Integration
Stakeholders
Time
Scope
Cost
Quality
Communication
Procurement

Effective Project Management Consultancy

PMP® Exam Study Material

Based on *PMBOK® Guide Fifth Edition*

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Effective PMP® Exam Coaching

Registered Education Provider
Project Management Institute

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The PMP® Examination

The PMP® Examination

- The 4 hour online exam consists of 200 questions
- All questions are objective (multiple options, single correct answer)
- Out of 200 questions, 175 are used for scoring the exam
- Remaining 25 (considered as pre test questions)are to validate future examination questions
- All 200 questions are placed randomly so that the candidate does not know the non scoring questions
- All the questions test one or more knowledge areas defined in *PMBOK® Guide* 5th edition

Examination Blueprint:

PMP Exam questions

- are developed in accordance with the ISO/IEC 17024 standard
- are developed and independently validated by global work groups of PMP credential holders
- are referenced to current project Management titles, which includes but not limited to PMI's Global standards
- are monitored through psychometric analysis; and
- satisfy the test specifications of the *PMP® Examination content Outline*

The questions are distributed in 5 process groups as given below.

Distribution of Questions:

Process Group	%	Approx Questions
Initiating	13	26
Planning	24	48
Executing	30	60
Monitoring & Controlling	25	50
Closing	8	16
Total	100	200

Establishing the Passing Score: The passing score for all PMI® credential examinations is determined by sound psychometric analysis. PMI® uses subject matter experts from across the globe to help establish a point at which each candidate should pass the examination(s) and the examination point of difficulty. Data that show how candidates actually performed is cross-referenced with the subject matter experts to ensure that the point of difficulty on each examination is healthy.

For the most up-to-date and complete information about the Exam, please visit the PMP® Credential Hand Book in certification section of the PMI's web site: http://www.pmi.org

1 Introduction

This Study Material developed by Effective Project Management Consultancy (EPMC). This study material is based ***on "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" – Fifth Edition by Project Management Institute (PMI®, USA)***. It provides guidelines for managing individual projects and defines project management related concepts. It also describes the project management life cycle and its related processes, as well as the project life cycle.

The first two chapters of this guide provide an introduction to key concepts in the project management field. Chapter 3 summarizes the Process Groups and provides an overview of process interactions among the ten Knowledge Areas and five Process Groups.

Chapters 5 thru 13 cover the knowledge areas of Project Management.

Chapter 4 has been arranged as the final chapter of this study material since it covers integration of all the remaining Nine knowledge areas.

1.1 What is a Project

PMBOK® Guide 5'th edition defines project as "a ***temporary*** endeavor undertaken to create a ***unique*** product, service or result". By temporary, it means that a project has a definite beginning and end. Large government projects may go on for years, but they will be closed after product of the project is created.

1.2 What is Project Management?

Project Management is application of ***knowledge, skill, tools and techniques*** to project activities to meet the project requirements.

1.3 Project Management and Project Management Process Groups

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

Managing a project includes

- Identifying requirements
- Planning and carrying out the project while addressing various needs, concerns and expectations of stakeholders
- Project Manager's skill lies in balancing the competing requirements. These competing requirements can be thought of as ***project constraints***. Normally following constraints are always ***competing***
  - Scope
  - Quality
  - Schedule
  - Budget
  - Resources
  - Risk

- Normally, these constraints are so tightly linked that if any one of them changes, the others also change invariably. Any compromise or balancing may further become difficult if there are powerful stakeholders. The Project Manager's skills are tested in such situation.

1.4 Relationships among Portfolio Management, Program Management, Project Management and Organizational Project Management

1.4.1 Program Management

- Programs are ***strategically grouped*** projects according to their objectives. For example, in an IT Organization, the projects for Banking domain might be referred as Banking Program
- ***Organizational Project Management*** : OPM is a strategy execution framework utilizing project, program and portfolio management as well as organizational enabling practices to consistently and predictably deliver organizational strategy producing better performance, better results and a sustainable competitive advantage.

