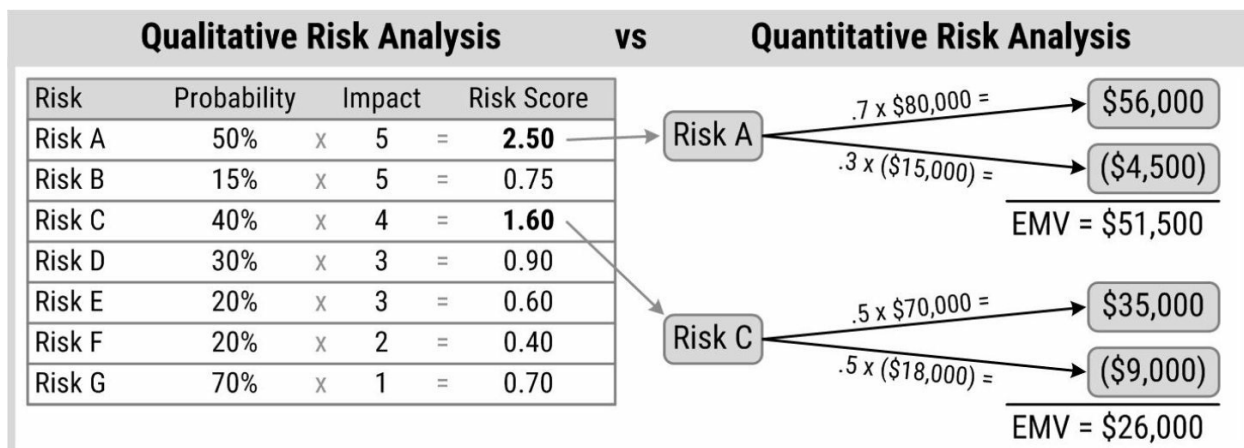
**Process Group:** Planning

**Knowledge Area:** Risk

**Description:** \* The process of prioritizing individual project risks for further analysis or action by assessing their probability of occurrence and impact as well as other characteristics.

**Key Output:** No key output

Compare to *Perform Quantitative Risk Analysis*.



**QUESTION**

What are other risk parameters?

## QUESTION

What are other risk parameters?

## ANSWER

### Tool / Technique

Other characteristics of risk, other than probability and impact:

- Urgency
- Proximity
- Dormancy
- Manageability
- Controllability
- Detectability
- Connectivity
- Strategic impact
- Propinquity

*PMBOK® Guide 6th Edition, Page 423*

**QUESTION**

What is a risk probability and impact assessment?

## **QUESTION**

What is a risk probability and impact assessment?

## **ANSWER**

### **Tool / Technique**

Evaluates the likelihood that a specific risk will occur while an impact assessment evaluates the potential effect on a project objective such as time, cost, scope, or quality.

*PMBOK® Guide 6th Edition, Page 423*

**QUESTION**

What is a probability and impact matrix?

**QUESTION**

What is a probability and impact matrix?

**ANSWER**

**Tool / Technique**

\* A grid for mapping the probability of occurrence of each risk and its impact on project objectives if that risk occurs.

		Threats					Opportunities						
Probability	.80	.80	1.60	2.40	3.20	4.00	4.00	3.20	2.40	1.60	.80	Probability	.80
	.60	.60	1.20	1.80	2.40	3.00	3.00	2.40	1.80	1.20	.60		.60
	.40	.40	.80	1.20	1.60	2.00	2.00	1.60	1.20	.80	.40		.40
	.20	.20	.40	.60	.80	1.00	1.00	.80	.60	.40	.20		.20
		1	2	3	4	5	5	4	3	2	1		
		Negative Impact					Positive Impact						

*PMBOK® Guide 6th Edition, Page 408*



**QUESTION**

What is a risk data quality assessment?

**QUESTION**

What is a risk data quality assessment?

**ANSWER**

**Tool / Technique**

\* Technique to evaluate the degree to which the data about risks is useful for risk management.

**QUESTION**

What is a risk category?

**QUESTION**

What is a risk category?

**ANSWER**

**Tool / Technique**

\* A group of potential causes of risk.

**QUESTION**

What is a risk urgency assessment?

**QUESTION**

What is a risk urgency assessment?

**ANSWER**

**Tool / Technique**

Evaluation of urgency in addressing identified risks to determine which risks need to be addressed in the near-term.

**QUESTION**

Describe the Perform Quantitative Risk Analysis process

**QUESTION**

Describe the Perform Quantitative Risk Analysis process

**ANSWER**

**Process Group:** Planning

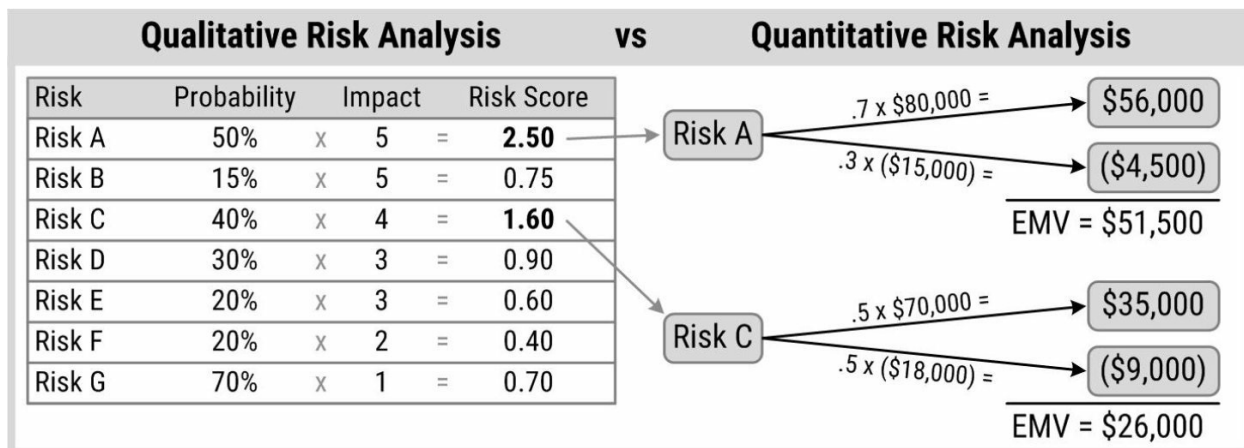
**Knowledge Area:** Risk

**Description:** \* The process of numerically analyzing the combined effect of identified individual project risks and other sources of uncertainty on overall project objectives.

