



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



Crosswind Success Series: PMP[®] Exam Bootcamp Manual

www.crosswindpm.com

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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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3.12. Business Environment Terminology

Term	Description
Adaptive Life Cycle	The progression of project phases characterized by a willingness to embrace change and involving significant stakeholder interaction with a focus on the incremental release of work, typically every two to four weeks; uses fixed time and resources; also called agile
Application Area	A category of projects that have common components, often categorized as technology projects, customer projects, or industry projects
Closing Process Group	The group of activities associated with concluding the project or phase
Closing Processes	Activities during which formal acceptance and completion procedures are attained from either a phase or the project itself
Enterprise	A company, business, or other formal structure that encompasses a business function
Execute	Perform the tasks of the project management plan, create the project deliverables, and generate work performance information
Executing Process Group	The processes performed to achieve the work detailed in the project management plan in order to meet the requirements delineated in the project specifications per the work identified in the project management plan
Goods	Products that have been created and are available for purchase
Incremental Life Cycle	The progression of project phases characterized by an early determination of scope, the adjustment of schedule and cost estimates as the team learns more about the product, and an increase in functionality resulting from incremental delivery
Initiating Process Group	The processes associated with the inauguration of a new project or phase; typically involves obtaining approval and identifying project stakeholders
Input	Any internal or external item that is required before a process can continue; it can also be an output from a predecessor process
Iterative Life Cycle	The progression of project phases characterized by the development of scope details one iteration at a time, the adjustment of schedule and cost estimates as the team learns more about the product, and an increase in functionality resulting from iterative development
Management by Projects	Performing day-to-day operations by a project management approach
Material	Any materials used on a project; examples include equipment, tools, machinery, and supplies
Methodology	A body of rules, practices, processes, and techniques employed within a field
Monitor	Accrue project data for comparison to project plans, produce performance measures, and report project information
Monitor and Control Project Work	The process of monitoring, evaluating, and governing performance progress as detailed in accordance with the project management plan
Monitoring and Controlling Process Group	The processes required to monitor, evaluate, and govern performance progress in accordance with the project management plan and to effect and record any necessary modification of the project management plan
Output	A product, service, or result created by a process; could also be an input to another process
Phase Gate	A review which is conducted at the end of a phase to decide if the project should continue to the next phase, if the project should continue to the next phase with modification, or if the project or program should be terminated
Planning Process Group	The processes required to create the management and other planning documents that comprise the project management plan

Term	Description
Policy	A course of action adopted by an organization to facilitate operational and project work
Portfolio	The projects, programs, and other work that comprise the portfolio and are managed in a coordinated manner to accomplish strategic goals
Portfolio Management	The coordinated management of the projects, programs, and other work that comprise the portfolio for the purpose of accomplishing strategic goals
Practice	A professional or management activity that feeds the execution of a process that may use one or more tools or techniques
Predictive Life Cycle	A life cycle type that determines project scope, schedule, and cost during the early phases of the life cycle
Process	An ordered series of activities executed to create a product, result, service, or output
Program	A group of related projects, subprograms, and program activities administered in a coordinated manner in order to realize benefits that would not be available if administered separately
Program Management	The exercise of knowledge, expertise, tools and techniques to meet program requirements and to realize the benefits and control only available when the component projects are administered under the program
Progressive Elaboration	The iterative process of increasing the level of detail in accordance with the increase in information discovery and estimation accuracy
Project	A temporary undertaking to produce a unique product, service, or result
Project Governance	The alignment of project goals with the strategy established by the organization, the project sponsor, and team; must fit within the organizational governance, but is separate from that organizational governance
Project Initiation	The process that can result in project authorization
Project Life Cycle	The phases, from initiation through closure, of a project associated with the work of the project, as opposed to being associated with its project management
Project Management	The exercise of knowledge, expertise, and the tools & techniques to meet project requirements
Project Management Body of Knowledge	The total knowledge contained within the project management profession including its practices, both customary and groundbreaking, whether published or non-published
Project Management Knowledge Area	A recognized project management area that is qualified by its component practices, processes, inputs, outputs, tools and techniques and is delineated by its knowledge requisites
Project Management Process Group	The aggregation of the processes, along with their inputs, tools and techniques, and outputs that make up project management including initiating, planning, executing, monitoring and controlling, and closing
Project Management System	An organized approach to project management that can include processes, procedures, tools, techniques, methodologies, and resources; can be used by the project manager or organization
Project Phase	An aggregation of logically related activities that results in the completion of a deliverable or deliverables
Regulation	A requirement of local, state, or federal government that can mandate product, process, or service characteristics including any applicable administrative provisions
Service	Work performed without resulting in a physical product
Standard	An established norm or requirement