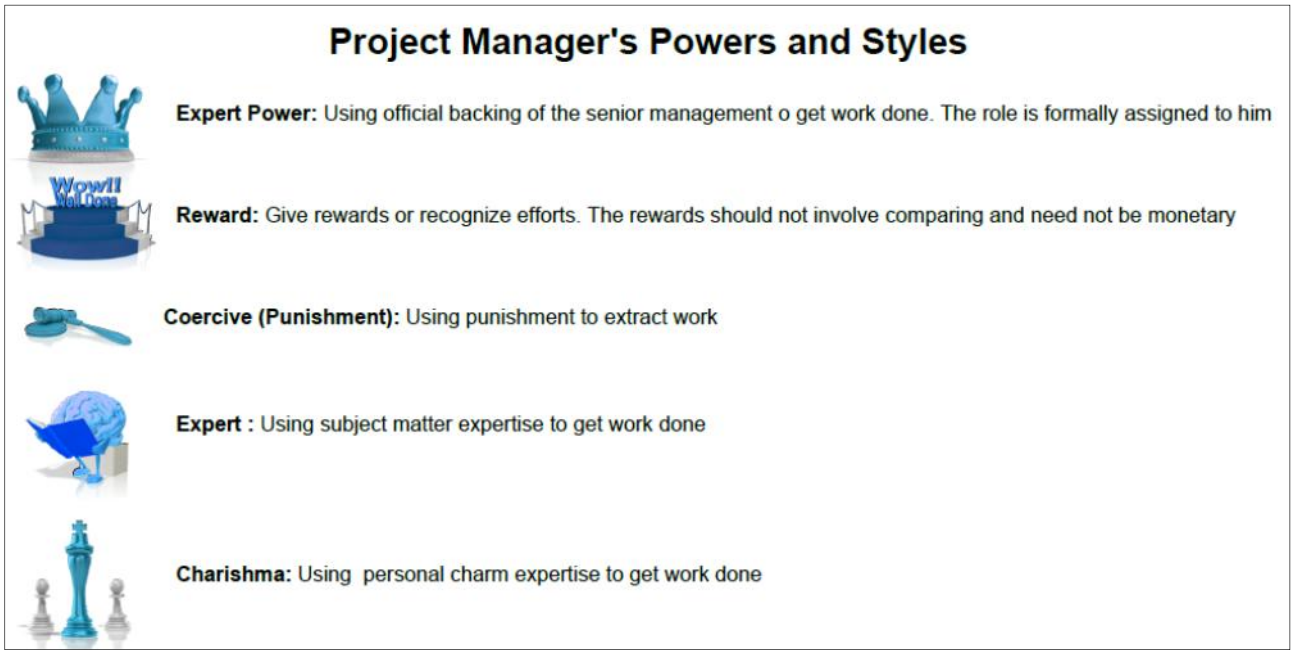
1.4.2 Portfolio Management

- Collection of Project or Programs that are grouped together for ***effective management***
- Portfolio Management refers to centralized Management of one or more portfolios
- Identifying, prioritizing, managing and controlling, Project and Programs and related works
- Ensuring that strategic business objectives are always kept in mind so that a portfolio's value is maximized

Comparative Overview of Project / Program / Portfolio Management

	Project	Program	Portfolio
Scope	Defined and Limited	Larger and strategically related	Business scope that changes with Organizational goals
Change	Implement processes to manage and control	Changes can come from within or outside program	Continuous monitoring of change
Planning	Progressive elaboration throughout Phase / Life cycle	High Level Planning	Create and Manage Processes
Management	Manage team to meet objectives	Manage Program Staff, Project Managers, provide vision and leadership	Manage and coordinate Portfolio Staff
Success	Quality, timeliness, customer satisfaction and budget compliance	Degree to which the program satisfies need	Aggregate performance
Monitoring	Monitor and control Project	Goals, Budget, schedule and benefits of a program	Aggregate performance and value indicators

Table adapted from: Project Management Institute, A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) – Fifth Rdition , Project Management Institute, Inc., 2013, p. 8, Table 1-1



1.8 Project Management Body of Knowledge :

The *PMBOK® Guide* contains (including Annex A1) the standard for managing most Projects most of the time across many types of Industries.

2.4 Project Life Cycle

A project life cycle is the series of phases that a project passes through from its initiation to its closure. Projects vary in size and complexity. All projects can be mapped to the following generic life cycle structure

1. Starting the Project
2. Organizing and Preparing
3. Carrying Out Project Work
4. Closing the Project

2.4.1 Characteristics of the Project Life Cycle

2.4.1.1 Cost and Staffing Levels across a Generic Project Life Cycle

In all the projects, ***normally, cost and staffing levels are low at beginning, rise quickly and peak as the work begins and then steadies out for a while. Towards the end of the project it drops quickly.***

