



Version 6.1 Updated for the 2021
Project Management Professional (PMP)[®] Exam



Crosswind Success Series: PMP[®] Exam Bootcamp Manual

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Version 6.1 aligned with the 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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Situational Question and Real World Application

Failure to effectively execute the Monitor Communications process can result in a number of issues. To make reasonable decisions, stakeholders must know the status of the project in the appropriate detail and in a timely manner.

The source for the above text is the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* – Sixth Edition, Project Management Institute Inc., 2017, Pages 388-393

7.6. Project Communications Management Formulas and Variables

Description	Formula	Variable (Components)	Example
Communication Channels Formula This formula shows the number of communication channels on a project.	$N \times (N - 1) / 2 =$ Number of Communication Channels	N = Number of people	$6 \times (6 - 1) / 2 = 15$
N = the number of people on the project	Provided on the exam	6	15 channels on the project

7.7. Project Communications Management Terminology

Term	Description
Communication Blockers	Factors that disrupt the message
Communication Constraints	Limitations imposed by legislation, regulation, technology, or policy on message content, timing, audience, or delivery vehicle (person or mechanism)
Communication Methods	Procedures, techniques, and processes that are employed to disseminate information to project stakeholders
Communication Model	A facsimile that demonstrates the manner in which project communications will be performed
Communication Requirements Analysis	An approach to the determination of stakeholder communication requirements, which can include interviews, lessons learned, and analysis of previous projects
Communication Styles Assessment	A technique utilized to identify the approach, format, and content preferred by each stakeholder for planned communication activities
Communication Technology	The tools, systems, and computer applications utilized in the dissemination of information to project stakeholders
Communications Infrastructure	Tools and techniques used to create the foundation for information transfer on a project
Communications Management Plan	The document, part of the project or program management plan, that addresses the communication flow of the project and contains a detailed description of the transmittal process, the transmittal schedule, and the administration process
Control	The process of contrasting actual performance to planned performance, assessing the resulting variances, and determining the actions that will improve performance levels
Distribute Information	Deliver needed project information to stakeholders in an appropriate timeframe
Exception Report	A report that includes significant variations from the planned activities
Forecast	The estimation of a future state of a project based on the performance levels of the organization or a previous project; typically includes measurements associated with estimate at completion (EAC) or estimate to complete (ETC)
Information Gathering Techniques	Processes used to obtain and organize data from a variety of sources
Kickoff Meeting	A meeting used to initiate the start of the project; typically attended by all the key stakeholders; can be done when initiating or planning is complete depending upon the organization
Log	Documentation of selected items that occur during a project, typically modified to reflect the condition of the item (issue, quality control item, action, or defect)
Manage Communications	The gathering of meaningful project data to create communications that will be disseminated, placed in a repository for future access, and disposed of per the communications management plan.
Manage Stakeholder Expectations	The process of communicating with the stakeholders to determine their expectations and addressing issues in a timely manner
Monitor Communications	The process of fulfilling the informational needs of the project and its stakeholders
Performance Reporting	The collection and interpretation of performance data; can include status, progress, and forecast reports

Term	Description
Plan Communications Management	The process of identifying and evaluating stakeholder information and requirements for the purpose of developing a suitable project communications approach
Progress Report	A report that states what has been accomplished in a specific amount of time on the project (but not the entire project)
Project Communications Management	The processes required to gather, produce, allocate, deposit, retrieve, administer, regulate, track, and ultimately dispose of project information so that the appropriate parties receive the appropriate information at the appropriate time
Project Forecasting	A reporting method in which future performance is estimated based on past performance of the project
Report Performance	The process of amassing project performance data and disseminating it in a clear and meaningful format to the intended audience
Reporting Systems	Processes and procedures utilized to generate or consolidate reports from information management systems and distribute those reports to project stakeholders
Status Report	A report that states the current shape or state of the project to date
Threshold	Any value (typically applied to cost, schedule, quality, technical, or resource) that is used as a parameter; typically crossing the threshold results in a triggered action
Trend Analysis	An analytical technique that uses mathematical paradigms to predict future outcomes based on historical data
Variance	Any difference between a planned value or baseline and an actual result
Variance Analysis	The assessment of the level and reasons for a variance from planned value or baseline
Work Performance Reports	Project status and performance data utilized to produce communications and advance discussion

The source for the above definitions is the Glossary of the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute Inc., 2017

7.8. Project Communications Management Tests and Exercises

7.8.1. Project Communications Management Practice Test

Answers are in section 7.9.1.

