



Hot Topics

Flashcards For Passing the
PMP[®] and **CAPM**[®] Exams
Fifth Edition

Rita Mulcahy, PMP



HOT TOPICS

**Flashcards For Passing the
PMP® and CAPM® Exams
Fifth Edition**

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WARNING: This is not a stand-alone product! You will need other review materials in order to pass the PMP or CAPM exam. We make no warranties or representations that use of these materials will result in passage of either exam. This book is designed to work with the book *PMP Exam Prep* 5th Edition by Rita Mulcahy, PMP, available at www.rmcproject.com. If you are studying for the PMP exam, use the chapter references on each Hot Topics flashcard to find further information in the PMP Exam Prep Book.

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How To Use This Book: This book has been updated for the *PMBOK® Guide - Third Edition*, designed as a portable reference to the Hot Topics on the PMP and CAPM exams, to be used to improve test taking speed and information recall. Note that the Professional and Social Responsibility chapter is not covered in the CAPM exam.

Read the front of each page and see if you can recall the items on the back of the page and know what they mean. If studying for the PMP exam, Hot Topics you are unfamiliar with should be reviewed in the book *PMP Exam Prep*, 5th Edition and the *PMBOK® Guide*. An audio version of Hot Topics is also available on CD-ROM.

About Us

Rita Mulcahy, PMP,
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What is the definition of a
project?

- **Temporary**
- **Unique**
- **Progressively
elaborated**

See the Framework Chapter






What is the definition of a
program?

A group of interrelated
projects, managed in a
coordinated way

See the Framework Chapter




What is a product life
cycle?

The cycle of a product's life from conception to withdrawal

See the Framework Chapter






What is a project life
cycle?

What you need to do to
DO the work

It varies by industry and
type of project

See the Framework Chapter




What is the project
management process?

What you need to do to MANAGE the work

- **Initiating**
- **Planning**
- **Executing**
- **Monitoring and
controlling**
- **Closing**

See the Framework Chapter

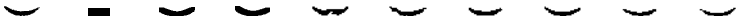


What is a project
management office?

A department that
centralizes the
management of projects

The PMO provides
templates and guidelines,
shares lessons learned
between projects and is
represented on the change
control board

See the Framework Chapter




What is a constraint?

Anything that limits the team's options

These include:

- Imposed milestone dates
- Cash flow requirements
- Resources available

See the Framework Chapter



What are the components
of the "triple constraint"?

What is it used for?

- **Cost**
- **Time**
- **Scope**
- **Quality**
- **Risk**
- **Customer satisfaction**

It is used to help evaluate competing demands

See the Framework Chapter






Who are stakeholders?

Anyone whose interests may be positively or negatively impacted by the project, including:

- Project manager
- Customer
- Sponsor
- Performing organization
- Team
- Funding sources
- End user
- Society
- PMO

See the Framework Chapter




What should we do with
stakeholders?

- **Identify all stakeholders**
- **Determine all of their requirements**
- **Determine all of their expectations**
- **Communicate with them**
- **Manage their influence**

See the Framework Chapter






What are three primary forms of organization?

- **Functional**
- **Projectized**
- **Matrix**

See the Framework Chapter






**What is a functional
organization?**

The company is
grouped by areas of
specialization (e.g.,
accounting, marketing)

See the Framework Chapter




What is a projectized
organization?

The company is grouped
by project

The team has no
department to go to at
project end

The project manager has
total control of the
resources

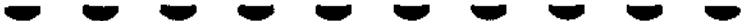
See the Framework Chapter




**What is a matrix
organization?**

A blend of functional and
projectized organization
where the team members
have two bosses

See the Framework Chapter






What is a strong matrix organization?

**A matrix organization
where the balance of
power rests with the
project manager instead of
the functional manager**

See the Framework Chapter




What is a weak matrix organization?

A matrix organization where the balance of power rests with the functional manager instead of the project manager

Project management roles include:

- Project expediter
- Project coordinator

See the Framework Chapter




What is a balanced matrix organization?

**An organization where
power is equally balanced
between project managers
and functional managers**

**This is the preferred form
of matrix**

See the Framework Chapter






What is the process of
integration management?

- Develop project charter
- Develop preliminary project scope statement
- Develop project management plan
- Direct and manage project execution
- Monitor and control project work
- Integrated change control
- Close project


See the Integration Chapter



What are the methods to
select a project?

- **Benefit measurement
(comparative)**
- **Constrained
optimization
(mathematical)**

See the Integration Chapter




What is develop project
management plan?

What is its output?

The process of creating a project management plan that is bought into, approved, realistic and formal

Output: The project management plan

See the Integration Chapter




What is the preliminary
project scope statement?

Created with input from the sponsor, it is the first attempt to determine the project scope

What must be done to accomplish the project objectives


See the Integration Chapter



What are key outputs of
direct and manage project
execution?

- **Deliverables**
- **Requested changes**
- **Implemented change requests, corrective and preventive actions and defect repair**

See the Integration Chapter




What are key outputs of
monitor and control
project work?

- **Recommended corrective actions, preventive actions and defect repair**
- **Requested changes**
- **Forecasts**

See the Integration Chapter






What are key outputs of
integrated change control?

- **Approved change requests, corrective actions, preventive actions and defect repair**
- **Rejected change requests**
- **Validated defect repair**
- **Deliverables**

See the Integration Chapter




What are key outputs of close project?

- Administrative and contract closure procedures
- Final product
- Formal acceptance
- Project files
- Project closure documents
- Organizational process assets updates

See the Integration Chapter





Explain the project
manager's role as
integrator.

**Making sure all the pieces
of the project are properly
coordinated and put
together into one cohesive
whole**

See the Integration Chapter





What are baselines?