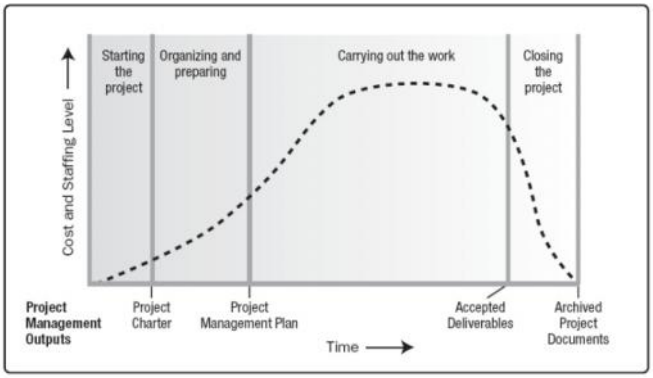


Figure 2-8. Typical Cost and Staffing Levels Across a Generic Project Life Cycle Structure

Figure adapted from Project Management Institute, A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Fifth Edition, Project Management Institute, Inc., page 39, Figure 2-8

2.4.1.2 Risk and Cost of Changes during the Project

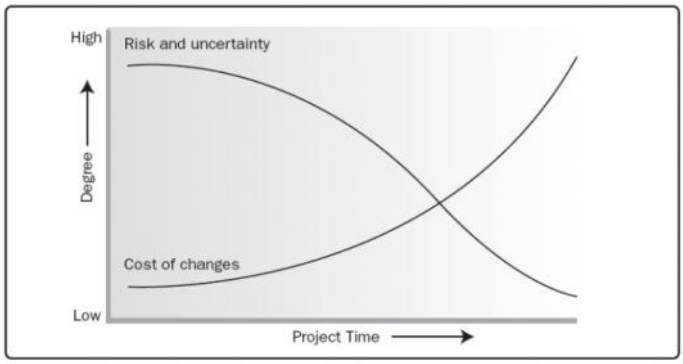


Figure 2-9. Impact of Variable Based on Project Time

Figure adapted from Project Management Institute, A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Fifth Edition, Project Management Institute, Inc., page 40, Figure 2-9

4.1 Develop Project Charter

- This process
  - Develops the document that formally authorizes the project or a phase and a project manager.
  - Documents initial project requirements for satisfying stakeholders needs and expectations.
  - Establishes relationship between performing and requesting Organization.
- ***Charter*** is a formal and approved document

  Projects are approved by agencies external to the project. Charter is approved by the person who signs it and is external to the project. The sponsor funds the project .

  Projects are approved by agencies like PMO and charter is a formal authorization document .

4.1.1 Inputs

- Project ***SOW***
  - The Project SOW describes the services or deliverables of project. It normally includes
    - ***Business Need***: describes why the project is being undertaken. The reasons can be:
      - ✓ Technological Advances
      - ✓ Legal Requirement
      - ✓ Government Regulations
      - ✓ Market Demand etc.
    - ***Product Scope Description***: Product Scope describes technical and physical characteristics of the product of the project.
    - ***Strategic Plan***: The projects undertaken by the performing organization must support its strategic goals and objectives. This is the reason why the SOW refers to the Strategic Plan.
- ***Business Case***

  Business Case provides necessary information why this project should be undertaken. Business need and Cost Benefit Analysis are explained in the business case.
  - A given project may be undertaken due to
    - Market Demand
    - Technological Advance
    - Legal Regulations
    - organizational Needs
    - Customer Requirements
    - Social Needs
    - Ecological Impact
- Agreements
- Enterprise Environment Factors : Contain
  - Government / Industry Standards
  - Organization Infrastructure
  - Marketplace Conditions
- Organizational Process Assets contain
  - Templates
  - Policies

4.5.3 Outputs

- Approved Change requests
- Change Log
- Project Management Plan updates
- Project Documents Updates

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Perform Integrated Change Control

Perform Integrated Change Control deals with approval of Change Requests . Change Control Meetings is an important tool. Controlling implementation of approved Change Requests is one of the important functions. The process also covers Configuration Management.

Questions can be expected on implementing unapproved changes, Configuration Management and Change Requests Status Updating.