1. There are 45 communication channels on the project. How many people are on the project team?
 - (A) 9
 - (B) 10
 - (C) 5
 - (D) 15

2. The project manager and his team spend a great deal of time in meetings. Which of the following is not a good reason to cancel a meeting?
 - (A) The agenda wasn't published until right before the meeting
 - (B) A key team member had to attend a different meeting
 - (C) A functional manager wanted to meet with the project manager at the same time
 - (D) The topic partially changed and the presentation material wasn't complete yet

3. There are five basic performance reports. Of the following, which best describes the contents of a forecast report?
 - (A) Information related to the state of the schedule, budget, and scope of the project at various parts of time
 - (B) Information related to the present overall state of the project
 - (C) Information related to future project occurrences
 - (D) Information related to recent project occurrences

4. The agile team is distributed and having challenges with communications. The organization is willing to do whatever it takes to improve communications. Which of the following would best help improve project communications?
 - (A) Utilizing a war room for the team
 - (B) Have more team meetings
 - (C) Have an additional status report each week
 - (D) Make better use of the PMIS

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5. Sam and Tracy are running their string theory project. They are in the process of monitoring project communications with the various stakeholders. This has been a challenge given it is a global project with many virtual employees. Which of the following is a tool and technique they will use with the monitor communications process?
- (A) Communications management plan
 - (B) Change requests
 - (C) Work performance information
 - (D) Project management Information system (PMIS)
6. The project is approximately 50% complete. The project manager is communicating with stakeholders regarding the status of the project. Which will he likely use to determine what to communicate to whom?
- (A) Communications technology, models, and methods
 - (B) Communications management plan
 - (C) Communications requirements analysis
 - (D) Stakeholder management strategy
7. A major manufacturing company has initiated a project to determine the best course of action to take in response to the new “green laws” recently passed by congress. The company has many plants located in the U.S. and overseas, some of which have been in place for decades and will likely not be cost effective to modernize. The CEO has warned that this project will rise or fall based on effective communications. During the plan communications management process, the project manager and his team will rely on potentially five key inputs. Which of the following is a key input of the process?
- (A) Project management plan
 - (B) Communications technology
 - (C) Meetings
 - (D) Lessons learned register
8. You are the project manager for a global point of sale upgrade project that is utilizing an offshore development company. There have been a number of communication challenges with misinterpretation of requirements and failure to follow through with things associated with the store roll-out that the project manager felt needed attention. What type of communication would help improve these problems?
- (A) Verbal
 - (B) Informal verbal
 - (C) Formal written
 - (D) Formal

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9. The project team is attempting their first agile project. There are still some waterfall components that they cannot eliminate. They are having challenges with communications with certain team members being updated, as things are completed. Which of the following would help improve transparency with the communications?
- (A) Having daily stand up meetings
 - (B) Having a product review more frequently
 - (C) Creating communication items in the sprint backlog
 - (D) Using a chat application for more timely information
10. Sam and Tracy are in the planning stage of their wedding. Communication is a big issue with all the stakeholders and their geographical locations. Of the following, which is an input they will use in the manage communications process?
- (A) Project management plan
 - (B) Communications management plan
 - (C) Power interest grid
 - (D) Feedback
11. Six full time and one part time person report to the project manager. Three more people are added to the project. How many communication channels were added to the project?
- (A) 56 channels
 - (B) 28 channels
 - (C) 55 channels
 - (D) 27 channels
12. The product owner is repeatedly going to team members trying to get them to add more work to the current sprint. The scrummaster has major problems with this type of communication. The product owner doesn't see a problem with this. What best describes this situation?
- (A) The product owner shouldn't be trying to force the team to add items to the sprint
 - (B) The scrummaster is trying to control all communications
 - (C) The team is overly sensitive
 - (D) The communication management plan should be updated to align with these communication requests

