Errata Sheet

The errata for the first printing of PMP Project Management Professional Practice Exams - 1st Edition, James L. Haner, PMP (Author) and Cate McCoy, PMP (Technical Editor) are reflected below.

Errata sheets are commonplace in book publishing. Such documents list content revisions and are typically a page or more in length. As the name implies, errata sheets are intended to correct errors and alleviate potential confusion. While errata sheets are not generated to correct simple typographical errors, the revisions may address errors in the book, as well as things that were left out. In each case, the object is to promote accuracy, clarity, consistency and thoroughness.

The issuance of an errata does not lessen the value of the original publication. Since most of the book's content is typically unaffected by errata, an errata sheet should be viewed as a supplement to a viable publication.

Chapter 4

The Executing Domain

Question

109. To help you manage the project team, you are using a system that documents who is responsible for resolving a specific problem by a target date. This system is called using (a):

      A. Project risk register

      B. Change control

      C. Project issue log

      D. Performance reports

Quick Answer Key

109. C

In-Depth Answer

109.   ☑   **C** is correct because a system that documents who is responsible for resolving a specific problem by a target date is known as using a Project Issue Log.

☒ **A, B** and **D** are incorrect. A project risk register is a specific tool for identifying, tracking and resolving risks. Change control is the process that supports changes to any item or process within the project. Performance reports are related to staff management.

Chapter 6

The Closing Domain

Questions

20. You are reviewing end of project documents and lessons learned collected over the life of the project to make recommendations on how to best handle future projects. You find that a common element for most of the change requests was related to low level design. You use a technique that allows you to understand how a dependent variable (low level design) changes when an independent variable is changed. The analytical technique you are using is:

    A. Force field analysis

    B. Trend analysis

    C. Regression analysis

    D. Cause and effect analysis

21. During the final acceptance of deliverables for the JLH Project, it is reported that all the printed documents for your congressional audit and online web pages for your government sponsored web site were unreadable by over 49 percent of the end users due to the colors and font sizes that were used. The most likely cause of this is_____, and the best thing to do is _____:

    A. Non-compliance with federal regulations; limit the product use to those who can understand it

    B. Poor understanding of the low level design; release it and measure the number of complaints

    C. Non-compliance with federal regulations; reject the deliverable

    D. Wrong focus group used during design; release it and monitor the number of complaints

Quick Answer Key

20. C

21. C

In-Depth Answers

20. ☑ **C** Regression analysis is a data analysis technique that can be used in project closeout to analyze the interrelationships between different project variables that contributed to the project outcomes. The goal is to use regression analysis to improve performance on future projects.

☒ **A** is incorrect because force field analysis was created by Kurt Lewin in the 1940s. Lewin originally used it in his work as a social psychologist. Today, however, it is also used in business, for making and communicating go/no-go decisions. The idea behind force field analysis is that situations are maintained by an equilibrium between forces that drive change and others that resist change. For change to happen, the driving forces must be strengthened, or the resisting forces weakened. **B** is incorrect because trend analysis is the widespread practice of collecting information and attempting to spot a pattern. In some fields of study, the term "trend analysis" has more formally defined meanings. Although trend analysis is often used to predict future events, it could be used to estimate uncertain events in the past, such as how many ancient kings probably ruled between two dates, based on data such as the average years which other known kings reigned. **D** is incorrect because cause and effect analysis is a technique that helps you identify all the likely causes of a problem. The diagrams you create with this type of analysis are sometimes known as fishbone diagrams, because they look like the skeleton of a fish. The technique was developed by Professor Ishikawa in the 1960s.

21. ☑ **C** Non-compliance with federal regulations; reject the deliverable is correct because an EEF that can influence the Monitor and Control Project Work process is government standards and in the Validate Scope process, deliverables that meet the acceptance criteria are formally signed off and approved by the customer or sponsor.

☒ **A** is incorrect because non-compliance with federal regulations and limit the product use to those who can understand it is only partially right because in the Validate Scope process deliverables that meet the acceptance criteria are formally signed off and approved by the customer or sponsor. **B** is incorrect because poor understanding of the low level design and release it and measure the number of complaints may result in customer dissatisfaction and rework. **D** is incorrect because the question does not indicate that a focus group was used and monitoring the number of complaints may result in customer dissatisfaction and rework.

Appendix A

Pre-Assessment Test

16. Finally, after three months of negotiating with the resource allocation manager, a business analyst, Sharon, has been added to your current project team. Several team members have worked with Sharon on past projects. Given the introduction of this new team member, which team development stage might your team fall into?