- Also contains
  - Configuration management :
    - How changes to the product will be initiated
      - How impact will be analyzed
      - How the changes will be traced, tracked and reported
      - What are the authorization levels (Who do what?)
  - Requirements prioritization
- Traceability structure and matrix for the requirements

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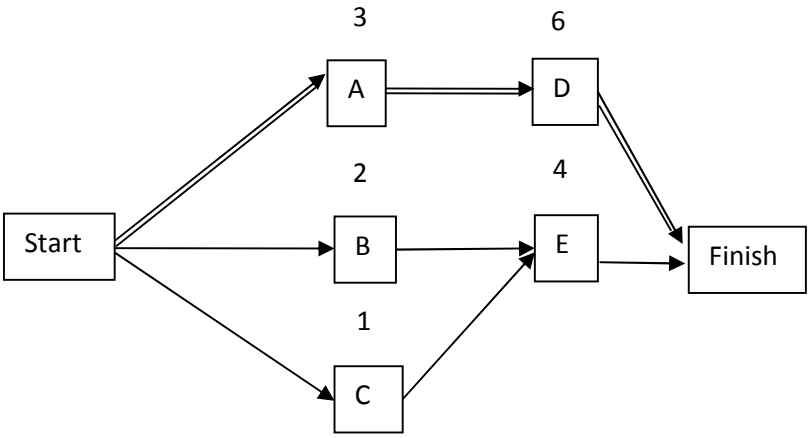
Plan Scope Management

- This is a planning process. This process defines who/what/how/when of Project Scope.
  - **Scope creep management** is important for effective project management. Projects are expected to meet strict deadlines with resource restraints, and unapproved change in the scope can affect the success of the project. Scope creep can cause cost overrun
  - **Scope creep** is a term which refers to the incremental expansion of the scope of a project, which may include and introduce more requirements that may not have been a part of the initial planning of the project, while nevertheless failing to adjust schedule and budget
  - **scope creep** occurs when the scope creep is introduced by technologists adding features not originally contemplated. *Customer-pleasing scope creep* occurs when the desire to please the customer through additional product features adds more work to the current project rather than to a new project proposal. *Gold-plating scope creep* occurs when technologists augment the original requirements because of a bias toward "technical perfectionism" or because the initial requirements were insufficiently clear or detailed
- Requirements Management Plan is a component of Project Management Plan. It describes who/how/what/when how of Requirements Management. Relation between phases strongly influences how requirements are managed. Configuration Management such as analyzing impacts, tracking and reporting requirements are a part of Requirements Management Plan.

- ***Idea / Mind Mapping***
- ***Affinity Diagrams***: Are used when there is large number of sets of data available or many ideas are to be sorted into groups. These are also called Kawakita Jiro or KJ method
- ***Multicriteria Decision Analysis***: is a sub-discipline of operations research that explicitly considers multiple criteria in decision-making environments. Cost or price is usually one of the main criteria. Some measure of quality is typically another criterion that is in conflict with the cost

- ***Group Decision Making Techniques***
  - ***Unanimity***
  - ***Majority***
  - ***Plurality***
  - ***Dictatorship***
- ***Questionnaires*** and ***Surveys***
- ***Observations***: also known as job shadowing, are normally performed by outsiders who observe business experts performing their jobs.
- ***Prototypes***
  - is an early sample or model built to test a concept or process or to act as a thing to be replicated or learned from. It is a term used in a variety of context. This is a method of allowing an early feedback. They support progressive elaboration. Proof-of-Concepts or Functional Prototype are examples of prototype.
- ***Benchmarking***: Comparing actual or planned processes to comparable best practices.
- ***Context Diagrams***: Context diagrams are used early in a project to get agreement on the scope under investigation. Context diagrams are typically included in a requirements document. These diagrams must be read by all project stakeholders and thus should be written in plain language, so the stakeholders can understand items within the document.



When Units of activity time are not mentioned we generally call it days

Path	Durations	Path Total
St - A - D -Fi	3+6	9 (Project duration)
St - B - E - Fi	2+4	6
St - C - E- Fi	1+4	5

Nothing is mentioned on nodes Start and Finish. So their durations are Zero. They are mile stone events.
The longest path 'St - A - D – Fi' is critical path. It is indicated by double line. Project duration is the duration of the longest path. It is not possible to delay any activity on critical path without exceeding project duration.

Float or Slack: Float of a given activity is the number of days by which you can delay the activity without exceeding the Project duration.
Floats of all activities on critical path are zero. There can be more than one critical paths. As the number of critical paths increases, the risk of the project increases.

Now consider path St-B-E-Finish.
The Path duration is 6 days. Project duration is 9 days. Therefore Float of activity B is three days. Float of activity E is also three days. When we calculate float of B or E, we assume that the other activity in series will be done on time.