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13. Nicole is in pharmaceutical sales. As she is mapping out details for a new marketing campaign, she is sensitive to communication with key stakeholders. Communication is key to campaign success. As she focuses on monitoring communications, which is an input she will use during this process?
- (A) Risk register
 - (B) Reporting systems
 - (C) Change requests
 - (D) Issue log
14. All of the following are examples of communication requirements on a project except...
- (A) Project status, meeting time, and location
 - (B) The product functionality required by the primary customer
 - (C) Steps to take regarding a project change request
 - (D) Names and contact information for the members of the project change control board
15. Michelle is in pharmaceutical research. As she is mapping out details for a new compound, she is sensitive to communication with key stakeholders. Communication is key to campaign success. As she focuses on monitoring communications, which is a tool or technique she will use during this process?
- (A) Organizational process assets
 - (B) Expert judgment
 - (C) Change requests
 - (D) Stakeholder management strategy
16. The project manager has scheduled several meetings to facilitate information sharing with the project management team and the customer. The meetings have been unorganized, chaotic, and lacking direction. Which of the following would improve the meetings?
- (A) Determine who is in charge of the meeting
 - (B) Send the team to communication training
 - (C) Create and publish an agenda, and establish the leader of the meeting
 - (D) Create and publish an agenda
17. All the following could be considered mediums for communication by a project team member except...
- (A) Staff meetings
 - (B) Email
 - (C) Message
 - (D) Video conference

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18. One of the activities a project manager performs on a day-to-day basis is communicating with individual team members, the team, company personnel, vendors, and customers. Approximately how much of a project manager's job is spent communicating?
- (A) At least 30%
 - (B) Not more than 50%
 - (C) Approximately 90%
 - (D) 100%
19. What is the most effective use of feedback on a project?
- (A) To give the sender of the message a chance to ensure their message is delivered
 - (B) To ensure that the receiver of a message understands the message
 - (C) To give the receiver of the message a chance to get status updates from the sender
 - (D) To ensure that the sender of the message understands the message
20. The team is having challenges staying updated on timely status on items in the current sprint. Upon reviewing past retrospectives, it's noted that this has been an ongoing problem for sprints over the last year and a half. Which of the following would be the best solution to resolve this problem?
- (A) Put an information radiator in the team war room
 - (B) Add communication requirements to the communications management plan to address this
 - (C) Have the product owner update team members daily
 - (D) Have a weekly stand up meeting
21. There are five basic performance reports. Of the following, which best describes the contents of a status report?
- (A) Information related to the state of the schedule, budget, and scope of the project at various points in time
 - (B) Information related to the present overall state of the project
 - (C) Information related to future project occurrences
 - (D) Information related to recent project occurrences
22. Ronnie is planning Comicfest for the fall. It will include over 200 vendors, over 60 celebrities and approximately 10,000 attendees. Which of the following is not a tool or technique available during the plan communications management process?
- (A) Communications methods
 - (B) Communications technology
 - (C) Communications requirements analysis
 - (D) Communications management plan

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23. Although the communications model only contains three components, there is another facet of communications that must be considered. Of the following, which best describes that other facet?
- (A) Language, specifically the special usages of a professional group
 - (B) Medium, specifically the technique that dictates the format of a message
 - (C) Feedback, specifically in regard to message interpretation
 - (D) Confirmation, specifically tracking communication receipt
24. Project communications lead to a number of concerns on the part of the project manager. Which of the following best describe those concerns?
- (A) Sender, receiver, message, medium, and feedback
 - (B) Sender, receiver, message, and feedback
 - (C) Sender, receiver, message, and medium
 - (D) Sender, receiver, medium, and feedback
25. The scrum team is working on their current sprint. They are getting sprint items completed and tracking their current velocity. The scrummaster is asked how many points are left in the current sprint and wanting to see a Gantt chart, or some other graphical representation of the state of the sprint. What will the scrummaster likely have available to show them?
- (A) A burndown chart
 - (B) A burn up chart
 - (C) A Gantt chart
 - (D) A Pareto diagram
26. There are five basic performance reports that are utilized during the project. One of these is a progress report. Of the following, which best describes the contents of a progress report?
- (A) Information related to the state of the schedule, budget, and scope of the project at various parts of time
 - (B) Information related to the difference between planned and actual occurrences
 - (C) Information related to future project occurrences
 - (D) Information related to recent project occurrences