Whereas in a qualitative risk assessment, the risk may be a “3”, in a quantitative risk assessment, the risk is a “\$3,000” or “30-day delay” risk. The risks are not quantified in terms of cost or schedule impact.

**Key Outputs:** No key outputs

Compare to *Perform Qualitative Risk Analysis*.





**QUESTION**

What are probability distributions?

## QUESTION

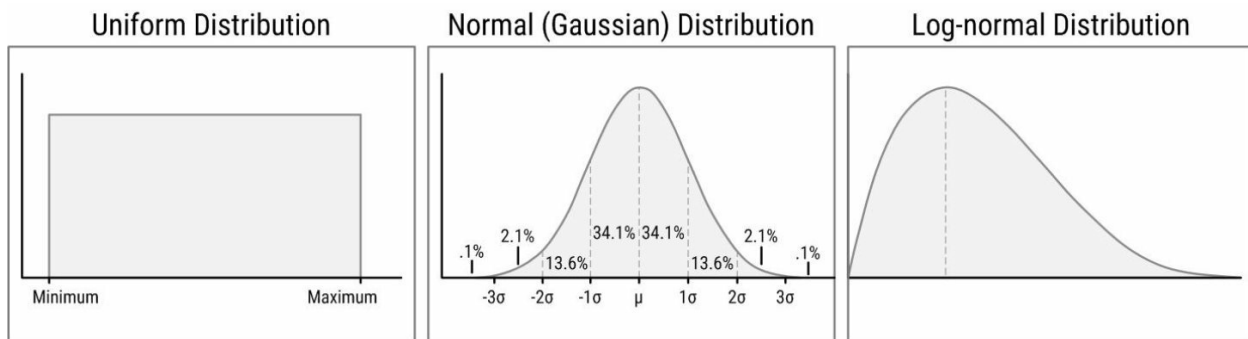
What are probability distributions?

## ANSWER

### Tool / Technique

Graphical representations of the uncertainty in values such as durations of schedule activities and cost of project components.

*PMBOK® Guide 6th Edition, Page 432*



**QUESTION**

What is a sensitivity analysis?

## QUESTION

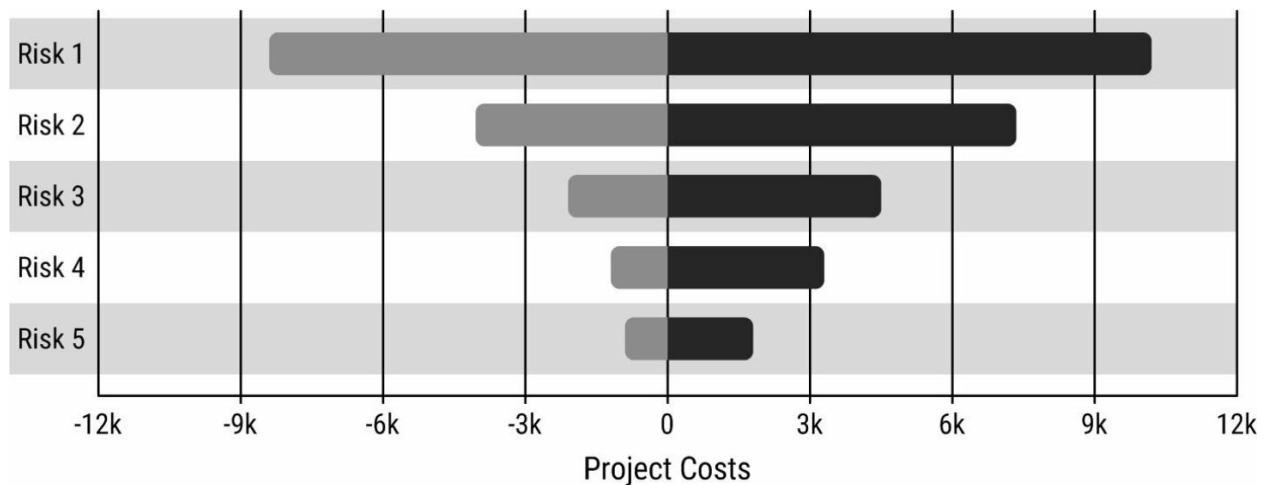
What is a sensitivity analysis?

## ANSWER

### Tool / Technique

\* An analysis technique to determine which individual project risks or other sources of uncertainty have the most potential impact on project outcomes, by correlating variations in project outcomes with variations in elements of a quantitative risk analysis.

An example of a sensitivity analysis is a tornado diagram, which is used to display the potential “spread” from the base value, both from a positive and negative perspective.



**QUESTION**

What is an expected monetary value (EMV) analysis?

