Crosswind Learning

Crosswind Success Series:
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Tony Johnson, MBA, CAPM, PMP, PgMP, PfMP

9.13. Project Integration Management Formulas and Variables

There are no formulas for this chapter. See the Cost chapter for earned value management formulas.

9.14. Project Integration Management Terminology

Term	Description
Approved Change Request	A modification request that has been authorized as a result of undergoing the integrated change control process
Approved Change Requests Review	Audit of the implementation of approved modifications to ensure they function as intended
Assumption	A premise considered to be true without benefit of proof
Assumptions Analysis	The evaluation of project assumptions used to determine the risks that could be incurred as a result of the inexact, fragmentary, or unpredictable nature of the assumptions
Baseline	The agreed upon level of work (or other variable) used as a basis for comparison; once established, any changes must be authorized through formal change control procedures
Benefits Management Plan	A component of the project management plan that details the manner in which the benefits provided by a project or program are created, maximized, and sustained
Business Case	A document that attempts to prove the economic feasibility of a business idea, such as a product or service, to justify the project
Business Value	An abstraction that includes tangible and intangible elements associated with project, program, and portfolio management that maximize the value to the organization
Change	A modification to any deliverable, project management plan component, or project document subject to the formal change control process
Change Control	The process of determining, documenting, reviewing, and then approving or rejecting any proposed modifications to project documentation, deliverables, or baselines
Change Control Board (CCB)	The group accountable for considering, appraising, and making decisions about (approval, postponement, or rejection) proposed project changes and for documenting and communicating those decisions
Change Control System	The procedures that govern modifications to project documents, deliverables, and baselines
Change Control Tools	Tools associated with modification and configuration management
Change Log	A list of proposed project modifications and their associated details including description, date, requester, and status
Change Management Plan	A plan that defines the project change management process
Change Request	A formal solicitation for a project modification that relates to the approach to, or outcome of, the project
Close Project or Phase	The process of completing each activity across all process groups in order to finalize a project or phase
Configuration Management	A process which verifies that the products of the project are complete and accurate
Configuration Management System	A subsystem within the project management system that is comprised of documented procedures that delineate the method by which the attributes of a product, result, service, or component of a project are determined; attribute changes are controlled via authorization rules and a tracking system; conformance requirements can be corroborated through audit
Constraint	An internal or external limitation of the project

Term	Description
Corrective Action	An action to bring project work performance into alignment with the project management plan
Data	Discrete, unordered, unprocessed metrics or raw observations.
Data Analysis Techniques	Techniques used to order, assess, and evaluate data and information
Data Gathering Techniques	Techniques utilized to amass data and information from diverse sources
Data Representation Techniques	Approaches, especially the creation of graphical representations, utilized to communicate data and information
Deliverable	Any product, result, or service that must be generated to complete a process, phase, or project
Develop Project Charter	The process of evolving the document that authorizes the project and authorizes the project manager to employ organizational resources to do the work of the project
Develop Project Management Plan	The process of specifying, creating or adapting, reconciling, and integrating applicable management and other planning documents into one comprehensive document
Development Approach	The method (predictive, iterative, incremental, agile, or hybrid) utilized during the project life cycle to produce and elaborate the product, service, or result of the project
Direct and Manage Project Work	The process of administering the execution of the project management plan
Enterprise Environmental Factors	Internal and external variables, not under the control of the project team, that impact the project
Expert Judgment	The opinion of an authority on a project-related subject
Explicit Knowledge	Knowledge that can be classified utilizing such symbols as words, numerals, and images
Formal Acceptance	Attaining signature for a piece of the project or the complete project, where the signature represents completion or closure of the project or that piece of the project
Historical Information	Documented data from prior projects consulted as a learning tool
Information	Ordered data that has been processed to be meaningful, significant, and utilitarian in specific contexts
Information Management System	A system that collects, stores, and distributes data to project stakeholders; data format may be physical or electronic
Initiation	Commitment from the sponsor and organization to start a project or to continue it to the next phase
Knowledge	The composite of experience, values and beliefs, contextual information, intuition, and insight that people employ in an attempt to make sense of new experiences and information
Lessons Learned	The knowledge of what worked and what didn't work during a project
Lessons Learned Register	A project document utilized to record knowledge gained, both positive and negative, during the project; the information contained in register can be used in the current project and entered into the lessons learned repository for use with future projects
Lessons Learned Repository	A container, typically electronic, for storing historical information about lessons learned during the performance of project work
Manage Project Knowledge	The process of utilizing existing knowledge and producing new knowledge to achieve a project's goals and contribute to organizational knowledge
Market Research	The process of gathering information about customers or markets
Objective	A goal that the project is expected to accomplish; the goal could be related to a strategic position, purpose, result, service, or product