Term	Description
Subphase	A division of a phase of a project
Subproject	A portion of the overall project that is established when the project is subdivided into components that are more easily managed
Tailoring	The determination of the conglomeration of processes, inputs, tools, techniques, outputs, and life cycle phases appropriate to the management of a project
Technique	A procedure, that may employ one or more tools, exercised by a resource to complete project activities
Templates	A partially completed instrument that provides the desired format for the assemblage, ordering, and presentation of data and information
Tool	A device used during the performance of an activity to produce a result or product; templates, software programs, and models are all tools

3.13. Business Environment Tests and Exercises

3.13.1. Business Environment Practice Test

Answers are in section 3.14.1.

1. Jaylon has recently been assigned a new project. Which of the following most likely helped create the project charter?
 - (A) Needs assessment, business case
 - (B) Business case, benefits management plan
 - (C) Needs assessment, benefits management plan
 - (D) Portfolio charter, needs assessment

2. You are brought into a planning meeting by senior management at your company. They inform you that you have been selected to be the project manager for a new project that will help the company create a new product line to be introduced about four years from now. This project is the result of what type of planning?
 - (A) Portfolio planning
 - (B) Program planning
 - (C) Strategic planning
 - (D) Product life cycle planning

3. All the following are examples of projects interacting with operations except...
 - (A) Upgrading a factory line with new computer components
 - (B) Initiating the Go-live phase of a project
 - (C) Increasing output to meet unusually high customer demand
 - (D) Closing a large sales office

4. Which of the following is an example of an enterprise environmental factor?
 - (A) Project life cycle documentation
 - (B) Stakeholder risk tolerance
 - (C) Standard performance measurement criteria
 - (D) Financial, change, and risk control procedures

5. Which of the following is the prioritized order of the project constraints?
 - (A) Schedule, risk, cost
 - (B) Quality, schedule, cost
 - (C) Scope, schedule, budget
 - (D) They are all of equal importance unless otherwise stated

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6. Which of the following is an example of a standard?
 - (A) The data transfer rate for Thunderbolt 3.0 connections
 - (B) The number of slides in your last presentation
 - (C) The shade of paint selected to paint your office
 - (D) The average speed that someone drives to work

 7. Which of the following the most accurate example of a portfolio?
 - (A) Creating a new version of a software application
 - (B) Building a housing development
 - (C) Daily operations at the company
 - (D) A product line of business applications

 8. Which of the following is another term for long-term planning?
 - (A) Project planning
 - (B) Program planning
 - (C) Strategic planning
 - (D) Portfolio planning

 9. Which of the following represents the correct order for the implementation of governance framework?
 - (A) Improve, implement, plan, assess
 - (B) Implement, improve, plan, assess
 - (C) Assess, plan, implement, improve
 - (D) Assess, plan improve, implement

 10. Which process updates progress and manages changes to the schedule baseline?
 - (A) Control schedule
 - (B) Develop schedule management plan
 - (C) Direct and manage project work
 - (D) Create project management plan

 11. Which of the following is the most accurate description of projects and portfolios?
 - (A) There is no difference between portfolio and project management
 - (B) Project management focuses on doing the right work; portfolio management focuses on doing the work right
 - (C) Portfolio management focuses on doing the right work; project management focuses on doing the work right
 - (D) Multiple portfolios make a project

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12. In creating the benefits management plan, Dak is told by the portfolio review board that they have started using SMART to identify benefits to be in the plan. What most accurately describes SMART goals?
- (A) Specific, measurable, audited, realistic, time-based
 - (B) Specific, managed, actual, realistic, time-based
 - (C) Scoped, measurable, actual, realistic, time-based
 - (D) Specific, measurable, actual, realistic, time-based
13. Zeke is a project manager working with the PMO on an audit of his current running man product update project. The PMO wants to review various project documents including sign-off for certain change requests and accepted deliverables to ensure they were done correctly. Which project governance domain is being considered during this review?
- (A) Alignment
 - (B) Performance
 - (C) Risk
 - (D) Communications
14. A new project has just completed the initiating process group. The planning process group is getting ready to begin. Which process has just been accomplished, and which process is getting ready to start?
- (A) Develop project management plan and direct and manage project work
 - (B) Identify stakeholders and develop project management plan
 - (C) Develop project management plan and manage project knowledge
 - (D) Develop project charter and direct and manage project execution
15. A change control system is best described as which of the following?
- (A) Enterprise environmental factor
 - (B) Process
 - (C) Organizational process asset
 - (D) Document
16. What is the difference between a project management life cycle and a project life cycle?
- (A) They are the same
 - (B) The project management life cycle is the project management piece of the project and the project life cycle is the process of completing the work of the project
 - (C) The project management life cycle is done in the project and the project life cycle is done after the project is complete
 - (D) The project management life cycle is the process of completing the work of the project and the project life cycle is the project management piece of the project