**QUESTION**

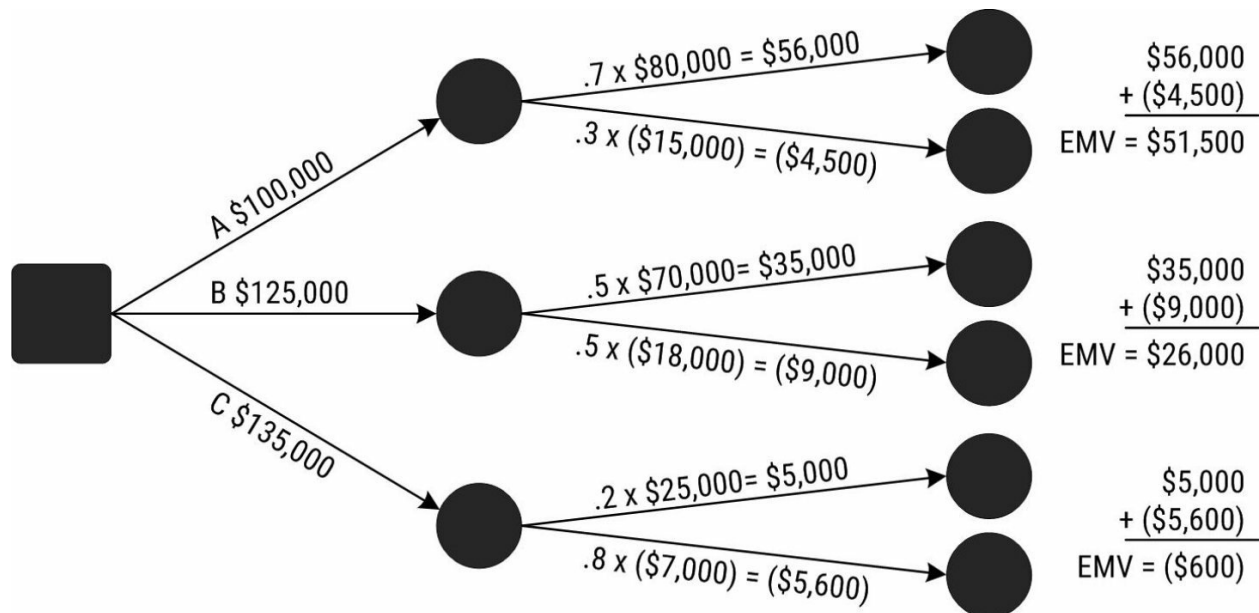
What is an expected monetary value (EMV) analysis?

**ANSWER**

**Tool / Technique**

A statistical technique that calculates the average outcome when the future includes scenarios that may or may not happen. Commonly used with a decision tree.

*PMBOK® Guide 6th Edition, Page 435*



**QUESTION**

What is a decision tree analysis?

**QUESTION**

What is a decision tree analysis?

**ANSWER**

**Tool / Technique**

\* A diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty.



**QUESTION**

What is a Monte Carlo simulation?

## **QUESTION**

What is a Monte Carlo simulation?

## **ANSWER**

### **Tool / Technique**

\* An analysis technique where a computer model is iterated many times, with the input values chosen at random for each iteration driven by the input data, including probability distributions and probabilistic branches. Outputs are generated to represent the range of possible outcomes for the project.

**QUESTION**

What is an influence diagram?

**QUESTION**

What is an influence diagram?

**ANSWER**

**Tool / Technique**

\* A graphical representation of situations showing causal influences, time ordering of events, and other relationships among variables and outcomes.

**QUESTION**

Describe the Plan Risk Responses process

## QUESTION

Describe the Plan Risk Responses process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Risk

**Description:** \* The process of defining how to conduct risk management activities for a project.

**Key Outputs:** No key outputs

**QUESTION**

What is a trigger condition?

**QUESTION**

What is a trigger condition?

**ANSWER**

\* An event or situation that indicates that a risk is about to occur.



**QUESTION**

What is a fallback plan?

**QUESTION**

What is a fallback plan?

**ANSWER**

\* Fallback plans include an alternative set of actions and tasks available in the event that the primary plan needs to be abandoned because of issues, risks, or other causes.

**QUESTION**

What is a residual risk?

**QUESTION**

What is a residual risk?

**ANSWER**

\* A risk that remains after risk responses have been implemented.

**QUESTION**

What is a secondary risk?

**QUESTION**

What is a secondary risk?

**ANSWER**

\* A risk that arises as a direct result of implementing a risk response.

**QUESTION**

What is a workaround?

**QUESTION**

What is a workaround?

**ANSWER**

A response to a negative risk that has occurred. Distinguished from a contingency plan in that a workaround is not planned in advance of the occurrence of the risk event.



**QUESTION**

What are the strategies for negative risks?

**QUESTION**

What are the strategies for negative risks?

**ANSWER**

- Escalation
- Avoidance
- Acceptance
- Transference
- Mitigation

*PMBOK® Guide 6th Edition, Page 442*

**QUESTION**

What is risk escalation?

**QUESTION**

What is risk escalation?

**ANSWER**

**Tool / Technique**

\* A risk response strategy whereby the team acknowledges that a risk is outside of its sphere of influence and shifts the ownership of the risk to a higher level of the organization where it is more effectively managed.

**QUESTION**

What is risk avoidance?

**QUESTION**

What is risk avoidance?

**ANSWER**

**Tool / Technique**

\* A risk response strategy whereby the project team acts to eliminate the threat or protect the project from its impact.

**QUESTION**

What is risk transference?

**QUESTION**

What is risk transference?

**ANSWER**

**Tool / Technique**

\* A risk response strategy whereby the project team shifts the impact of a threat to a third party, together with ownership of the response.



**QUESTION**

What is risk mitigation?

**QUESTION**

What is risk mitigation?

**ANSWER**

**Tool / Technique**

\* A risk response strategy whereby the project team acts to decrease the probability of occurrence or impact of a threat.

**QUESTION**

What is passive risk acceptance?

## QUESTION

What is passive risk acceptance?

## ANSWER

### **Tool / Technique**

A risk response planning technique that indicates that the project team has decided not to change the project management plan to deal with a risk, or is unable to identify any other suitable response strategy.

*PMBOK® Guide 6th Edition, Page 443, 444*

**QUESTION**

What is active risk acceptance?

## **QUESTION**

What is active risk acceptance?

## **ANSWER**

### **Tool / Technique**

A risk response planning technique that indicates that the project team has decided not to change the project management plan to deal with a risk, or is unable to identify any other suitable response strategy, however contingency allocation is made in the terms of time or funding.

*PMBOK® Guide 6th Edition, Page 443, 444*

**QUESTION**

What are the strategies for positive risks?

**QUESTION**

What are the strategies for positive risks?

**ANSWER**

- Escalation
- Exploitation
- Sharing
- Enhancement
- Acceptance

*PMBOK® Guide 6th Edition, Page 444*



**QUESTION**

What is risk exploitation?

**QUESTION**

What is risk exploitation?

**ANSWER**

**Tool / Technique**

\* A risk response planning technique that involves changing the project plan to ensure realization of an opportunity.

**QUESTION**

What is risk sharing?

**QUESTION**

What is risk sharing?

**ANSWER**

**Tool / Technique**

\* A risk response planning technique that involves partnering with another team or organization to improve the probability of realizing an opportunity.