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27. The project manager sent a communication to the project manager of a related project requesting a copy of the communications management plan used on the related project. Of the following, which best describes the communication type sent by the project manager?
- (A) Formal, official, internal, vertical communication
 - (B) Informal, unofficial, internal, horizontal communication
 - (C) Formal, official, internal, horizontal communication
 - (D) Formal, unofficial, internal, horizontal communication
28. The project manager and his team are about to begin the monitor communications process. Which is an output of the process they will create?
- (A) Reporting systems
 - (B) Work performance information
 - (C) Scope statement
 - (D) Enterprise environmental factors
29. The product owner is working with the scrummaster to refine the product backlog, while also trying to forecast how many sprints potentially remain based on the product backlog. Currently the team can do 50 points of work per sprint and has done 5 sprints so far. The product backlog currently has 500 points of work in it. What would best graphically display this information?
- (A) A burn up chart
 - (B) A burndown chart
 - (C) A control chart
 - (D) A bar chart
30. Walton publishing is executing the curriculum update project. They are currently in the final process of communications. There are a number of key tools and techniques available for use. Which of the following is the best description of the tools and techniques with this process?
- (A) Forecasting methods, variance analysis, communication management plan, and reporting systems
 - (B) Communication methods, forecasting methods, and approved changes
 - (C) Work performance measurements, forecasting methods, communication methods, and the project management plan
 - (D) Project management information system, expert judgment, and meetings

7.9. Project Communications Management Answers for Tests and Exercises

7.9.1. Project Communications Management Practice Test Answers

We recommend that you download answer sheets from the Crosswind website, so you can practice the test as many times as you like.

1. There are 45 communication channels on the project. How many people are on the project team?

Correct Answer: (B) 10

Explanation: Ten is the number of team members on the project. This is established by applying the formula, $N \times (N - 1) / 2$ to the answers and seeing that 10 people produces 45 channels. $10 \times (10 - 1) / 2 = 45$. [Crosswind Manual 7.3.4; No *PMBOK® Guide* Reference]

2. The project manager and his team spend a great deal of time in meetings. Which of the following is not a good reason to cancel a meeting?

Correct Answer: (C) A functional manager wanted to meet with the project manager at the same time

Explanation: The functional manager's decision to meet with the project manager at the same time as an existing team meeting is not a good reason to cancel a meeting. The project manager should offer to schedule a meeting for a different time with the functional manager because project-related work has a higher priority. [Crosswind Manual 7.3.7; No *PMBOK® Guide* Reference]

3. There are five basic performance reports. Of the following, which best describes the contents of a forecast report?

Correct Answer: (C) Information related to future project occurrences

Explanation: The forecast report shows what is expected to occur on the project. The progress report shows what has been completed since the last reporting period. The status report shows where the project is to date. The variance report shows the difference between planned and unplanned occurrences. The earned valued report shows the state of the schedule, budget, and scope of the project at various points in time. [Crosswind Manual 7.4.2; *PMBOK® Guide* 10.2.1.3]

4. The agile team is distributed and having challenges with communications. The organization is willing to do whatever it takes to improve communications. Which of the following would best help improve project communications?

Correct Answer: (A) Utilizing a war room for the team

Explanation: Putting people in one place, such as a war room, is the best option to improve communication. It also helps with transparency in the information exchange. Having more meetings or status reports is not as effective as everyone being in a war room. Making a better use of the PMIS could help improve communications, but not as well as a war room. [Crosswind Manual 8.5.1; No *PMBOK® Guide* Reference]

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5. Sam and Tracy are running their string theory project. They are in the process of monitoring project communications with the various stakeholders. This has been a challenge given it is a global project with many virtual employees. Which of the following is a tool and technique they will use with the monitor communications process?

Correct Answer: (D) Project management information system (PMIS)

Explanation: The tools and techniques for the Monitor Communications process are: expert judgment, project management information system (PMIS), data analysis, stakeholder engagement assessment matrix, interpersonal and team skills, observation/conversation, and meetings. [Crosswind Manual 7.5; *PMBOK® Guide* 10.3]

6. The project is approximately 50% complete. The project manager is communicating with stakeholders regarding the status of the project. Which will he likely use to determine what to communicate to whom?