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17. The functional manager is planning the billing system replacement project with the newest project manager at the company. In discussing this project, the functional manager focuses on the cost associated with running the system after it is created and the number of years the system will last before it must be replaced. What best describes what the functional manager is focusing on?
- (A) Project life cycle
 - (B) Product life cycle
 - (C) Project management life cycle
 - (D) Program management life cycle
18. Which of the following best describes Regulatory requirements?
- (A) Enterprise environmental factor
 - (B) Process
 - (C) Organizational process asset
 - (D) Document
19. What is created in the initiating process group?
- (A) Project charter and requirements documentation
 - (B) Project scope statement and various management plans
 - (C) Project charter and project knowledge
 - (D) Project charter and stakeholder register
20. Paul, the project manager, is in the process of identifying risks at the project level. He wants to make certain that his results align with risk at the highest level of the organization. Which organizational risk domain is at the highest level?
- (A) Portfolio risk
 - (B) Program risk
 - (C) Governance risk
 - (D) Project risk
21. Which of the following is the definition of program management?
- (A) Managing related or similar projects in a coordinated way
 - (B) The process of computer program management
 - (C) Managing a television program
 - (D) Done for a purpose

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22. What is included in the alignment domain of organizational governance?
- (A) Functions and processes required to create and maintain an overall integrated governance structure and framework
 - (B) Functions and processes used to align KPIs with the realization of business value
 - (C) Functions and processes used to manage threats and opportunities in order to balance risk and reward
 - (D) Functions and processes used to exchange information, engage stakeholders, and drive organizational change
23. What are the five process groups used in the Project Management Institute, Inc. approach to project management?
- (A) Initiating, planning, executing, monitoring and controlling, closing
 - (B) Initiating, planning, executing, testing, sign off
 - (C) Requirements, system development, testing, UAT, sign off
 - (D) Initiating, planning, executing, testing, closure
24. Which of the following is an advantage of a projectized organization?
- (A) Business unit competency
 - (B) Optimization for a single focus on the project
 - (C) Having to get approval from functional management
 - (D) A place to go when the project is complete
25. What is the name of the comprehensive document created during the planning process group?
- (A) Project charter
 - (B) Project scope statement
 - (C) Project management plan
 - (D) A signed contract
26. What is included in the communications domain of organizational governance?
- (A) Functions and processes required to create and maintain an overall integrated governance structure and framework
 - (B) Functions and processes used to align KPIs with the realization of business value
 - (C) Functions and processes used to manage threats and opportunities in order to balance risk and reward
 - (D) Functions and processes used to exchange information, engage stakeholders, and drive organizational change

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27. The data warehouse project is about halfway complete at a major retail client. Your company is doing the implementation and has 12 team members in various locations across three different buildings. Communication and team building has been a real challenge. Which of the following would fix or improve this problem?
- (A) Changing the organization to a functional structure
 - (B) Colocation
 - (C) Replacing the project manager
 - (D) Hiring project coordinators
28. The project management life cycle is similar to which of the following?
- (A) Project life cycle
 - (B) SDLC
 - (C) Plan-do-check-act
 - (D) Use case analysis
29. Which of the following is not a regulation?
- (A) The building code for a city
 - (B) The documented way to dispose of old computers
 - (C) The average speed on a street in a day
 - (D) The zoning for an area
30. What is included in the performance domain of organizational governance?
- (A) Functions and processes required to create and maintain an overall integrated governance structure and framework
 - (B) Functions and processes used to align KPIs with the realization of business value
 - (C) Functions and processes used to manage threats and opportunities in order to balance risk and reward
 - (D) Functions and processes used to exchange information, engage stakeholders, and drive organizational change

3.14. Business Environment Answers for Tests and Exercises

3.14.1. Business Environment 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. Jaylon has recently been assigned a new project. Which of the following most likely helped create the project charter?