**QUESTION**

What is risk enhancement?

**QUESTION**

What is risk enhancement?

**ANSWER**

**Tool / Technique**

\* A risk response planning technique that involves changing the project plan to improve the probability of an opportunity occurring

**QUESTION**

What is a project risk?

**QUESTION**

What is a project risk?

**ANSWER**

\* An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives.



**QUESTION**

What is a threat?

**QUESTION**

What is a threat?

**ANSWER**

\* A risk that would have a negative effect on one or more project objectives.

Compare to *opportunity*.

**QUESTION**

What is an opportunity?

**QUESTION**

What is an opportunity?

**ANSWER**

\* A risk that would have a positive effect on one or more project objectives.

Compare to *threat*.

**QUESTION**

Describe the Implement Risk Responses process

**QUESTION**

Describe the Implement Risk Responses process

**ANSWER**

**Process Group:** Executing

**Knowledge Area:** Risk

**Description:** \* The process of implementing agreed-upon risk response plans.

**Key Outputs:** No key outputs

**QUESTION**

Describe the Monitor Risks process

**QUESTION**

Describe the Monitor Risks process

**ANSWER**

**Process Group:** Monitoring and Controlling

**Knowledge Area:** Risk

**Description:** \* The process of monitoring the implementation of agree-upon risk response plans, tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness throughout the project

**Key Outputs:** No key outputs



**QUESTION**

What is a risk reassessment?

**QUESTION**

What is a risk reassessment?

**ANSWER**

**Tool / Technique**

Regularly scheduled monitoring that may result in identification of new risks, reassessment of current risks and closing of risks that are outdated.

*Practice Standard for Project Risk Management, Page 104*

**QUESTION**

What are risk audits?

**QUESTION**

What are risk audits?

**ANSWER**

**Tool / Technique**

\* A type of audit used to consider the effectiveness of the risk management process.

# 11 - Procurement

**QUESTION**

Describe the Plan Procurement Management process

## QUESTION

Describe the Plan Procurement Management process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Procurement

**Description:** \* The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.

### Key Outputs:

- Procurement management plan
- Procurement strategy
- Bid documents
- Procurement statement of work
- Source selection criteria
- Make-or-buy decisions
- Independent cost estimates

**QUESTION**

Who is the buyer?



**QUESTION**

Who is the buyer?

**ANSWER**

The acquirer of products, services, or results for an organization.

**QUESTION**

Who is the seller?

**QUESTION**

Who is the seller?

**ANSWER**

\* A provider or supplier of products, services, or results to an organization.

**May be called:** vendor, contractor, sub-contractor, supplier, service provider

**QUESTION**

What is a make-or-buy analysis?

**QUESTION**

What is a make-or-buy analysis?

**ANSWER**

**Tool / Technique**

\* The process of gathering and organizing data about product requirements and analyzing them against available alternatives including the purchase or internal manufacture of the product.

**QUESTION**

What is a fixed-price contract?

**QUESTION**

What is a fixed-price contract?

**ANSWER**

**Tool / Technique**

\* An agreement that sets the fee that will be paid for a defined scope of work regardless of the cost or effort to deliver it.

**QUESTION**

What is a firm-fixed-price (FFP) contract?



**QUESTION**

What is a firm-fixed-price (FFP) contract?

**ANSWER**

**Tool / Technique**

\* A type of fixed price contract where the buyer pays the seller a set amount (as defined by the contract), regardless of the seller's costs.

**QUESTION**

What is a fixed-price-incentive-fee (FPIF) contract?

**QUESTION**

What is a fixed-price-incentive-fee (FPIF) contract?

**ANSWER**

**Tool / Technique**

\* A type of contract where the buyer pays the seller a set amount (as defined by the contract), and the seller can earn an additional amount if the seller meets defined performance criteria.

**QUESTION**

What is a fixed price with economic price adjustment (FP-EPA) contract?

**QUESTION**

What is a fixed price with economic price adjustment (FP-EPA) contract?

**ANSWER**

**Tool / Technique**

\* A fixed-price contract, but with a special provision allowing for predefined final adjustments to the contract price due to changed conditions, such as inflation changes, or cost increases (or decreases) for specific commodities.

**QUESTION**

What is a cost-reimbursable contract?

**QUESTION**

What is a cost-reimbursable contract?

**ANSWER**

**Tool / Technique**

\* A type of contract involving payment to the seller for the seller's actual costs, plus a fee typically representing seller's profit.

**QUESTION**

What is a cost plus fixed fee (CPFF) contract?



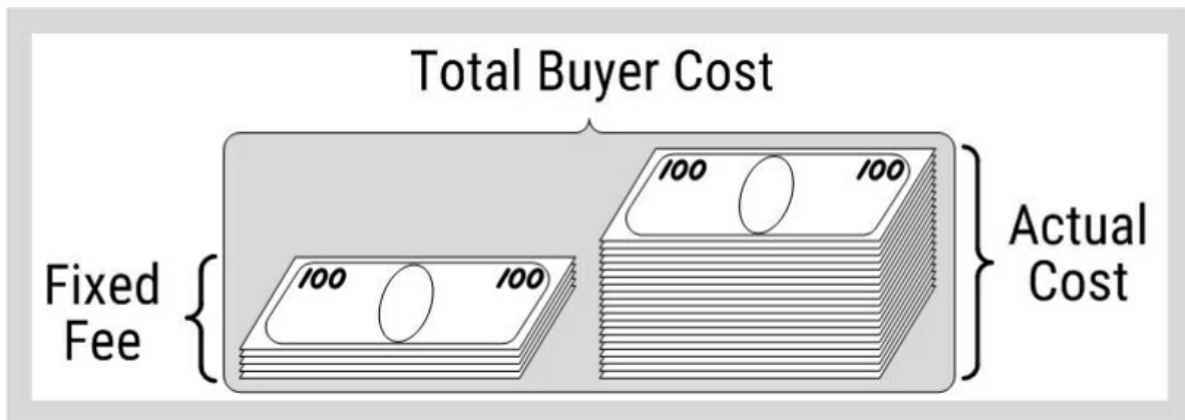
**QUESTION**

What is a cost plus fixed fee (CPFF) contract?