Term	Description
Organizational Process Assets	The process-related assets of the performing organization including, but not limited to, procedures, processes, policies, knowledge bases, templates, documentation, and plans
Payback Period	The amount of time needed to recover the investment in the project
Perform Integrated Change Control	The process of determining, recording, and approving or rejecting changes to project documentation, deliverables, or baselines
Project Archives	A set of records that correctly describe and document the history of the project
Project Charter	An instrument issued by the project sponsor or initiator that approves the existence of the project and authorizes the project manager to assign resources held by the organization to project activities
Project Integration Management	The processes and activities required to determine, depict, conjoin, unify, and reconcile project management processes and activities
Project Management Information System (PMIS)	A system, either manual or automated, comprised of the tools and techniques used to amass, incorporate, and disseminate the results of project management processes in order to reinforce all facets of the project
Project Management Plan	The cumulative document, containing all management plans and other planning documents, that serves as the blueprint for realizing the objectives of the project
Requested Change	A formal request for change that is submitted to the integrated change control process
Result	The consequence of completing a series of activities or processes; examples include outcomes and documents
Return on Investment (ROI)	The amount of income from an investment; income divided by the investment
Sponsoring Organization	The entity that has the responsibility of providing the project's sponsor and acting as a conduit for project funding or other project resources
Strategic Planning	Long-term planning by a company (usually three to five years in the future)
System	An integrated set of pieces used to achieve a specific project goal; could be an actual process or management process, or some mix of both approaches
Technical Performance Measurement	A measurement approach that compares what was technically created in the project to what the project management plan shows should have been created
Update	A modification to any deliverable, project management plan component, or project document that has not been subjected to the formal change control process
Weighted Scoring Model	A project selection technique based on criteria that have been weighted in terms of importance; selection criteria is determined and assigned a relative percentage, each project receives a total score based on the weighted value of its criteria, and the project with the highest score is selected
Work Authorization	The authorization to begin work on an activity, work package, or control account at the correct time, by the correct entity, and in the correct progression
Work Authorization System	A subsystem within the project management system that is comprised of documented procedures that delineate the method by which project work is authorized so that it will be done at the correct time, by the correct entity, and in the correct progression
Work Performance Data	Measurements or statistics related to the execution of project work
Work Performance Information	The evaluation and integration of project execution statistics and measurements gathered from control processes

9.15.   Project Integration Management Tests and Exercises

9.15.1.   Project Integration Management Practice Test

Answers are in section 9.16.1.

1.   Which of the following is the least desirable reason to pursue a project?

(A) To increase market penetration for the top two customers by 13%
(B) To increase employee satisfaction by 6%
(C) To provide regulatory compliance
(D) To ensure that all technology in place at key branches is less than three years old

2.   Sign-off has just occurred on the project charter. There are items in the project charter that mandate a specific vendor and describe the maximum amount of physical and computer storage space available to the team. These are examples of what?

(A) Assumptions that impact the project
(B) Constraints that impact the project
(C) Risks of the project
(D) Activity resource requirements

3.   You are a project manager for a video game upgrade project. You are getting ready to start creating the project management plan. What have you just created?

(A) The project charter and the assumption log
(B)   The project charter
(C)   The assumption log
(D)   The stakeholder engagement plan

4.   The new system integration project impacts all the departments in the company, directly or indirectly. Which of the following is the best description of tools used for the project's communications?