Correct Answer: (B) Business case, benefits management plan

Explanation: Needs assessment drives a business case and the benefits management plan. The business case and benefits management plan lead to the creation of the project charter. [Crosswind Manual 3.5.3; *PMBOK® Guide* 2.4.4.3]

2. You are brought into a planning meeting by senior management at your company. They inform you that you have been selected to be the project manager for a new project that will help the company create a new product line to be introduced about four years from now. This project is the result of what type of planning?

Correct Answer: (C) Strategic planning

Explanation: Strategic planning is typically done three to five years in advance. It is very common for projects to be driven by strategic initiatives at a company. Product life cycle involves the entire cycle from “cradle-to-grave” for a product. The other answers are distracters. [Crosswind Manual 3.3; *PMBOK® Guide* 1.2.3.1]

3. All the following are examples of projects interacting with operations except...

Correct Answer: (C) Increasing output to meet unusually high customer demand

Explanation: Accommodating high demand still falls under the realm of operations. Anticipating and scheduling daily, monthly, seasonal, or cyclical fluctuations are common duties for “operational” individuals. All other answers involve a project impacting the day-to-day operations in some significant way. [Crosswind Manual 3.8; *PMBOK® Guide* 1.2.1]

4. Which of the following is an example of an enterprise environmental factor?

Correct Answer: (B) Stakeholder risk tolerance

Explanation: All incorrect answers are examples of organizational process assets. [Crosswind Manual 9.1.2; *PMBOK® Guide* 2.2]

5. Which of the following is the prioritized order of the project constraints?

Correct Answer: (D) They are all of equal importance unless otherwise stated

Explanation: The constraint of project management states that scope, quality, schedule, budget, resources, and risks are all equal unless otherwise defined as such. [Crosswind Manual 3.9; No *PMBOK® Guide* Reference]

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6. Which of the following is an example of a standard?

Correct Answer: (A) The data transfer rate for Thunderbolt 3.0 connections

Explanation: A standard is a measurement for something that is consistent and generally accepted. In this case, the data transfer rate for Thunderbolt 3.0 connections is the only “standard” listed in the answers. [Crosswind Manual 3.12; No *PMBOK® Guide* Reference]

7. Which of the following is the most accurate example of a portfolio?

Correct Answer: (D) A product line of business applications

Explanation: A portfolio is typically comprised of a product or service line that aligns with a strategic goal of the organization, for example, a line of business applications. Creating a new version of a software application is an example of a project. Building a housing development is an example of a program. Daily operations describes the tasks and activities performed daily to keep the business functioning. [Crosswind Manual 3.4.1; *PMBOK® Guide* 1.2.3.3]

8. Which of the following is an alternate term for long-term planning?

Correct Answer: (C) Strategic Planning

Explanation: Long term planning, also known as strategic planning, is the planning an organization does based on a projection of its business environment 3-5 years into the future. The organization then bases its portfolios, programs, and projects on this longer term, strategic plan. Project planning, program planning and portfolio planning are distracters as the terms normally used are portfolio management, program management, and project management. [Crosswind Manual 3.3; No *PMBOK® Guide* Reference]

9. Which of the following represents the correct order for the implementation of governance framework?

Correct Answer: (C) Assess, plan, implement, improve

Explanation: The correct order for the implementation of governance framework is assess, plan, implement, and improve. [Crosswind Manual 3.1.3; No *PMBOK® Guide* Reference]

10. Which process updates progress and manages changes to the schedule baseline?

Correct Answer: (A) Control schedule

Explanation: This is the basic definition of Control Schedule. There is no process called develop schedule management plan, though the schedule management plan (a document) would give guidance on the basic tools and techniques of HOW to update progress and manage changes through the Control Schedule process. Note the verb tense: “Which process **updates** progress and **manages**.” This implies doing it, not planning it, making Control Schedule the correct answer. [Crosswind Manual 11.6; *PMBOK® Guide* 6.6]

11. Which of the following is the most accurate description of projects and portfolios?

Correct Answer: (C) Portfolio management focuses on doing the right work, project management focuses on doing the work right

Explanation: Portfolio management focuses on doing the right work to align with company strategy. Project management focuses on doing the work of the project correctly. Multiple projects (and programs) can make up a portfolio. [Crosswind Manual 3.4.1; *PMBOK® Guide* 1.2.3.3]

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12. In creating the benefits management plan, Dak is told by the portfolio review board that they have started using SMART to identify benefits to be in the plan. What most accurately describes SMART goals?