**ANSWER**

**Tool / Technique**

\* A type of cost-reimbursable contract where the buyer reimburses the seller for the seller's allowable costs (allowable costs are defined by the contract) plus a fixed amount of profit (fee).



**QUESTION**

What is a cost plus incentive fee (CPIF) contract?

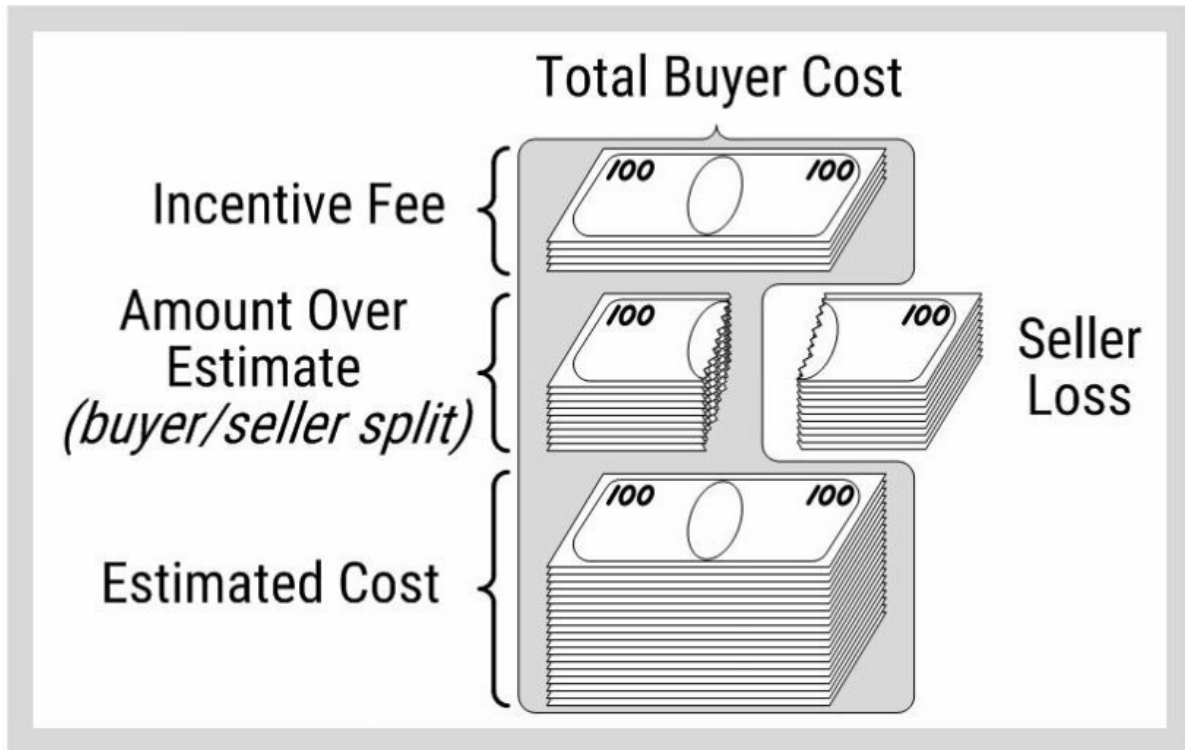
**QUESTION**

What is a cost plus incentive fee (CPIF) contract?

**ANSWER**

**Tool / Technique**

\* A type of cost-reimbursable contract where the buyer reimburses the seller for the seller's allowable costs (allowable costs are defined by the contract), and the seller earns its profit if it meets defined performance criteria.



**QUESTION**

What is a cost plus award fee (CPAF) contract?

**QUESTION**

What is a cost plus award fee (CPAF) contract?

**ANSWER**

**Tool / Technique**

\* A category of contract that involves payments to the seller for all legitimate actual costs incurred for completed work, plus an award fee representing seller profit.

**QUESTION**

What is a time and material (T&M) contract?

## **QUESTION**

What is a time and material (T&M) contract?

## **ANSWER**

### **Tool / Technique**

\* A type of contract that is a hybrid contractual arrangement containing aspects of both cost-reimbursable and fixed-price contracts. Time and material contracts resemble cost-reimbursable type arrangements in that they have no definitive end, because the full value of the arrangement is not defined at the time of the award. Thus, time and material contracts can grow in contract value as if they were cost-reimbursable-type arrangements. Conversely, time and material arrangements can also resemble fixed-price arrangements.

**QUESTION**

What is a procurement management plan?



**QUESTION**

What is a procurement management plan?

**ANSWER**

**Input / Output**

\* A component of the project or program management plan that describes how a project team will acquire goods and services from outside of the performing organization.

**QUESTION**

What is a procurement strategy?

**QUESTION**

What is a procurement strategy?

**ANSWER**

**Input / Output**

\* The approach by the buyer to determine the project delivery method and the type of legally binding agreement(s) that should be used to deliver the desired results.

Includes delivery methods, contract payment types, and procurement phases

**QUESTION**

What is a procurement statement of work (SOW)?

**QUESTION**

What is a procurement statement of work (SOW)?

**ANSWER**

**Input / Output**

\* Describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results.

**QUESTION**

What is a make-or-buy decision?

**QUESTION**

What is a make-or-buy decision?

**ANSWER**

**Input / Output**

\* Documented decisions from the make-or-buy analysis determining which products or services will be acquired and which will be developed by the project team.

**QUESTION**

What are bid documents?



**QUESTION**

What are bid documents?

**ANSWER**

**Input / Output**

\* The documents utilized in bid and proposal activities, which include the buyer's Invitation for Bid, Invitation for Negotiations, Request for Information, Request for Quotation, Request for Proposal and seller's responses.

**QUESTION**

What is source selection criteria?

**QUESTION**

What is source selection criteria?

**ANSWER**

**Input / Output**

\* A set of attributes desired by the buyer which a seller is required to meet or exceed to be selected for a contract

**QUESTION**

What is a request for proposal (RFP)?

**QUESTION**

What is a request for proposal (RFP)?

**ANSWER**

\* A type of procurement document used to request proposals from prospective sellers of products or services. In some application areas, it may have a narrower or more specific meaning.