(A) Communications management plan (CMP)
(B) Communications model media (CMM)
(C) Information distribution planning (IDP)
(D) Project management information system (PMIS)

5. Which of the following best describes configuration management?

   (A) Procedures used to document and control product or service characteristics
   (B) System used to store versions of software code
   (C) System used to store versions of project documentation
   (D) Interface of an automated project management system created to set up project variables

6. You are the project manager for a legacy application upgrade project. You and the sponsor are currently reviewing work for completeness and accuracy. Which of the following processes are you performing?

   (A) Monitor and control project work
   (B) Perform integrated change control
   (C) Control scope
   (D) Direct and manage project work

7. You are assigned to a new data warehouse system project and notice the project charter lists four business units as sponsors. The data warehouse system has been discussed at your organization for some time, but it's everyone's first exposure to implementing such a system. Which of the following could present the biggest challenge to implementing this project?

   (A) Conflicting goals of the sponsors
   (B) The implementation team
   (C) The work breakdown structure (WBS)
   (D) The perform integrated change control process

8. The team has completed the planning process group and received approval from the sponsor and senior management to move to the executing process group. During the executing processes, the team will compare their work to…

   (A) The project actuals
   (B) The project baseline
   (C) The stakeholder expectations
   (D) The project variance

9. The team has just completed the process of evaluating how the project went. The team members analyzed what worked well and what didn't. They evaluated the planning and executing. They documented how the sponsor and senior management supported the project. What process did they perform?

   (A) Compiling lessons learned
   (B) Closing the project or phase
   (C) Directing and managing project work
   (D) Monitoring and controlling the project

10. The project manager for the electric engine improvement project has implemented a work authorization system. What is the main benefit of utilizing a work authorization system?

   (A) To show what work is to be done during the project
   (B) To show who is responsible for what work
   (C) To control gold plating
   (D) To serve as a time-tracking system

11. Neal the project manager has started the planning for the frontiers project. Neal and his team are focusing on assumptions that the planning is based on. The assumptions are key as much of the planning revolves around them. Which of the following best describes the earliest that the assumptions will potentially be identified?

   (A) With change requests as needed
   (B) The project management plan
   (C) The charter
   (D) The assumptions log

12. You are the project manager for a legacy application upgrade project. You and the sponsor are currently doing the monitor and control project work process. Which of the following tools and techniques will you use?

   (A) Expert judgment
   (B) Change requests
   (C) Work performance information
   (D) Alternatives analysis

13. When is a project complete?

   (A) When the budgeted funds are spent
   (B) When formal acceptance has been obtained from the customer
   (C) When the work is done
   (D) When the customer is satisfied

14. The company is implementing an enterprise reporting system. This system will integrate a number of business units. This project is something that is new at the company. They realize they will learn a great deal as they adjust while going through the project. Which process best fits tracking their knowledge related to the project?

   (A) Perform integrated change control
   (B) Manage project issues
   (C) Manage project knowledge
   (D) Manage communications

15. As a best practice, who should create the project management plan?

    (A) Project manager alone
    (B) Project manager and the project team
    (C) The project manager, the project team, and the owner of the project
    (D) The project owner alone

16. Sam is creating the project management plan for the Infinity tour project. He is having a discussion with Sarah about the project management plan. They are having a disagreement about the plan and can't come to a common understanding. Which of the following best describes the project management plan?

    (A) The project management plan can change whenever the team feels it's necessary
    (B) The project management plan is a static picture of what the project is to accomplish and should not change
    (C) The project management plan is a living document that evolves as the project evolves
    (D) Change should only occur when there is no schedule or budget impact

17. The project will be starting the executing process group next week. The project sponsor and project manager have a meeting scheduled with the team and the business units that are impacted by the project. They explain what is expected to occur on the project and how each of the people can help contribute to the success of the project. What is this event called?

    (A) Kickoff meeting to officially start the project
    (B) An integral part of the team building effort
    (C) Perform quality assurance and validate scope
    (D) Project management plan development

18. You have joined a project team to upgrade the network security at your company. You are executing the project management plan and getting project deliverables created. What process do you do next?

