

Q & As for the PMBOK® Guide Fifth Edition

Errata

Question 89

Added the below sentence for clarification:

“ES and LS relate to the beginning of the week whereas EF relates to the end of the week.”

Changed the duration for choice B from 10.0 to 11.0

Question 105

Changed the value in choice D from 375 to 345

Answer to question 91

Corrected the answer to read:

91. Answer: B.

Answer to question 106

Corrected the answer to read:

106. Answer: B.

Answer to question 223

Corrected the answer to read:

223. Answer: C.

Answer to question 227

Corrected the answer to read:

227. Answer: C.

Answer to question 228

Corrected the answer to read:

228. Answer: D.

Replacement pages follow this page.



89. An activity in a network has the following characteristics: ES = 12, EF = 22, and LS = 14. ES and LS relate to the beginning of the week whereas EF relates to the end of the week. The duration of the activity is:

- A. 8.0 weeks.
- B. 11.0 weeks.
- C. 12.0 weeks.
- D. 14.0 weeks.

90. "Crashing" in time management is:

- A. A schedule compression technique used to shorten the schedule duration for the least incremental cost by adding resources.
- B. A schedule compression technique in which phases or activities that are normally done in sequence are performed in parallel.
- C. The timely input of data to calculate the critical path.
- D. Equivalent to minimizing float in the project schedule network.

105. Assuming that future work will be performed at an efficiency rate that considers both the cost and schedule performance indices because project schedule is a factor that impacts future effort, the estimate at completion (EAC) is:

A. 250.

B. 300.

C. 350.

D. 345.

106. Assuming that what the project has experienced to date can be expected to continue in the future, the variance at completion (VAC) is:

A. -80.

B. -100.

C. +100.

D. +200.

91. Answer: B.

PMBOK® Guide, pages 176–177, Section 6.6.2.2 and Figure 6-18

Critical Path Method

The critical path method, which is a method used to estimate the minimum project duration and determine the amount of scheduling flexibility on the logical network paths within the schedule model. This schedule network analysis technique calculates the early start, early finish, late start, and late finish dates for all activities without regard for any resource limitations by performing a forward and backward pass analysis through the schedule network, as shown in Figure 6-18. In this example the longest path includes activities A, C, and D, and, therefore, the sequence of A-C-D is the critical path. The critical path is the sequence of activities that represents the longest path through a project, which determines the shortest possible project duration. The resulting early and late start and finish dates are not necessarily the project schedule, rather they indicate the time periods within which the activity could be executed, using the parameters entered in the schedule model for activity durations, logical relationships, leads, lags, and other known constraints. The critical path method is used to calculate the amount of scheduling flexibility on the logical network paths within the schedule model.

106. Answer: B.

PMBOK® Guide, page 220, Section 7.4.2.2; and page 224, Table 7-1

Forecasting

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The project manager's manual EAC is quickly compared with a range of calculated EACs representing various risk scenarios. When calculating EAC values, the cumulative CPI and SPI values are typically used. While EVM data quickly provide many statistical EACs, only three of the more common methods are described as follows:

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- **EAC forecast for ETC work performed at the present CPI.** This method assumes what the project has experienced to date can be expected to continue in the future. The ETC work is assumed to be performed at the same cumulative cost performance index (CPI) as that incurred by the project to date. *Equation:* $EAC = BAC/CPI$

Equation: $VAC = BAC - EAC$

222. Answer: D.

PMBOK® Guide, page 391, Section 13.4

Control Stakeholder Engagement

The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

223. Answer: C.

PMBOK® Guide, page 396, Section 13.1.2.1

Stakeholder Analysis

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There are multiple classification models used for stakeholders analysis, such as:

- *Power/interest grid*, grouping the stakeholders based on their level of authority (“power”) and their level or concern (“interest”) regarding the project outcomes;

224. Answer: D.

PMBOK® Guide, page 398, Section 13.1.3.1

Stakeholder Register

The main output of the Identify Stakeholders process is the stakeholder register. This contains all details related to the identified stakeholders including, but not limited to:

- **Identification information.** Name, organizational position, location, role in the project, contact information;
- **Assessment information.** Major requirements, main expectations, potential influence in the project, phase in the life cycle with the most interest; and
- **Stakeholder classification.** Internal/external, supporter/neutral/resistor, etc.

The stakeholder register should be consulted and updated on a regular basis, as stakeholders may change—or new ones identified—throughout the life cycle of the project.

227. Answer: C.

PMBOK® Guide, page 406, Section 13.3

Manage Stakeholder Engagement

Managing stakeholder engagement helps to increase the probability of project success by ensuring that stakeholders clearly understand the project goals, objectives, benefits, and risks. This enables them to be active supporters of the project and to help guide activities and project decisions. By anticipating people's reactions to the project, proactive actions can be taken to win support or minimize negative impacts.

The ability of stakeholders to influence the project is typically highest during the initial stages and gets progressively lower as the project progresses. The project manager is responsible for engaging and managing the various stakeholders in a project and may call upon the project sponsor to assist as needed. Active management of stakeholder involvement decreases the risk of the project failing to meet its goals and objectives.

228. Answer: D.

PMBOK® Guide, pages 412–413, Section 13.4.2

Control Stakeholder Engagement: Tools and Techniques

13.4.2.1 Information Management Systems

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13.4.2.2 Expert Judgment

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13.4.2.3 Meetings

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