Correct Answer: (B) Communications management plan

Explanation: The communications management plan helps determine the stakeholders' communication needs. The other answers are distracters. [Crosswind Manual 7.3.1; *PMBOK® Guide* 10.1.3.1]

7. A major manufacturing company has initiated a project to determine the best course of action to take in response to the new "green laws" recently passed by congress. The company has many plants located in the U.S. and overseas, some of which have been in place for decades and will likely not be cost effective to modernize. The CEO has warned that this project will rise or fall based on effective communications. During the plan communications management process, the project manager and his team will rely on potentially five key inputs. Which of the following is a key input of the process?

Correct Answer: (A) Project management plan

Explanation: The project management plan is an input to the plan communications management process. The other answers are tools and techniques or distracters. [Crosswind Manual 7.3; *PMBOK® Guide* 10.1]

8. You are the project manager for a global point of sale upgrade project that is utilizing an offshore development company. There have been a number of communication challenges with misinterpretation of requirements and failure to follow through with things associated with the store roll-out that the project manager felt needed attention. What type of communication would help improve these problems?

Correct Answer: (C) Formal written

Explanation: Formal written communication is appropriate for communications where the message must be specific or the message is being sent over a long distance. Formal is a good answer but not as good as formal written. Both verbal answers would expose the project to problems. [Crosswind Manual 7.2; *PMBOK® Guide* Chapter 10 Introduction]

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9. The project team is attempting their first agile project. There are still some waterfall components that they cannot eliminate. They are having challenges with communications with certain team members being updated, as things are completed. Which of the following would help improve transparency with the communications?

Correct Answer: (A) Having daily stand up meetings

Explanation: In agile environments there is a daily standup meeting (that should not exceed 15 minutes) that allows each team member to address what they have done, what they are doing and anything in their way. This will help resolve the communication challenges. More product reviews, adding communications items in the sprint backlog, or using chat applications are not as effective as the daily standup meeting. [Crosswind Manual 8.2; No *PMBOK® Guide* Reference]

10. Sam and Tracy are in the planning stage of their wedding. Communication is a big issue with all the stakeholders and their geographical locations. Of the following, which is an input they will use in the manage communications process?

Correct Answer: (B) Communications management plan

Explanation: The inputs for the Manage Communications process are: project management plan, resource management plan, communications management plan, stakeholder engagement plan, project documents, change log, issue log, lessons learned register, quality report, risk report, stakeholder register, work performance reports, enterprise environmental factors, and organizational process assets. [Crosswind Manual 7.4; *PMBOK® Guide* 10.2]

11. Six full time and one part time person report to the project manager. Three more people are added to the project. How many communication channels were added to the project?

Correct Answer: (D) 27 channels

Explanation: The formula for communication channels is $N \times (N - 1) / 2$. First, calculate the number of communication channels based on the existing team 6.5 people (rounds up to a full person) 7 AND the project manager=8). That is 28 communication channels. Next, calculate the number of communication channels with the new people added. This is 55 communication channels. Finally, subtract the difference (55-28=27) to establish that 27 communication channels were added. [Crosswind Manual 7.3.4; No *PMBOK® Guide* Reference]

12. The product owner is repeatedly going to team members trying to get them to add more work to the current sprint. The scrummaster has major problems with this type of communication. The product owner doesn't see a problem with this. What best describes this situation?

Correct Answer: (A) The product owner shouldn't be trying to force the team to add items to the sprint

Explanation: Once the work of the scrum is committed to, the product owner should NOT try to force extra work on the team. This creates distrust between the team and product owner. The scrummaster is not out of line seeing a problem with this situation. The team should be sensitive to the attempt to force work on them. Updating the communication management plan is irrelevant in this case. [Crosswind Manual 8.3.1; No *PMBOK® Guide* Reference]

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13. Nicole is in pharmaceutical sales. As she is mapping out details for a new marketing campaign, she is sensitive to communication with key stakeholders. Communication is key to campaign success. As she focuses on monitoring communications, which is an input she will use during this process?

Correct Answer: (D) Issue log

Explanation: The inputs for the Monitor Communications process are: project management plan, communications management plan, stakeholder engagement plan, project documents, issue log, lessons learned register, project communications, work performance data, enterprise environmental factors, and organizational process assets. [Crosswind Manual 7.5; *PMBOK® Guide* 10.3]

14. All of the following are examples of communication requirements on a project except...

Correct Answer: (B) The product functionality required by the primary customer.