    (A) Manage project knowledge
    (B) Monitor and control project work
    (C) Validate scope
    (D) Close project or phase

19. You are the project manager for a museum restoration project. There is a large amount of the work being outsourced because of the special nature of the work. As the project enters closure, what will likely be a larger amount of effort than most projects?

    (A) Creating the contract file
    (B) Getting final acceptance of project deliverables
    (C) Releasing resources
    (D) Performing lessons learned

20. The project manager and her team have worked diligently to complete the project scope on time and within budget. They are in the process of creating the project files. Of the following, which is the best and most complete definition of project files?

    (A) Project documents that record what occurred during the project and what changes were approved
    (B) Project documents that record what occurred during the project, what changes were approved, and what decisions were made
    (C) Project documents that record what occurred during the project, basic project statistics (scope, time, and cost), and what changes were approved
    (D) Project documents that record what occurred during the project, what changes were approved, basic project statistics (scope, time, and cost), and what decisions were made

21. The team has just completed the work on a project that contracted with a number of vendors. A contract file was created during the procurement process. What items must be contained in this file?

    (A) For each contract, the bidding documentation, the contract, the approved changes, and the formal acceptance
    (B) For each contract, the contract, the approved changes, and the formal acceptance
    (C) For each contract, the bidding documentation, the amended contract, and the formal acceptance
    (D) For each contract, the amended contract and the formal acceptance

22. The company is implementing an enterprise reporting system. This system will integrate a number of business units. This project is something that is new at the company. They realize they will learn a great deal as they adjust while going through the project. They are doing the process called manage project knowledge. What will they create as a result of this process?

(A) Lessons learned register
(B) Project knowledge
(C) Deliverables
(D) Manage communications

23. The healthcare project is in the planning stage and the project manager and his team are making decisions about the project management information system (PMIS). In discussing the system they feel will work best, which of the following statements is the project manager most likely to make?

(A) It is vital that the system accommodates our need to update payroll for the project management team
(B) It is vital that the system accommodates our need to update the chart of accounts for procurement items
(C) It is vital that the system accommodates our need to access functional management records to identify expert judgment candidates
(D) It is vital that the system accommodates our need to send the right information to the right people in a timely and appropriate manner

24. The project manager and his team are in the planning stage of the retooling project and they are making assumptions for scheduling and budgeting. Of the following, what is the most likely source for the assumptions they will make?

(A) Pertinent human resource and procurement records
(B) Lessons learned from prior projects
(C) Resource list and chart of accounts
(D) Expert judgment and functional management input

25. You are the project manager of a new ERP system implementation at your company. This type of project is new to the company. The company is concerned about what they might not know about what is involved in the implementation. Requirements, schedule, cost estimates, and resource skills are items they are not sure about. They are making some educated guesses. Which of the following documents will most likely contain information about these items?

(A) Assumption log
(B) Issue log
(C) Project charter
(D) Project management plan

26. The company is determining which proposed projects it should pursue during a severe economic downturn. Of the following, which is the most likely project it will approve?

    (A) A project that is proposed in response to a technological advance
    (B) A project that is proposed in response to a legal requirement
    (C) A project that is proposed in response to a business opportunity
    (D) A project that is proposed in response to a business problem

27. The project manager and his team have just started the perform integrated change control process for a high profile project. They are carefully considering all the inputs to make certain that the process is conducted successfully. Which of the following is not an input to this process?

    (A) Work performance reports
    (B) Change control meetings
    (C) Change requests
    (D) The project management plan

28. The project to setup the recording studio has just been completed. The customer contacts the project manager and complains that the Realtor next door is making noise that is being picked up when recording. The project manager investigates why this is occurring and discovers that the wall insulation was not put in after wiring and plumbing but before the sheetrock/wallboard, per the plan. What most likely caused this problem?

    (A) A change request wasn't approved
    (B) Scope creep
    (C) The work authorization system wasn't followed and the wallboard was installed before it should have been
    (D) The plan wasn't detailed enough

29. You are the project manager for a highway construction project. You have just finished integrating the various management plans into a complete document. What process will you perform next?