Correct Answer: (D) Specific, measurable, actual, realistic, time-based

Explanation: The SMART acronym represents specific, measurable, actual, realistic, time-based. The other answers are distracters. [Crosswind Manual 3.5.2; No *PMBOK® Guide* Reference]

13. Zeke is a project manager working with the PMO on an audit of his current running man product update project. The PMO wants to review various project documents including sign-off for certain change requests and accepted deliverables to ensure they were done correctly. Which project governance domain is being considered during this review?

Correct Answer: (B) Performance

Explanation: The four governance domains are alignment, performance, risk, and communications. Performance is the domain considered because that domain monitors project results and assesses proposed changes. The alignment domain assesses adherence to project management methodology and ensures the alignment of project processes. The risk domain ensures adherence to risk management and assesses the maximization of opportunities and/or the elimination or minimization of threats. The communications domain controls organizational communication requirements. [Crosswind Manual 3.1.1; No *PMBOK® Guide* Reference]

14. A new project has just completed the initiating process group. The planning process group is getting ready to begin. Which process has just been accomplished, and which process is getting ready to start?

Correct Answer: (B) Identify stakeholders and develop project management plan

Explanation: The initiating process group ends with the Identify Stakeholders process, and the planning process group begins with Develop Project Management Plan. [Crosswind Manual 3.10.1; *PMBOK® Guide* 4.2, 13.1]

15. A change control system is best described as which of the following?

Correct Answer: (C) Organizational process asset

Explanation: A change control system is an organizational process asset that helps define how the organization does project management and is associated with the Perform Integrated Change Control process. An enterprise environmental factor is a factor that cannot be controlled by the project team but has a significant impact on how the project is managed or on the outcome of the project. A process asset is a plan, process, policy, procedure, or knowledge base specific to and used by the performing organization. A process is comprised of sequential procedures that are performed to convert inputs into outputs. A document is a material substance that contains a representation of a thought or thoughts. [Crosswind Manual 3.6; *PMBOK® Guide* Glossary]

16. What is the difference between a project management life cycle and a project life cycle?

Correct Answer: (B) The project management life cycle is the project management piece of the project and the project life cycle is the process of completing the work of the project.

Explanation: The project management life cycle (PMLC) is the project management methodology used on a project. The project life cycle applies to whatever is being built. It can be the software approach for a software project or a building approach for construction. [Crosswind Manual 3.7; *PMBOK® Guide* Table 1-3]

17. The functional manager is planning the billing system replacement project with the newest project manager at the company. In discussing this project, the functional manager focuses on the cost associated with running the system after it is created and the number of years the system will last before it must be replaced. What best describes what the functional manager is focusing on?

Correct Answer: (B) Product life cycle

Explanation: The product life cycle focuses on the overall ownership cost of the product of the project, not just the project cost to create the product. The project life cycle involves the processes used to create the product of the project such as the steps to build a house or a computer system. The project management life cycle is the project management approach to the project. Program management life cycle is a distracter. [Crosswind Manual 3.7; *PMBOK® Guide* 1.2.4.1]

18. Which of the following best describes regulatory requirements?

Correct Answer: (A) Enterprise environmental factor

Explanation: An enterprise environmental factor is a factor that cannot be controlled by the project team but has a significant impact on how the project is managed or on the outcome of the project. A process asset is a plan, process, policy, procedure, or knowledge base specific to and used by the performing organization. A process is comprised of sequential procedures that are performed to convert inputs into outputs. A document is a material substance that contains a representation of a thought or thoughts. [Crosswind Manual 3.6; *PMBOK® Guide* 2.2]

19. What is created in the initiating process group?

Correct Answer: (D) Project charter and stakeholder register

Explanation: Answer D contains all documents created during the initiating process group. All others are created during the planning process group. [Crosswind Manual 3.10.1; *PMBOK® Guide* 2.2]

20. Paul, the project manager, is in the process of identifying risks at the project level. He wants to make certain that his results align with risk at the highest level of the organization. Which organizational risk domain is at the highest level?