Now consider path St-C-E-Finish and find the float of activity E. Float of activity E appears 4 days.
However if we take float of E as 4 days then the path duration of St-B-E-Fi will become 10 days. (2+4+4float=10). This exceeds the project duration of 9 days. Therefore the float of activity E is 3 days only.

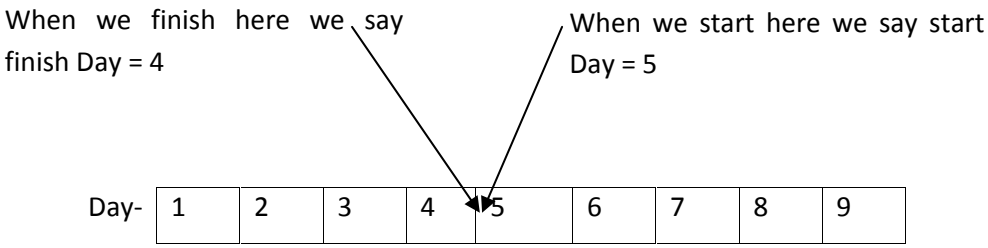
Float of Activity C is 4 days.

Earliest Start, Latest Start, Earliest Finish and Latest Finish:

The activity node is shown as below

Early Start	Duration	Early Finish
	Activity Name	
Late Start	Total Float	Late Finish

For Calculatiing ES and EF we go forward beginning with Start. For calculating LF and LS we go backward beginning with Finish.



Let us calculate these 4 values for activity E.

ES=3	Duration=4	EF=6
	E	
LS=6	Total Float=3	LF=9

So, EF=ES+Duration-1

And LS=LF-Duration+1

Free Float:

We know that float of activity C is 4 days.

This means, we can afford to delay activity C by 4 days without exceeding project duration of 9 days.

However out of these 4 days float, by how many days we can delay activity C without affecting ES of activity E?

The answer is 1 day because ES of activity E is 3.

Thus, free float of an activity is the float that is available without affecting the ES of the following activity.

7.2 Estimate Costs

Estimate costs are a process of approximating monetary resources needed to complete project activities. Cost estimation is prediction of cost estimates at a given point in time.

7.2.1 Inputs

- Cost Management Plan
- Human Resource Management Plan
- Scope Baseline
    - Used for knowing
        - scope, deliverables
        - Assumptions about direct and indirect costs
        - Project Assumptions and Constraints
    - WBS and WBS dictionary provide information about deliverables
- Project Schedule
    - Schedule and Activity resource durations are key inputs
- Risk Register
- Enterprise Environment Factors
    - Market condition
    - Published information
- Organizational Process Assets
    - Cost estimating Policies
    - Cost Estimating Templates
    - Lessons Learnt
    - Historical Information

7.2.2 Tools & Techniques

- Expert Judgment
- ***Analogous Estimate***
    - Top down approach: This approach uses parameters such as scope, cost, duration, and budget from previous similar projects. This method is frequently used when information about the project is not available. This technique is less costly and less time consuming.
- ***Parametric Estimate***
    - This technique is used when historical data is available. It used relation between data and variables. (rates / UOM)
- ***Bottom Up Estimate***
    - Cost of Work Packages is estimated with greatest level of specific details. This cost is then aggregated to find out the estimates. Accuracy of this method is typically influenced by complexity and size of the project.
- ***Three Point Estimate***
    - Accuracy of three point estimates can be improved by considering the risk and uncertainty of the estimation. 3 types of estimates are taken to arrive at final estimation
        - Most Likely *(cM)*
        - Optimistic (*cO*)
        - Pessimistic OR Least Likely (*cP*)

8 Project Quality Management

Project Quality Management includes processes that determine Quality Policies, Objectives and Responsibilities so that the project will satisfy the needs for which it was undertaken (***Fitness for Use***). Failure to meet Quality requirements can have serious negative consequences on the project and the product of the project.

Quality and Grade are not the same. Quality is a degree to which a set of inherent characteristics satisfy the requirements while Grade is a category assigned to product or services that have same functional use but different functional characteristics. In other words, Grade will describe the features of a product and Quality pertains to how those features meet the requirements. A software product may be of high grade due to its numerous features, but will be of low quality if the features have bugs, are not documented well or do not do their jobs well. (Bugs in any given version of windows OS will refer to Quality while Windows Vista Home, Windows Vista Professional are different grade products.)

Precision and accuracy are *not* equivalent. Precision indicates that the repeated measurement values are less scattered while accuracy indicates that the measurements are near the true values. PMI®'s basic approach is very near ISO approach.