    A. Forming

    B. Storming

    C. Norming

    D. Performing

Quick Answer Key

16. B

In-Depth Answer

16.   ☑ **B.** Project team members who have worked together in the past might skip a stage; instead of starting with forming, the team could move up the ladder to storming.

    ☒ **A, C,** and **D** are incorrect because it is common for the Tuckman team stages to occur in order: forming, storming, norming, performing, and adjourning (reforming).

DEEPER EXPLANATION: Mathematician George Box once said, "Essentially, all models are wrong, but some are useful." The value of a model is in its application, and Bruce Tuckman

provides us with a simplified view of the development of maturity within a team.

In the "traditional" sense of project management, we agree that teams go back to the Forming stage.

In the Agile world, the Scrum Master works in the Forming stage to promote positive initial team behaviors. Activities include:

• Running a kick-off workshop to orient everyone involved in development

• Creating the right physical environment to aid collaboration

• Engaging with businesses, customers and stakeholders

• Encouraging the team to confront threatening topics.

It is important to consider that changing circumstances, such as the addition of new team members in a different Sprint, can cause teams to revert to earlier stages in the model. Even Performing teams can run through the same cycles, with experience providing the knowledge and tools they need to move through the stages faster.

We have seen that when the Scrum Master has done an excellent job with teams in the Forming stage, and team members have worked together in the past, they can move up the ladder to the Storming stage.

Total Tester

Q446:

What is the name of the document that provides additional information about each node of the WBS?

Reference:

Chapter 05

Objective:

Planning

Answers:

The scope management plan

The WBS dictionary

The project scope statement

The requirements documentation

Explanation:

B is correct. The work package is the lowest level of WBS decomposition. The WBS dictionary provides additional information to expand on the summary information contained in each node of the WBS.

A, C, and D are incorrect. A is incorrect because the scope management plan describes how the project scope will be defined, documented, and managed. C is incorrect because the project scope statement describes all the work to be done on the project. D is incorrect because the requirements documentation describes individual requirements for the project.

Q539:

Which of the following is not an input into the Manage Stakeholder Engagement process?

Reference:

Chapter 13

Objective:

Executing

Answers:

<mark>Stakeholder management plan</mark>

Issue log

Communications management plan

Change log

Explanation:

A is correct. The Stakeholder <u>Engagement</u> Plan . . . not the Stakeholder <u>Management</u> Plan . . . is an input into the Manage Stakeholder Engagement process. The Stakeholder Engagement Plan is an essential input into the Manage Stakeholder Engagement process because it sets out how stakeholders' engagement and expectations will be managed

~~B is correct.~~

B, C, and D are incorrect. B. is incorrect because the issue log is an input into the Manage Stakeholder Engagement process. C is incorrect because the communications management plan is an input into the Manage Stakeholders Engagement process because it records the communications methods and strategy to be used. D is incorrect because the change log is used as an input into the Manage Stakeholders Engagement process because the impact of changes is communicated to stakeholders.

Q543:

During which stakeholder management process is work performance data an input, and work performance information an output?

Objective:

Monitoring and Controlling

Answers:

Identify Stakeholders

Plan Stakeholder Engagement

Manage Stakeholder Engagement

<mark>Monitor Stakeholder Engagement</mark>

Explanation:

D is correct. The Monitor Stakeholder Engagement process does use work performance data as an input and has work performance information as an output, as part of the monitoring and controlling activities.

A, B, and C are incorrect. A is incorrect because the Identify Stakeholders process does not use either work performance data or work performance information. B is incorrect because the Plan Stakeholder Engagement process does not use either work performance data or work performance information. C is incorrect because the Manage Stakeholder Engagement process does not use either work performance data or work performance information.

Q576:

For estimating the project schedule, you have directed all project team members to use PERT. One of the tasks has the following estimates: Worst case 27 days, best case 10 days, more than likely 18 days. What is the PERT estimate based on these inputs?

Reference:

Chapter 03: Planning

Objective:

Planning

Answers:

<mark>18</mark>

45

20

37

Explanation:

A is correct because the formula for a three-point estimate as a PERT distribution is (a + 4m + b) / 6. A is the optimistic estimate, M is the most probable estimate, and B is the pessimistic estimate. Using this formula, answer A is the PERT estimate used for the task. This is a component estimating tool used throughout the project management field.

Q581:

As project manager for a global training company, you are responsible for new product development and maintenance of existing training products. Eighty-seven percent of the development is outsourced to contract professionals. A system is in place to consistently manage product development, and several contracts are used to control the work and ensure acceptable work is performed. Which of the following is a major component in an agreement document?