    (A) Develop project management plan
    (B) Manage project knowledge
    (C) Direct and manage project work
    (D) Develop project charter

30. At the weekly infrastructure project staff meeting, the customer informs the project team that, due to a change in market conditions, he must request a significant change to the product that will be created as a result of the project. The project is 85% complete. What should the project manager do in this case?

(A) Advise the customer that the project is too close to completion to integrate the change
(B) Evaluate the impact the requested change will have on the project and advise the customer of the impact and his options
(C) Ignore the customer in the hope that he will not pursue the request
(D) Create a new project to accommodate the requested change and release the project as-is to the market

9.16. Project Integration Management Answers for Tests and Exercises

9.16.1. Project Integration 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. Which of the following is the least desirable reason to pursue a project?

   Correct Answer: (D) To ensure that all technology in place at key branches is less than three years old
   Explanation: Without additional information, there is no indication that technology in place is unreliable or insufficient for the task. All other answers are desirable, including employee satisfaction. As a general rule, satisfied employees are more productive and less likely to seek other employment opportunities. [Crosswind Manual 9.6.3; *PMBOK® Guide* 1.2.6.4]

2. Sign-off has just occurred on the project charter. There are items in the project charter that mandate a specific vendor and describe the maximum amount of physical and computer storage space available to the team. These are examples of what?

   Correct Answer: (B) Constraints that impact the project
   Explanation: Constraints are variables that limit the team's options. They typically deal with resources, time, or money. Assumptions are educated guesses made on the project about items that are not known. Risks deal with varying degrees of unknowns that may generate risks. Activity resource requirements are generated later in the planning process group. [Crosswind Manual 9.7.3; *PMBOK® Guide* 1.2.4.7]

3. You are a project manager for a video game upgrade project. You are getting ready to start creating the project management plan. What have you just created?

   Correct Answer: (A) The project charter and the assumption log
   Explanation: The project charter and the assumption log are created immediately before the project management plan. The stakeholder engagement plan is part of the project management plan. [Crosswind Manual 9.6, *PMBOK® Guide* 4.1]

4. The new system integration project impacts all the departments in the company, directly or indirectly. Which of the following is the best description of tools used for the project's communications?

   Correct Answer: (D) Project management information system (PMIS)
   Explanation: The project management information system (PMIS) is a system that stores and distributes project information. It can be a manual or a high tech system. The other answers are distracters. [Crosswind Manual 9.7.5; *PMBOK® Guide* 4.3.2.2]

5. Which of the following best describes configuration management?

Correct Answer: (A) Procedures used to document and control product or service characteristics
Explanation: Configuration management ensures that the project is building what it should build. It utilizes a very thorough and detailed change control process to ensure that project results conform to requirements and exhibit Fitness for Use. [Crosswind Manual 9.11.4; *PMBOK® Guide* 4.7]

6. You are the project manager for a legacy application upgrade project. You and the sponsor are currently reviewing work for completeness and accuracy. Which of the following processes are you performing?

Correct Answer: (A) Monitor and control project work
Explanation: Monitor and control project work is a process that compares what is being completed to what is planned. Perform integrated change control is the master change control process that all processes creating change requests will use. Control scope involves adjusting the scope or scope documentation of the project. Direct and manage project work is the execution of the project management plan. [Crosswind Manual 9.10, *PMBOK® Guide* 4.5]

7. You are assigned to a new data warehouse system project and notice the project charter lists four business units as sponsors. The data warehouse system has been discussed at your organization for some time, but it's everyone's first exposure to implementing such a system. Which of the following could present the biggest challenge to implementing this project?

Correct Answer: (A) Conflicting goals of the sponsors
Explanation: Conflicting sponsor goals can significantly impact the project because any attempt to build what works for all sponsors could radically alter the plan. The creation of the WBS is a challenge as well, but not the best answer. The other answers are distracters. [Crosswind Manual 6.1.1; No *PMBOK® Guide* Reference]

8. The team has completed the planning process group and received approval from the sponsor and senior management to move to the executing process group. During the executing processes, the team will compare their work to…

Correct Answer: (B) The project baseline
Explanation: The baseline is the estimate for the project. It can be for the scope, schedule, and cost of the project. The actuals are the scope, schedule, and cost data for the project at a certain point in time. The variance is the difference between the baseline and actual. Stakeholder expectations is a distracter. [Crosswind Manual 9.7.4; *PMBOK® Guide* 4.3.2.1]

9. The team has just completed the process of evaluating how the project went. The team members analyzed what worked well and what didn't. They evaluated the planning and executing. They documented how the sponsor and senior management supported the project. What process did they perform?