Modern day Quality Approaches:

- **Customer Satisfaction:** Understanding, evaluating and measuring expectations so that customer requirements are met. It is conformance to requirements and fitness for use.
- ***Prevention over Inspection*****:** Quality is planned, designed and built in. Not inspected in! Cost of preventing mistakes is generally less than correcting them.
- **Continuous improvement.** The ***PDCA*** (plan-do-check-act) cycle is the basis for quality improvement as defined by Shewhart and modified by Deming
- **Management Responsibility:** Though all the team works for achieving quality, responsibility to retain quality and assign resources for it is management's responsibility
- **Cost of Quality:** Cost of Quality refers to total cost of conformance work as well as non conformance work

No	Process	Process Group	What Does This Process Do?
8.1	Plan Quality Management	Planning	Identifies quality requirements/Standards for the project.
8.2	Perform Quality Assurance	Executing	Auditing the quality requirements and results from QC measurements. Ensures use of appropriate standards and operational definitions.
8.3	Control Quality	Monitoring & Controlling	Monitoring and recording results of quality activities

Team-Building Activities

Team-building activities can vary from a 5-minute agenda item in a status review meeting to an off-site, professionally facilitated experience designed to improve interpersonal relationships. The objective of team-building activities is to help individual team members work together effectively. Team building is crucial to project success

Team Building Model

- **Forming**. This phase is where the team meets and learns about the project and their formal roles and responsibilities. Team members tend to be independent and not as open in this phase.
- **Storming**. During this phase, the team begins to address the project work, technical decisions, and the project management approach. If team members are not collaborative and open to differing ideas and perspectives, the environment can become counterproductive.
- **Norming**. In the norming phase, team members begin to work together and adjust their work habits and behaviors to support the team. The team learns to trust each other.
- **Performing**. Teams that reach the performing stage function as a well-organized unit. They are interdependent and work through issues smoothly and effectively.
- **Adjourning**. In the adjourning phase, the team completes the work and moves on from the project. This typically occurs when staff is released from the project as deliverables are completed or as part of carrying out the Close Project or Phase process

9.3.3 Outputs

- ***Team Performance Assessments***
  - Improvement in skills
  - Improvement in competencies
  - Reduced staff turnover rate
  - Increased team cohesiveness
- Enterprise Environment Factors Updates

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Develop Project Team

This process also belongs to one of the 8 processes that belong to Execution process group. The examination has about 60 questions on the processes in Execution Process Group

What you generate during the process is the team appraisal. The tools related to developing the team are important. You have to know when to use Team building Activities, when to set Ground Rules, advantages of collocation, training.

12 Project Procurement Management

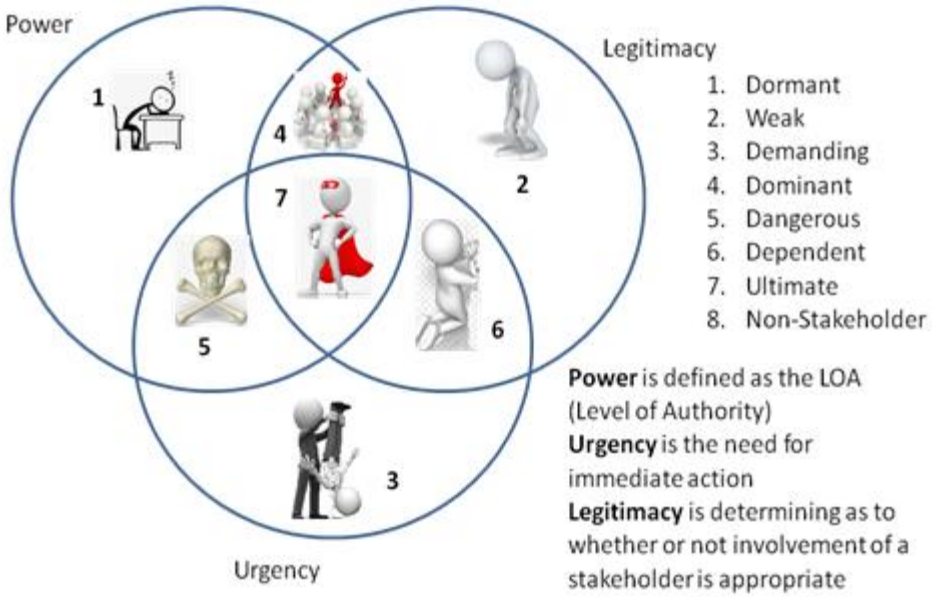
These processes include necessary processes to acquire products, services or results required from outside the project team. ***The organization can be either the buyer or the seller.***