**QUESTION**

What is a request for quotation (RFQ)?

**QUESTION**

What is a request for quotation (RFQ)?

**ANSWER**

\* A type of procurement document used to request price quotations from prospective sellers of common or standard products or services. Sometimes used in place of request for proposal and in some application areas, it may have a narrower or more specific meaning.

**QUESTION**

Describe the Conduct Procurements process



## QUESTION

Describe the Conduct Procurements process

## ANSWER

**Process Group:** Executing

**Knowledge Area:** Procurement

**Description:** \* The process of obtaining seller responses, selecting a seller, and awarding a contract.

### Key Outputs:

- Selected sellers
- Agreements

**QUESTION**

What is a weighting system?

**QUESTION**

What is a weighting system?

**ANSWER**

Allows proposals to be ranked by the weighted evaluation scores.

**QUESTION**

What is a screening system?

**QUESTION**

What is a screening system?

**ANSWER**

Provides a pass/fail mechanism on potential sellers.

**QUESTION**

What is a bidder conference?

**QUESTION**

What is a bidder conference?

**ANSWER**

**Tool / Technique**

\* The meetings with prospective sellers prior to preparation of a bid or proposal to ensure all prospective vendors have a clear and common understanding of the procurement. Also known as contractor conferences, vendor conferences, or pre-bid conferences.

**QUESTION**

What are independent estimates?



**QUESTION**

What are independent estimates?

**ANSWER**

**Tool / Technique**

\* A process of using a third party to obtain and analyze information to support prediction of cost, schedule, or other items.

**QUESTION**

Describe the Control Procurements process

**QUESTION**

Describe the Control Procurements process

**ANSWER**

**Process Group:** Monitoring & Controlling

**Knowledge Area:** Procurement

**Description:** \* The process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate and closing out contracts

**Key Output:**

- Closed procurements

**QUESTION**

What is a procurement performance review?

**QUESTION**

What is a procurement performance review?

**ANSWER**

**Tool / Technique**

A structured review of the seller's progress to deliver project scope and quality, within cost and on schedule, as compared to the contract.

*PMBOK® Guide 6th Edition, Page 498*

**QUESTION**

What is claims administration?

**QUESTION**

What is claims administration?

**ANSWER**

**Tool / Technique**

\* The process of processing, adjudicating, and communicating contract claims.

# 12 - Stakeholder



**QUESTION**

Describe the Identify Stakeholders process

## QUESTION

Describe the Identify Stakeholders process

## ANSWER

**Process Group:** Initiating

**Knowledge Area:** Stakeholder

**Description:** \* The process of identifying individual risks as well as sources of overall risk and documenting their characteristics.

**Key Output:**

- Stakeholder register

**QUESTION**

What is a power/interest grid?

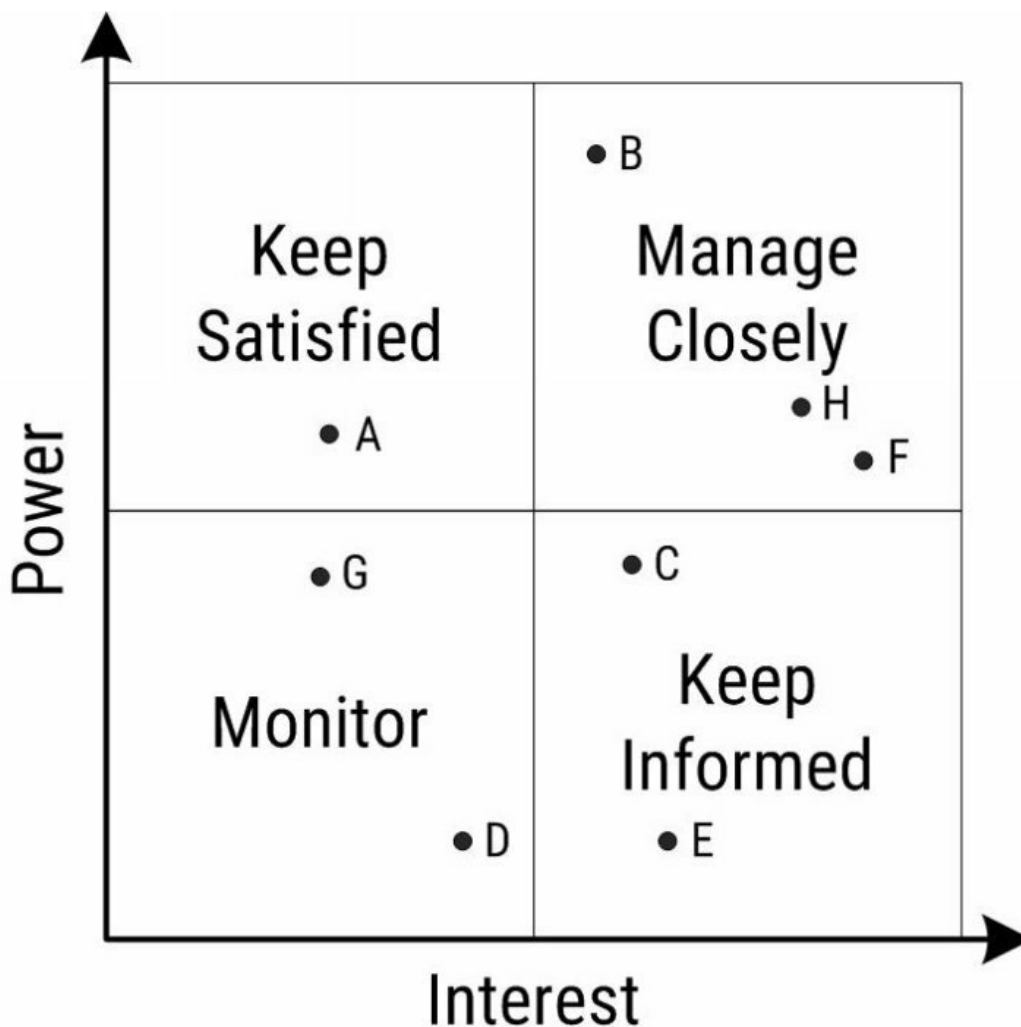
**QUESTION**

What is a power/interest grid?