Correct Answer: (B) Closing the project or phase
Explanation: They completed closing the project or phase, which is in the closing process group. The activities described in the question are lessons learned. Controlling and executing have already occurred. [Crosswind Manual 9.12; *PMBOK® Guide* 4.5]

10. The project manager for the electric engine improvement project has implemented a work authorization system. What is the main benefit of utilizing a work authorization system?

Correct Answer: (C) To control gold plating

Explanation: The question focuses on the benefit, as opposed to the purpose, of a work authorization system. The Work Authorization System sanctions or releases certain work to be done at a certain time in a certain order by a particular organization. The primary benefit of the system is to minimize gold plating on a project, which can occur if this control mechanism is not in place. The work breakdown structure (WBS) shows what work is to be done on the project. The responsibility assignment matrix (RAM) shows who is responsible for what work. To serve as a time-tracking system is a distracter. [Crosswind Manual 9.8.1; *PMBOK® Guide* 4.1.3.1]

11. Neal the project manager has started the planning for the frontiers project. Neal and his team are focusing on assumptions that the planning is based on. The assumptions are key as much of the planning revolves around them. Which of the following best describes the earliest that the assumptions will potentially be identified?

Correct Answer: (C) The charter

Explanation: Assumptions are identified as early as possible in the project, which means the charter is the best answer. The other answers are applicable as needed because the assumptions will be updated as the project evolves. Planning is established based on the assumptions and as the assumptions evolve, the planning and changes evolve. [Crosswind Manual 9.6; *PMBOK® Guide* 4.1.1.1]

12. You are the project manager for a legacy application upgrade project. You and the sponsor are currently doing the monitor and control project work process. Which of the following tools and techniques will you use?

Correct Answer: (A) Expert judgment

Explanation: Expert judgment is a tool and technique of monitor and control project work. Change requests are inputs and outputs of various processes and as a result could NOT be a tool and technique of a process. Work performance information is an input or output of various processes and as a result cannot be a tool and technique of a process. Alternatives analysis is a tool and technique of the define scope process. [Crosswind Manual 9.10, *PMBOK® Guide* 4.5.2]

13. When is a project complete?

Correct Answer: (B) When formal acceptance has been obtained from the customer

Explanation: Only when formal acceptance has been obtained from the customer, can the project be considered complete. When the budgeted funds are spent simply means that the project is out of money. When the work is done does not mean that the customer agrees that the work is done. When the customer is satisfied is only relevant when the customer formally accepts the project. [Crosswind Manual 9.12; *PMBOK® Guide* 4.5]

14. The company is implementing an enterprise reporting system. This system will integrate a number of business units. This project is something that is new at the company. They realize they will learn a great deal as they adjust while going through the project. Which process best fits tracking their knowledge related to the project?

   Correct Answer: (C) Manage project knowledge
   Explanation: Manage project knowledge results in the creation of the lessons learned register and the best fit for the question. Perform integrated change control references change management. Managing project issues is a distracter and not a process. Manage communications might be used to share the information learned, but it's not as good an answer as manage project knowledge. [Crosswind Manual 9.9; *PMBOK® Guide* 4.2]

15. As a best practice, who should create the project management plan?

   Correct Answer: (B) The project manager and the project team
   Explanation: The project manager and project team should create the project management plan and the estimates that feed into it. They are the people doing the work, so they should have the opportunity to estimate and plan it. The other answers are distracters. [Crosswind Manual 9.7; *PMBOK® Guide* 1.2.4.7]

16. Sam is creating the project management plan for the Infinity tour project. He is having a discussion with Sarah about the project management plan. They are having a disagreement about the plan and can't come to a common understanding. Which of the following best describes the project management plan?