No	Process	Process Group	What does this process do?
12.1	Plan Procurement Management	Planning	Documenting purchase decisions and approach
12.2	Conduct Procurements	Executing	Obtaining seller responses, Selecting Sellers and Awarding Contracts
12.3	Control Procurements	Monitoring & Controlling	Monitoring contract performance, managing relationships and making required changes
12.4	Close Procurements	Closing	Completing every procurement

Explanation of various Procurement Terms and terminologies based on a example Scenario

Effective Constructions Company is a Constructions company who builds residential apartment buildings. Effective Constructions Company has asked for proposals to supply 1000 sliding windows from 3 companies (Modern Windows, Lovely Windows, Easy Windows) who manufacture "Sliding Windows". These Sliding windows would be fitted to the apartments in the buildings that Effective Constructions Company is building.

Terms	**In this scenario**
Buyer	Effective Construction Company
Prospective Sellers, Prospective Vendors, Bidder, Sub Contractor, Vendor	Modern Windows Lovely Windows Easy Windows
Request For Proposal (RFP), Request For Quotation(RFQ)	Proposal or Quotation requested by Effective Constructions Company
Specification, SoW	Features of window specified by Effective Constructions Company
Proposal, Quotation	Response to the Request for Proposal or Request for Quotation
Approved Suppliers	There are thousands of companies who manufacture sliding windows however, the 3 companies, Modern Windows, Lovely Windows and Easy Windows are Approved Suppliers and hence the RFP or RFQ is given only to the Approved Suppliers.
Bidder Conference	Effective Constructions Company calls all the 3 prospective Sellers for a meeting. In this meetings, doubts and clarifications are provided openly to all the prospective suppliers.
Scheduling Agreement	Not all of the 1000 windows need to be supplied at a time. Scheduling agreement would be First 100 on 31st October, Next 300 on 30th November, Next 600 on 31st December. This is documented in Scheduling Agreement.
Selected Vendor, Supplier	One of the 3 vendors selected for supplying the Sliding Windows.
Contract, Purchase Order, Agreement	The agreement signed between Effective Constructions Company and the selected Vendor



Salience Model

- Expert Judgment
  - Lot of interaction and experience is required in identifying the stakeholders who can really influence the project. Senior Management involvement, subject matter expertise, lessons learnt from previous projects, experience in handling similar project are all forms of expert judgment.
- Meetings

13.1.3 Outputs

- Stakeholder Register
  - Identification Information
  - Assessment Information
    - Major requirements, main expectations, potential influence in the project, phase in the life cycle with the most interest
  - Stakeholders Classification
    - ***Internal/external, supporter/neutral/resistor***, etc.
- Stakeholder Management Strategy

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PMP® Examination Practice Questions

Contents

1. Project Foundational Concepts

Project Foundational Concepts Questions

1. George is managing a product of releasing a new "Swine Flue" vaccine in market. All the stakeholders are very excited. All of them are keenly participating and influencing the project plan. Project risk is very high. George is really worried. What is the stage George's project is currently in?
    a. Since Swine flue vaccine is awaited by all the world, it will be very risky if it is not accepted. The project must be in the closing stage.
    b. Since all the stakeholders are monitoring the plan, the project must be in "Monitoring and Controlling" stage
    c. As Stakeholder influence and risk, both are very high, the project is in the early or in initial stage .
    d. The project risk is high so project may be closed any time. It is in the closing stage
2. You, as an IT manager have taken up a project to develop MIS for top management. You need two senior team members from sales as your CEO is very keen on daily sales information. You want to discuss this with your sales head. You are worried that he would not be willing to spare two of his team members for two months, and if he knows that he also will have to get the desktop computers and two data operators from his budget, it is very likely that he will simply refuse. What type of organization are you working for?
    a. Functional
    b. Matrix
    c. Balanced Matrix
    d. Projectized
3. Ram is managing a small upgrade project. This is the first project he will be managing. He is not aware of how the documentation is done. Where will Ram be able to find templates for Project Schedule Network Diagrams?
    a. Enterprise Environmental Factors
    b. Organizational Process Assets
    c. WBS Dictionary
    d. WBS directory
4. You are managing a town planning project. The town is going to be the next tourist destination. The project is very big. It is broken into various sub projects. Each of these subprojects will last for about 12 weeks. The Project Management Methodology you follow suggests that each subproject should be properly closed. Lessons learnt should be documented. How should you begin next subproject?
    a. You should make the list of activities before you do anything else.
    b. Release the team working on previous sub projects
    c. You should identify stakeholders first
    d. You should define scope first.
5. You have implemented "Business Intelligence Tools" as a part of your project in a large engineering company. The implementation is over and the project is closed. The customer has already signed up a support contract and 2 of your team members will be now supporting the client for coming 6 months. They would like to know whether this kind of support is called a project or an operation.
    a. This is a project because support is a unique service.
    b. This is a project because every issue will be unique.
    c. This is an operation because support is an ongoing activity.
    d. This is operation because this is temporary activity.
6. Mark's Organization manufactures gearboxes. Mark is a mechanical engineer who has recently joined. Mark will be managing new gearbox project. The gearboxes have to be designed as per the latest standard issued by the government. Where will mark find the standards?