Reference:

Chapter 06: The Closing Domain

Objective:

Closing

Answers:

Record of training

Project schedule

Risk register

Termination clause

Explanation:

D is correct because a contract is a mutually binding agreement that obligates the seller to provide the specified products, services, or results; obligates the buyer to compensate the seller;

and represents a legal relationship that is subject to remedy in the courts. The major components in an agreement document will vary and may include a termination clause.

A, B, and C are incorrect. A is incorrect because a record of training is part of the Develop Team process. B is incorrect because developing the project schedule is part of planning. C is incorrect because the risk register is an output of the Identify Risks process.

Q582:

As project manager for a global training company, you are responsible for new product development and maintenance of existing training products. Eighty-seven percent of the development is outsourced to contract professionals. A system is in place to consistently manage product development, and several contracts are used to control the work and ensure acceptable work is performed. Which of the following is a major component in an agreement document?

Reference:

Chapter 06: The Closing Domain

Objective:

Closing

Answers:

Verifying product acceptance based on the contract

Documenting delivery of contracts for products

<mark>Documenting alternative dispute resolution mechanisms</mark>

Contracting performance records and reports

Explanation:

C is correct because a contract is a mutually binding agreement that obligates the seller to provide the specified products, services, or results; obligates the buyer to compensate the seller; and represents a legal relationship that is subject to remedy in the courts. You are obligated to close a contract executed during the project, in accordance with the contract's terms and conditions. The major components in an agreement document will vary and may include alternative dispute resolution mechanisms.

A, B, and D are incorrect. A is incorrect because verifying product acceptance based on the contract is part of the Control Quality process. B is incorrect because documenting delivery of contracts for products is part of the Conduct Procurements process. D is incorrect because contracting performance records and reports is part of the Control Procurements process.

Updated on February 10, 2021 at 1249 MST

Original

480_PE1
Q66:
The configuration management system is a collection of formal documented procedures. Which of the following is not an objective of configuration management?
Reference:
Chapter 03: The Planning Domain
Objective:
Planning
Answers:
Prevent any changes to functional characteristics
(Record and report each change to the functional characteristics)
Identify and document the functional characteristics of a product
Support the audit of the products to verify conformance to requirements
Explanation:
B is correct. This answer is correct because the configuration management system controls and records changes; it does not prevent them.

A, C, and D are incorrect. A is incorrect because recording and reporting each change to the functional characteristics is an important attribute of the configuration management system. C is incorrect because identifying and documenting the functional characteristics of a product is an important attribute of the configuration management system. D is incorrect because supporting the audit of the products to verify conformance to requirements is an important attribute of the configuration management system.

Revised on 2/10/2021

480_PE1
Q66:
The configuration management system is a collection of formal documented procedures. Which of the following is not an objective of configuration management?
Reference:
Chapter 03: The Planning Domain
Objective:
Planning
Answers:
(Prevent any changes to functional characteristics)
Record and report each change to the functional characteristics
Identify and document the functional characteristics of a product
Support the audit of the products to verify conformance to requirements
Explanation:
A is correct. This answer is correct because the configuration management system controls and records changes; it does not prevent them.

Original
480_PE3
Q576:

For estimating the project schedule, you have directed all project team members to use PERT. One of the tasks has the following estimates: worst case 27 days, best case 10 days, more than likely 18 days. What is the PERT estimate based on these inputs?
Reference:
Chapter 03: The Planning Domain
Objective:
Planning
Answers:
18
45
(20)
37
Explanation:
C is correct because the formula for a three-point estimate as a PERT distribution is (a + 4m + b) / 6. A is the optimistic estimate, M is the most probable estimate, and B is the pessimistic estimate. Using this formula, answer C is the PERT estimate used for the task. This is a component estimating tool used throughout the project management field.

A, B, and D are incorrect. A is incorrect because 18 days is not derived from using the PERT formula. B is incorrect because 45 days is not derived from using the PERT formula. D is incorrect because 37 days is not derived from using the PERT formula.

Revised on 02/10/2021
480_PE3
Q576:

For estimating the project schedule, you have directed all project team members to use PERT. One of the tasks has the following estimates: worst case 27 days, best case 10 days, more than likely 18 days. What is the PERT estimate based on these inputs?
Reference:
Chapter 03: The Planning Domain
Objective:
Planning
Answers:
(18)
45
20
37
Explanation:
A is correct because the formula for a three-point estimate as a PERT distribution is (a + 4m + b) / 6. a is the optimistic estimate, m is the most probable estimate, and b is the pessimistic estimate. Using this formula, answer A is the PERT estimate used for the task. This is a component

estimating tool used throughout the project management field.

B, C, and D are incorrect. B is incorrect because 45 days is not derived from using the PERT formula. C is incorrect because 20 days is not derived from using the PERT formula. D is incorrect because 37 days is not derived from using the PERT formula.