   Correct Answer: (C) The project management plan is a living document that evolves as the project evolves
   Explanation: The project management plan is a living document that will evolve as the project evolves. Changes can occur, but will only be implemented when approved. Changes can be implemented when approved even if there is schedule, budget or other area impacted, if the change is approved. Just because the team wants a change doesn't mean it happens. It has to be approved first. [Crosswind Manual 9.7; *PMBOK® Guide* 1.2.4.7]

17. The project will be starting the executing process group next week. The project sponsor and project manager have a meeting scheduled with the team and the business units that are impacted by the project. They explain what is expected to occur on the project and how each of the people can help contribute to the success of the project. What is this event called?

   Correct Answer: (A) Kickoff meeting to officially start the project
   Explanation: The kickoff meeting is what is commonly used on a project to formally start the project and it can occur at the beginning of planning or executing depending on priority or approach. It allows the sponsor to set expectations, and the team to learn about details of the plan. Team building occurs in the executing process group, but it's not as definitive an answer as kickoff meeting. Project management plan development produces a project management plan. Perform Quality Assurance and Validate Scope are distracters. [Crosswind Manual 9.6.2; *PMBOK® Guide* 1.2.6.2]

18.   You have joined a project team to upgrade the network security at your company. You are executing the project management plan and getting project deliverables created. What process do you do next?

Correct Answer: (A) Manage project knowledge
Explanation: Direct and manage project work is the process that executes the project management plan and creates project deliverables. That process is followed by manage project knowledge. Monitor and control project work follows manage project knowledge. Validate scope is getting customer acceptance of project deliverables after the control quality process. Close project or phase is the formal closing of the project. [Crosswind Manual 9.9, *PMBOK® Guide* 4.4]

19.   You are the project manager for a museum restoration project. There is a large amount of the work being outsourced because of the special nature of the work. As the project enters closure, what will likely be a larger amount of effort than most projects?

Correct Answer: (A) Creating the contract file
Explanation: A project with a large amount of work being outsourced will require a larger than typical contract file to cover the details of contract matters with the outsourced work. Getting final acceptance of project deliverables would be typical with most projects compared to the increased contract file. [Crosswind Manual 9.12.1, No *PMBOK® Guide* Reference]

20.   The project manager and her team have worked diligently to complete the project scope on time and within budget. They are in the process of creating the project files. Of the following, which is the best and most complete definition of project files?

Correct Answer: (B) Project documents that record what occurred during the project, what changes were approved, and what decisions were made
Explanation: Project files are project documents that record what occurred during the project, what changes were approved, and what decisions were made. Financial records and legal documents are included in these files. [Crosswind Manual 9.12.1; No *PMBOK® Guide* Reference]

21.   The team has just completed the work on a project that contracted with a number of vendors. A contract file was created during the procurement process. What items must be contained in this file?

Correct Answer: (B) For each contract, the contract, the approved changes, and the formal acceptance
Explanation: For each contract, the contract itself, the approved changes, and the formal acceptance must be contained in the contract file. The other answers are distracters. [Crosswind Manual 9.12.1; No *PMBOK® Guide* Reference]

22. The company is implementing an enterprise reporting system. This system will integrate a number of business units. This project is something that is new at the company. They realize they will learn a great deal as they adjust while going through the project. They are doing the process called manage project knowledge. What will they create as a result of this process?

Correct Answer: (A) Lessons learned register
Explanation: The manage project knowledge process creates the lessons learned register. Deliverables are created in the prior process, direct and manage project work. Project knowledge is a general item that occurs from doing the project, but not the specific answer. Manage communications occurs as the project occurs, but is a bit of a generic answer here. [Crosswind Manual 9.9.1; *PMBOK® Guide* 4.2.3.1]

23. The healthcare project is in the planning stage and the project manager and his team are making decisions about the project management information system (PMIS). In discussing the system they feel will work best, which of the following statements is the project manager most likely to make?

Correct Answer: (D) It is vital that the system accommodates our need to send the right information to the right people in a timely and appropriate manner
Explanation: The purpose of the project management information system (PMIS) is communication and information distribution. It is often a combination of technical and non-technical tools used by various project participants to communicate and distribute project related information. The other answers reference systems or information that would not be directly accessible to the project management team. [Crosswind Manual 9.7.5; *PMBOK® Guide* 4.3.2.2]

24. The project manager and his team are in the planning stage of the retooling project and they are making assumptions for scheduling and budgeting. Of the following, what is the most likely source for the assumptions they will make?