Project Stakeholder Management Answers

1. C) Stakeholder Management Strategy and Issue Logs (Stakeholder Management Plan is an input of Manage Stakeholder Engagement. It helps determining a strategy for identifying and managing Stakeholders. PMBOK® Guide Edition 5, Page 406)
2. D) In Stakeholder Register (Stakeholder Register contains classification of Stakeholders as supporter/neutral/resistor etc. It is output of 13.1 Identify Stakeholders. PMBOK® Guide Edition 5, Page 398)
3. A) Organizational Process Assets updates (output to 13.3 Manage Stakeholder Engagement. PMBOK® Guide Edition 5, Page 409)
4. C) Stakeholder Register. (Input to 13.2 Plan Stakeholder Management. PMBOK® Guide Edition 5, pages 400 and 401)

5. C) Project Charter (Key stakeholders will be mentioned in the Project Charter which is an input to Identify Stakeholders, PMBOK® Guide Edition 5, Page 394)
6. A) Stakeholder Analysis (She is documenting Power/Influence Grid, which is a part of Stakeholder Analysis. Stakeholder Analysis is a tool for Identify Stakeholders. PMBOK® Guide Edition 5, page 395)
7. D) Document in Change Log and inform the stakeholders. (Documenting and communicating Change Log proactively will help you Control Stakeholder Engagement. It will increase efficiency of Stakeholder engagement. PMBOK® Guide Edition 5, Page 412)
8. A) Procurement Documents. (They are making or updating the Stakeholder Register. Procurement Documents is an Input for Identify Stakeholders. PMBOK® Guide Edition 5, Page 394)
9. A) Stakeholder Management Plan (Stakeholder Management Strategy is a part of Stakeholder Management Plan is an important input used for Manage Stakeholder Engagement PMBOK® Guide Edition 5, page 404)
10. C) Salience Model (Describes classes of stakeholders based on their power, urgency and legitimacy. This is a part of Stakeholder Analysis, a tool for Identify Stakeholders. PMBOK® Guide Edition 5 pages 395/396)
11. B) Procurement Documents. (They are making or updating the Stakeholder Register. Procurement Documents is an Input for Identify Stakeholders. PMBOK® Guide Edition 5, Page 394)
12. C) Issue Log (Issue Logs are used to facilitate Communication and to establish a common understanding of the issues. Ted should use Issue Log to manage the expectations of environmental activists. Issue Log is an input to Control Stakeholder Engagement. PMBOK® Guide Edition 5, Page 411)
13. B) The document will be a part of Stakeholder Management Plan. (Stakeholders influence and strategy to gain support from them is documented in Stakeholder management Strategy. Stakeholder Management Strategy is a part of Stakeholder Management Plan . An output of Plan Stakeholder Management. PMBOK® Guide Edition 5, Page 403)
14. A) Stakeholder Analysis (Eric wants to document Stakeholder Analysis. Stakeholder Analysis is a tool for Identify Stakeholders. PMBOK® Guide Edition 5, page 395)
15. D) Enterprise Environmental Factors (HR and personnel related information is what Jerome needs. Enterprise Environmental Factors is an input to Identify Stakeholders. PMBOK® Guide Edition 5, page 395)
16. B) Organizational Process Assets Updates (Stakeholder Notification is a part of Organizational Process Assets Updates. Organizational Process Assets Updates is an output of Manage Stakeholder Engagements. PMBOK® Guide Edition 5, page 409)