Explanation: Project status meeting, time and location, steps to take regarding a project change request, and contact information for the members of the CCB are all communication requirements on a project. Product functionality is communicated using some type of requirements documentation. Notice that this answer does not indicate **how** or **when** or **how often** the product requirements will or should be communicated. [Crosswind Manual 7.3; *PMBOK® Guide* 10.1]

15. Michelle is in pharmaceutical research. As she is mapping out details for a new compound, she is sensitive to communication with key stakeholders. Communication is key to campaign success. As she focuses on monitoring communications, which is a tool or technique she will use during this process?

Correct Answer: (B) Expert judgment

Explanation: The tools or techniques for Monitor Communications include expert judgment, project management information system (PMIS), data analysis, stakeholder engagement assessment matrix, interpersonal and team skills, observation/conversation, and meetings. [Crosswind Manual 7.5; *PMBOK® Guide* 10.3]

16. The project manager has scheduled several meetings to facilitate information sharing with the project management team and the customer. The meetings have been unorganized, chaotic, and lacking direction. Which of the following would improve the meetings?

Correct Answer: (C) Create and publish an agenda, and establish the leader of the meeting

Explanation: Creating and publishing an agenda and knowing who is in charge of a meeting are two ways to have a highly organized, effective meeting. Though the project manager may organize a meeting, he or she may not necessarily be in charge of the meeting, as is sometimes the case with highly technical subject matter. [Crosswind Manual 7.3.7; No *PMBOK® Guide* Reference]

17. All the following could be considered mediums for communication by a project team member except...

Correct Answer: (C) Message

Explanation: The message is what is actually conveyed in the communication. The other three answers are formats for conveying information. [Crosswind Manual 7.3.3; *PMBOK® Guide* 10.1.2.4]

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18. One of the activities a project manager performs on a day-to-day basis is communicating with individual team members, the team, company personnel, vendors, and customers. Approximately how much of a project manager's job is spent communicating?

Correct Answer: (C) Approximately 90%

Explanation: Approximately 90% of a project manager's time is spent communicating. This could be via email, meetings, listening, speaking, web conference, etc. [Crosswind Manual 7.3.2; No *PMBOK® Guide* Reference]

19. What is the most effective use of feedback on a project?

Correct Answer: (B) To ensure that the receiver of a message understands the message

Explanation: It is vital that the receiver correctly interprets the message sent, so the sender requests feedback. The request is typically in the form of asking additional questions to clarify the recipients understanding of the message. [Crosswind Manual 7.3.3; *PMBOK® Guide* 10.1.2.4]

20. The team is having challenges staying updated on timely status on items in the current sprint. Upon reviewing past retrospectives, it's noted that this has been an ongoing problem for sprints over the last year and a half. Which of the following would be the best solution to resolve this problem?

Correct Answer: (A) Put an information radiator in the team war room

Explanation: An information radiator such as a display in the war room with timely status on things for all to see, is the best option because it provides information as needed. Adding communication requirements to the communications management plan is not a bad idea, but not as good an option as the information radiator is. The product owner providing daily updates to the team doesn't really align with the job of the product owner. Having a weekly standup meeting doesn't fix the problem compared to other options. [Crosswind Manual 8.5.1; No *PMBOK® Guide* Reference]

21. There are five basic performance reports. Of the following, which best describes the contents of a status report?

Correct Answer: (B) Information related to the present overall state of the project

Explanation: The status report shows where the project is to date. The forecast report shows what is expected to occur on the project. The earned valued report shows the state of the schedule, budget, and scope of the project at various points in time. The progress report shows what has been completed since the last reporting period. [Crosswind Manual 7.4.2; *PMBOK® Guide* 10.2.1.3]

22. Ronnie is planning Comicfest for the fall. It will include over 200 vendors, over 60 celebrities and approximately 10,000 attendees. Which of the following is not a tool or technique available during the plan communications management process?

Correct Answer: (D) Communications management plan

Explanation: The tools and techniques for the Plan Communications Management process are: expert judgment, communications requirements analysis, communication technology, communication models, communication methods, interpersonal and team skills, communication styles assessment, political awareness, cultural awareness, data analysis, stakeholder engagement assessment matrix, and meetings. [Crosswind Manual 7.3; *PMBOK® Guide* 10.1]

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23. Although the communications model only contains three components, there is another facet of communications that must be considered. Of the following, which best describes that other facet?