Correct Answer: (B) Lessons learned from prior projects
Explanation: Lessons learned is a source often used for making assumptions about any facet of a project. The other answers are distracters. [Crosswind Manual 9.12.3; *PMBOK® Guide* 4.7.3.4]

25. You are the project manager of a new ERP system implementation at your company. This type of project is new to the company. The company is concerned about what they might not know about what is involved in the implementation. Requirements, schedule, cost estimates, and resource skills are items they are not sure about. They are making some educated guesses. Which of the following documents will most likely contain information about these items?

Correct Answer: (A) Assumption log
Explanation: When there is uncertainty and someone is attempting to forecast something, that is an assumption. Assumptions are put in an assumption log. This should be created as early as possible. Issue logs are created to track ongoing things that require attention. The charter defines the foundational details of the project. The project management plan is the overall plan that contains all planning documents. [Crosswind Manual 9.6, *PMBOK® Guide* 4.1.2]

26. The company is determining which proposed projects it should pursue during a severe economic downturn. Of the following, which is the most likely project it will approve?

   Correct Answer: (B) A project that is proposed in response to a legal requirement
   Explanation: A project that is proposed in response to a legal requirement is the most likely to be approved because non-compliance can be very costly. There is insufficient information to determine if there is any likelihood that a project proposed in response to a business opportunity, business problem, or technological advance would take precedence. [Crosswind Manual 9.6.3; *PMBOK® Guide* 1.2.6.4]

27. The project manager and his team have just started the perform integrated change control process for a high profile project. They are carefully considering all the inputs to make certain that the process is conducted successfully. Which of the following is not an input to this process?

   Correct Answer: (B) Change control meetings
   Explanation: Change control meetings is a tool and technique of the Perform Integrated Change Control process. All others are inputs. [Crosswind Manual 9.11; *PMBOK® Guide* 4.4]

28. The project to setup the recording studio has just been completed. The customer contacts the project manager and complains that the Realtor next door is making noise that is being picked up when recording. The project manager investigates why this is occurring and discovers that the wall insulation was not put in after wiring and plumbing but before the sheetrock/wallboard, per the plan. What most likely caused this problem?

   Correct Answer: (C) The work authorization system wasn't followed and the wallboard was installed before it should have been
   Explanation: The work authorization system appears to have not been followed correctly. This would ensure conditions were such that the next step could be done because all previous steps were correct. A change that wasn't approved or scope creep wouldn't fit because the wall insulation was part of the plan. The plan wasn't detailed enough is a distracter. [Crosswind Manual 9.8.1; *PMBOK® Guide* 4.13.1]

29. You are the project manager for a highway construction project. You have just finished integrating the various management plans into a complete document. What process will you perform next?

   Correct Answer: (C) Direct and manage project work
   Explanation: The Direct and Manage Project Work process occurs after the Develop Project Management Plan process. The key output of the Develop Project Management Plan process is the Project Management Plan, which integrates all the project's management plans. The Manage Project Knowledge process follows the Direct and Manage Project Work process. The key output is the lessons learned register. [Crosswind Manual 9.8; *PMBOK® Guide* 4.1]

30. At the weekly infrastructure project staff meeting, the customer informs the project team that, due to a change in market conditions, he must request a significant change to the product that will be created as a result of the project. The project is 85% complete. What should the project manager do in this case?

Correct Answer: (B) Evaluate the impact the requested change will have on the project and advise the customer of the impact and his options

Explanation: The project manager needs to evaluate the impact the requested change will have on the project and advise the customer of the impact and his options. Advising the customer that the project is too close to completion to integrate the change isn't within the purview of the project manager; neither is the creation of a new project to accommodate the requested change. Ignoring the customer in the hope that he will not pursue the request is professionally irresponsible. [Crosswind Manual 6.1.2; No *PMBOK® Guide* Reference]