**ANSWER**

Groups stakeholder based on their level of authority (power) and their level of concern (interest) in the project.

*PMBOK® Guide 6th Edition, Page 512*





**QUESTION**

What is a stakeholder cube?

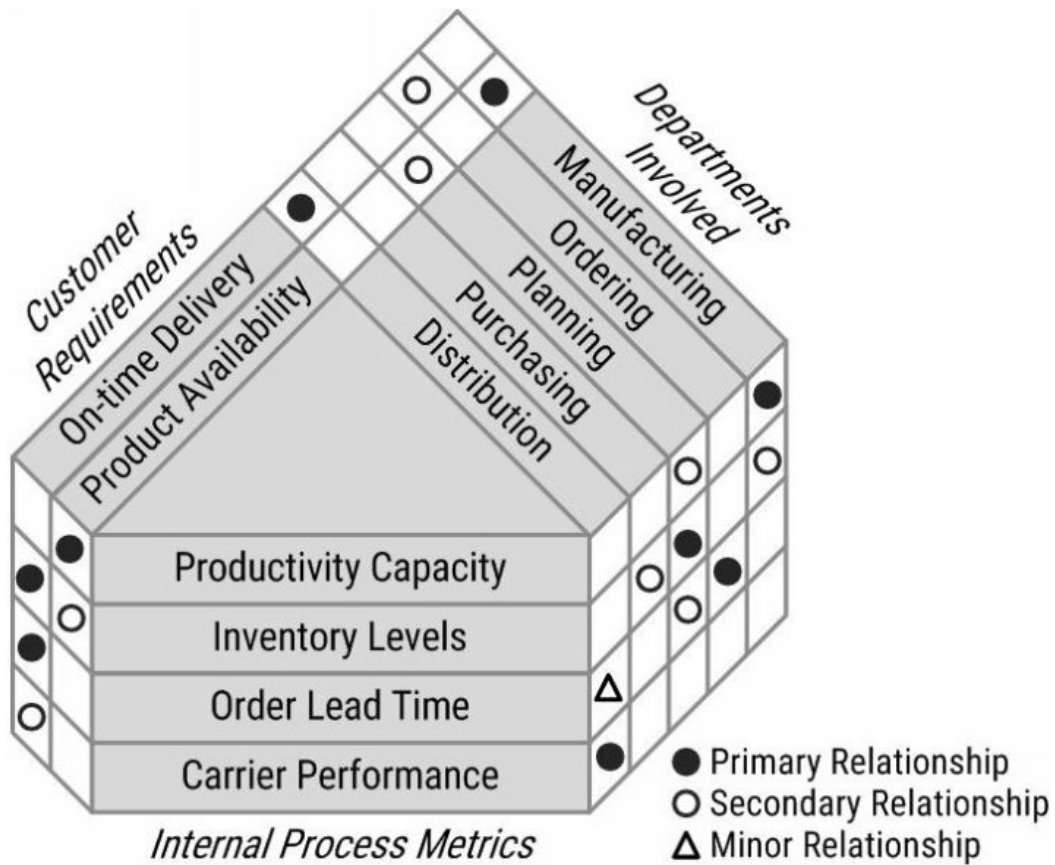
**QUESTION**

What is a stakeholder cube?

**ANSWER**

Combines the grid elements (power, interest, influence, impact) into a three-dimensional model that can be helpful in identifying and engaging the stakeholder community.

*PMBOK® Guide 6th Edition, Page 513*



**QUESTION**

What is a salience model?



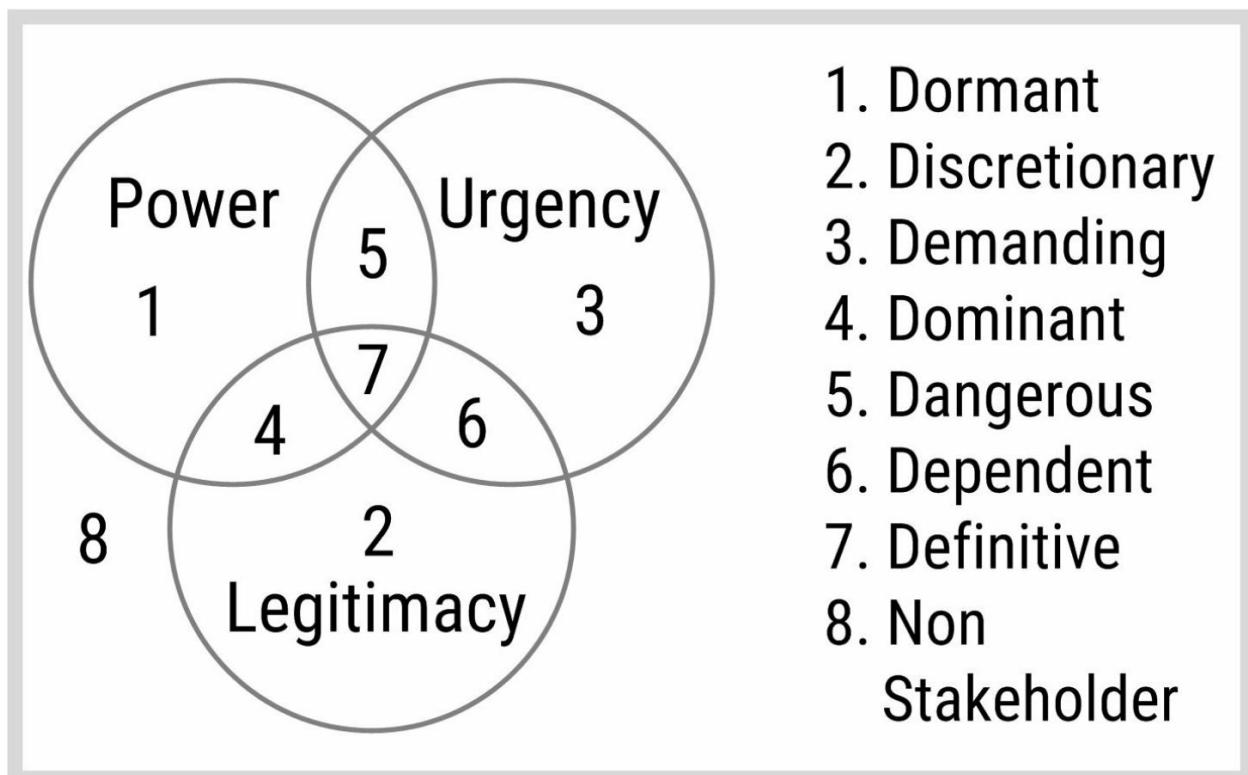
**QUESTION**

What is a salience model?