Correct Answer: (B) Medium, specifically the technique that dictates the format of a message

Explanation: The communications model includes the sender, the receiver, and the message. The medium should also be considered in that it sets the format of the message. [Crosswind Manual 7.3.3; *PMBOK® Guide* 10.1.2.4]

24. Project communications lead to a number of concerns on the part of the project manager. Which of the following best describe those concerns?

Correct Answer: (A) Sender, receiver, message, medium, and feedback

Explanation: Communication involves a sender who encodes the message and delivers it via the medium to the receiver to decode. The receiver then should have a chance to provide feedback to the sender to verify correct understanding of the message. [Crosswind Manual 7.3.3; *PMBOK® Guide* 10.1.2.4]

25. The scrum team is working on their current sprint. They are getting sprint items completed and tracking their current velocity. The scrummaster is asked how many points are left in the current sprint and wanting to see a Gantt chart, or some other graphical representation of the state of the sprint. What will the scrummaster likely have available to show them?

Correct Answer: (A) A burndown chart

Explanation: A burndown chart typically is used to show work remaining within a sprint. A burn up chart typically shows the points of work (velocity) completed in each sprint, and total points work done to date. It also can show the total points currently in the product backlog. A Gantt chart shows the schedule in a traditional or waterfall type project. A Pareto diagram shows cumulative defect by count of something. [Crosswind Manual 8.5.8; *PMBOK® Guide* Chapter 10 Introduction]

26. There are five basic performance reports that are utilized during the project. One of these is a progress report. Of the following, which best describes the contents of a progress report?

Correct Answer: (D) Information related to recent project occurrences

Explanation: The progress report shows what has been completed since the last reporting period. The forecast report shows what is expected to occur on the project. The status report shows where the project is to date. The variance report shows the difference between planned and unplanned occurrences. The earned valued report shows the state of the schedule, budget, and scope of the project at various points in time. [Crosswind Manual 7.4.2; *PMBOK® Guide* 10.2.1.3]

27. The project manager sent a communication to the project manager of a related project requesting a copy of the communications management plan used on the related project. Of the following, which best describes the communication type sent by the project manager?

Correct Answer: (B) Informal, unofficial, internal, horizontal communication

Explanation: The communication is a simple request to a peer; therefore it is an informal, unofficial, internal, horizontal communication. [Crosswind Manual 7.2; *PMBOK® Guide* Chapter 10 Introduction]

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28. The project manager and his team are about to begin the monitor communications process. Which is an output of the process they will create?

Correct Answer: (B) Work performance information

Explanation: The outputs of monitor communications are work performance information, change requests, project management plan updates, communications management plan, stakeholder engagement plan, project documents updates, issue log, lessons learned register, and stakeholder register. [Crosswind Manual 7.5; *PMBOK® Guide* 10.3]

29. The product owner is working with the scrummaster to refine the product backlog, while also trying to forecast how many sprints potentially remain based on the product backlog. Currently the team can do 50 points of work per sprint and has done 5 sprints so far. The product backlog currently has 500 points of work in it. What would best graphically display this information?

Correct Answer: (A) A burn up chart

Explanation: A burn up chart typically shows the points of work (velocity) completed in each sprint, and total points work done to date. It also can show the total points currently in the product backlog. A burndown chart typically is used to show work remaining within a sprint. The control chart shows output of time of something such as a business process, or test. A bar chart shows a count or occurrence of something. [Crosswind Manual 8.5.9; No *PMBOK® Guide* Reference]

30. Walton publishing is executing the curriculum update project. They are currently in the final process of communications. There are a number of key tools and techniques available for use. Which of the following is the best description of the tools and techniques with this process?

Correct Answer: (D) Project management information system (PMIS), expert judgment, and meetings

Explanation: The tools and techniques of the Monitor Communications process are: expert judgment, project management information system (PMIS), data analysis, stakeholder engagement assessment matrix, interpersonal and team skills, observation/conversation, and meetings. [Crosswind Manual 7.5; *PMBOK® Guide* 10.3]