Correct Answer: (C) Governance risk

Governance risk drives portfolio risk which influences program and project risk. [Crosswind Manual 3.1.1; No *PMBOK® Guide* Reference]

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21. Which of the following is the definition of program management?

Correct Answer: (A) Managing related or similar projects in a coordinated way

Explanation: Program management utilizes a coordinated management of related projects. Done for a purpose is a characteristic of a project. The other answers are distracters. [Crosswind Manual 3.5; *PMBOK® Guide* 1.2.3.2]

22. What is included in the alignment domain of organizational governance?

Correct Answer: (A) Functions and processes required to create and maintain an overall integrated governance structure and framework

Explanation: The alignment domain includes the functions and processes required to create and maintain an overall integrated governance structure and framework. The performance domain includes the functions and processes used to align KPIs with the realization of business value. The risk domain includes the functions and processes used to manage threats and opportunities in order to balance risk and reward. The communications domain includes the functions and processes used to exchange information, engage stakeholders, and drive organizational change. [Crosswind Manual 3.1.1; No *PMBOK® Guide* Reference]

23. What are the five process groups used in the Project Management Institute, Inc. approach to project management?

Correct Answer: (A) Initiating, planning, executing, monitoring and controlling, closing

Explanation: Per the *PMBOK® Guide*, the process groups that make up the PMI® methodology or “project management life cycle” are initiating, planning, executing, monitoring and controlling, and closing. [Crosswind Manual 3.10.1; *PMBOK® Guide* Table 1-4]

24. Which of the following is an advantage of a projectized organization?

Correct Answer: (B) Optimization for a single focus on the project

Explanation: Optimization for a single focus on the project means that the team can focus on what the work of the project is and usually only that. The other answers are associated with functional organizations. [Crosswind Manual 4.6.3; No *PMBOK® Guide* Reference]

25. What is the name of the comprehensive document created during the planning process group?

Correct Answer: (C) Project management plan

Explanation: The main output of the planning process group is the project management plan. The project charter comes from Initiation. The project scope statement is created during the planning process group, but it's far less comprehensive than the project management plan. A signed contract is a distracter. [Crosswind Manual 3.10.1; *PMBOK® Guide* 1.2.4.5]

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26. What is included in the communications domain of organizational governance?

Correct Answer: (D) Functions and processes used to exchange information, engage stakeholders, and drive organizational change

Explanation: The communications domain includes the functions and processes used to exchange information, engage stakeholders, and drive organizational change. The alignment domain includes the functions and processes required to create and maintain an overall integrated governance structure and framework. The performance domain includes the functions and processes used to align KPIs with the realization of business value. The risk domain includes the functions and processes used to manage threats and opportunities in order to balance risk and reward. [Crosswind Manual 3.1.1; No *PMBOK® Guide* Reference]

27. The data warehouse project is about halfway complete at a major retail client. Your company is doing the implementation and has 12 team members in various locations across three different buildings. Communication and team building has been a real challenge. Which of the following would fix or improve this problem?

Correct Answer: (B) Colocation

Explanation: Colocation is the process of putting personnel closer together or in the same room to help with team building and project communication. [Crosswind Manual 4.6.3; No *PMBOK® Guide* Reference]

28. The project management life cycle is similar to which of the following?

Correct Answer: (C) Plan-do-check-act

Explanation: Plan-do-check-act is defined by the American Society for Quality as an approach to process development. It can show how the project management life cycle components co-exist or overlap. The project life cycle builds the work of the project. SDLC and use case analysis are software development approaches. [Crosswind Manual 3.10.2; *PMBOK® Guide* Chapter 8 Intro]

29. Which of the following is not a regulation?

Correct Answer: (C) The average speed on a street in a day

Explanation: The average speed on a street in a day is simply a value. It's not a regulation, which the other answers are. The other answers have defined criteria that they must meet to be acceptable. [Crosswind Manual 3.12; No *PMBOK® Guide* Reference]

30. What is included in the performance domain of organizational governance?

Correct Answer: (B) Functions and processes used to align KPIs with the realization of business value

Explanation: The performance domain includes the functions and processes used to align KPIs with the realization of business value. The alignment domain includes the functions and processes required to create and maintain an overall integrated governance structure and framework. The risk domain includes the functions and processes used to manage threats and opportunities in order to balance risk and reward. The communications domain includes the functions and processes used to exchange information, engage stakeholders, and drive organizational change. [Crosswind Manual 3.1.1; No *PMBOK® Guide* Reference]