**ANSWER**

Describes the classes of stakeholder based on their power (ability to impose their will), urgency (need for immediate attention), and legitimacy (their involvement is appropriate).

*PMBOK® Guide 6th Edition, Page 513*



**QUESTION**

What are the directions of influence?

## QUESTION

What are the directions of influence?

## ANSWER

### **Tool / Technique**

Classifies stakeholders according to their influence on the work of the project or the project team itself. Includes:

- Upward
- Downward
- Outward
- Sideward

*PMBOK® Guide 6th Edition, Page 513*

**QUESTION**

What is the stakeholder register?

**QUESTION**

What is the stakeholder register?

**ANSWER**

**Input / Output**

\* A project document including the identification, assessment, and classification of project stakeholders.

**QUESTION**

Describe the Plan Stakeholder Engagement process

## QUESTION

Describe the Plan Stakeholder Engagement process

## ANSWER

**Process Group:** Planning

**Knowledge Area:** Stakeholder

**Description:** \* The process of developing approaches to involve project stakeholders, based on their needs, expectations, interests, and potential impact on the project.

**Key Output:**

- Stakeholder engagement plan

**QUESTION**

What is a stakeholder engagement assessment matrix?



**QUESTION**

What is a stakeholder engagement assessment matrix?

**ANSWER**

**Tool / Technique**

\* A matrix that compares current and desired stakeholder engagement levels

**QUESTION**

What is the stakeholder engagement plan?

**QUESTION**

What is the stakeholder engagement plan?

**ANSWER**

**Tool / Technique**

\* A component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in project or program decision making and execution.

**QUESTION**

Describe the Manage Stakeholder Engagement process

**QUESTION**

Describe the Manage Stakeholder Engagement process

**ANSWER**

**Process Group:** Executing

**Knowledge Area:** Stakeholder

**Description:** \* The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement.

**Key Outputs:** No key outputs

**QUESTION**

Describe the Monitor Stakeholder Engagement process

**QUESTION**

Describe the Monitor Stakeholder Engagement process

**ANSWER**

**Process Group:** Monitoring & Controlling

**Knowledge Area:** Stakeholder

**Description:** \* The process of monitoring project stakeholder relationships, tailoring strategies for engaging stakeholders through the medication of engagement strategies and plans.

**Key Outputs:** No key outputs

# 13 - Professional Responsibility



**QUESTION**

What are the PMI Code of Ethics four foundational values?

**QUESTION**

What are the PMI Code of Ethics four foundational values?

**ANSWER**

- Responsibility
- Respect
- Fairness
- Honesty

*Project Management Institute, Code of Ethics and Professional Conduct, Project Management Institute Inc.,  
[www.pmi.org/about/ethics/code](http://www.pmi.org/about/ethics/code)*

**QUESTION**

The PMI Code of Ethics applies to whom?

**QUESTION**

The PMI Code of Ethics applies to whom?

**ANSWER**

PMI members

Non-members who:

- Hold a certification
- Apply to commence a PMI certification process
- Serve PMI in a volunteer capacity

*PMI Code of Ethics and Professional Conduct ([www.pmi.org/about/ethics/code](http://www.pmi.org/about/ethics/code))*

**QUESTION**

What is the definition of abusive manner?

**QUESTION**

What is the definition of abusive manner?

**ANSWER**

Conduct that results in physical harm or creates intense feelings of fear, humiliation, manipulation, or exploitation in another person.

*PMI Code of Ethics and Professional Conduct (www.pmi.org/about/ethics/code)*

**QUESTION**

What is the definition of conflict of interest?

**QUESTION**

What is the definition of conflict of interest?

**ANSWER**

A situation that arises when a practitioner of project management is faced with making a decision or doing some act that will benefit the practitioner or another person or organization to which the practitioner owes a duty of loyalty and at the same time will harm another person or organization to which the practitioner owes a duty of loyalty.

*PMI Code of Ethics and Professional Conduct ([www.pmi.org/about/ethics/code](http://www.pmi.org/about/ethics/code))*



**QUESTION**

What is the definition of duty of loyalty?

**QUESTION**

What is the definition of duty of loyalty?

**ANSWER**

A person's responsibility, legal or moral, to promote the best interest of an organization or other person with whom they are affiliated.

*PMI Code of Ethics and Professional Conduct ([www.pmi.org/about/ethics/code](http://www.pmi.org/about/ethics/code))*

**QUESTION**

What is the definition of a practitioner?

**QUESTION**

What is the definition of a practitioner?

**ANSWER**

A person engaged in an activity that contributes to the management of a project, portfolio, or program, as part of the project management profession.

*PMI Code of Ethics and Professional Conduct ([www.pmi.org/about/ethics/code](http://www.pmi.org/about/ethics/code))*

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## About the Author



Belinda Goodrich, PMP, CAPM, PgMP, PMI-SP, PMI-RMP, PMI-ACP, is an internationally recognized project management consultant, author, and public speaker. With three decades of project management experience, Belinda has worked across multiple industries, including finance, healthcare, IT, engineering, and government.

She has provided training and consultation to thousands of project managers and organizations globally. The first woman in the world to achieve the original five PMI® credentials, she has developed multiple successful project management exam preparation programs, including Project Management Professional (PMP)®, Certified Associate in Project Management (CAPM)®, PMI® Agile Certified Practitioner (PMI-ACP)®, and PMI® Risk Management Professional (PMI-RMP)® boot camps. Her robust exam prep courseware is utilized by hundreds of training companies internationally.

Belinda is the Founder of PM Learning Solutions, a learning and development firm located in Phoenix, Arizona.

[PMLearningSolutions.com](http://PMLearningSolutions.com)

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