Parts of project management plan used to measure performance against

Includes:

- Schedule baseline
- Scope baseline
- Cost baseline
- Quality baseline
- Performance measurement baselines

Can change with approved changes

See the Integration Chapter




What is the project
statement of work?

Describes need, product scope and how project fits into the strategic plan

Created by the customer/sponsor prior to the beginning of the project

Is later refined into the preliminary and project scope statements

See the Integration Chapter



What is a work
authorization system?

A formal procedure for
sanctioning project work
to ensure work is done at
the right time, and in the
proper sequence


See the Integration Chapter



**What is configuration
management?**

Making sure everyone knows what version of the scope, schedule and other components of the project management plan are the latest versions


See the Integration Chapter



What is a change control system?

A system of formal
procedures, set up in advance,
defining how project
deliverables and
documentation are controlled,
changed and approved

See the Integration Chapter




What are enterprise
environmental factors?

When are they used?

Company culture and
existing systems that the
project will have to deal
with or can make use of

Used throughout the
project management
process

See the Integration Chapter




What are organizational
process assets?

When are they used?

- Company processes and procedures
- Historical information
- Lessons learned

Used throughout the project management process

See the Integration Chapter




What is historical
information?

Records of past projects
used to plan and manage
future projects

Records of current project
to become part of
organizational process
assets


See the Integration Chapter



What is a project
management information
system?

The manual and automated system to submit and track changes, and monitor and control project activities

See the Integration Chapter



What is a change control board?


Who may be on it?

A group of people that approves or rejects changes

May include:

- Project manager
- Customer
- Outside experts
- Sponsor
- Others

See the Integration Chapter



What are change requests?

When are they approved?

**Fonnal requests to change
parts of the project after
the project management
plan is approved**

**They are approved in
integrated change control**

See the Integration Chapter



What are preventive actions?

**Actions taken to deal with
anticipated or possible
deviations from the
performance baselines**

See the Integration Chapter





What are corrective actions?

**Actions taken to bring
expected future project
performance in line with
the project management
plan**

See the Integration Chapter






What is a project charter?

How does it help the project?

A document issued by the sponsor during project initiating that:

- Formally recognizes the existence of the project
- Gives the project manager authority
- Documents the business need, justification, customer requirements and the product or service to satisfy those requirements


See the Scope Chapter



What is the process of
scope management?

- **Scope planning**
- **Scope definition**
- **Create WBS**
- **Scope verification**
- **Scope control**


See the Scope Chapter



What is the key output of
scope planning?

Project scope management plan


See the Scope Chapter



What are the key outputs
of scope definition?

- **Project scope statement**
- **Requested changes**

See the Scope Chapter




What are the key outputs of
create WBS?

- **Workbreakdown structure (WBS)**
- **WBS dictionary**
- **Scope baseline**
- **Requested changes**

See the Scope Chapter






What are the key outputs
of scope verification?

- **Customer formal acceptance of project deliverables**
- **Requested changes**

See the Scope Chapter




What are the key outputs
of scope control?

- Accepted deliverables
- Requested changes
- Recommended corrective actions

See the Scope Chapter






What is the definition of
scope management?

- Doing all the work,
and only the work,
included in the project
- Determining if work is
included in the project
or not

See the Scope Chapter




What is a scope
management plan?

Part of the project
management plan

A plan for how scope will
be planned, executed and
controlled

See the Scope Chapter



What is a project scope statement?


What are the key items included?

A written description of the project deliverables and the work required to create those deliverables

It includes:

- Project objectives
- Product scope
- Project requirements
- Project boundaries
- Project deliverables
- Product acceptance criteria
- Project constraints and assumptions

See the Scope Chapter




Stakeholder analysis is part
of which scope management
process?

Stakeholder analysis occurs during the process of scope definition.

See the Scope Chapter






Product analysis is
part of which scope
management process?

Product analysis occurs during the process of scope definition.

See the Scope Chapter




What is a work breakdown structure (WBS)?

What is it used for in planning?

Created during project planning by the team and used to define or decompose the project into smaller, more manageable pieces

Used to help determine project staffing, estimating, scheduling and risk management


See the Scope Chapter



What do work breakdown structures show?

- Hierarchy
- Interrelationships
- Work packages
- Control account
- Numbering system

See the Scope Chapter




**What is scope
decomposition?**

**Subdividing the major
deliverables into smaller,
more manageable
components**

See the Scope Chapter






**What is a WBS
dictionary?**

A description of the work
to be done for each work
package

See the Scope Chapter






How are work packages
different from activities?

Activities are generated
from each work package

Work packages are shown
in a WBS

Activities are shown in an
activity list and network
diagram

See the Scope Chapter




What is scope
verification?

When is it done?

The process of formalizing acceptance of the project scope by the stakeholders/customer

It is done during project monitoring and controlling and at the end of each phase of the project life cycle

See the Scope Chapter




What is the difference
between product scope
and project scope?

Product scope is
requirements

Project scope is the project
management work needed
to accomplish the product
scope


See the Scope Chapter



What makes up the scope
baseline?

- **Scope statement**
- **WBS**
- **WBS dictionary**


See the Scope Chapter



What is the process of
time management?

- **Schedule management planning**
- **Activity definition**
- **Activity sequencing**
- **Activity resource estimating**
- **Activity duration estimating**
- **Schedule development**
- **Schedule control**

See the Time Chapter




What is the key output of
schedule management
planning?

A schedule management plan

See the Time Chapter






What is the key output of
activity definition?

Activity list

See the Time Chapter






What is the key output of
activity sequencing?

Network diagram

See the Time Chapter






What is the key output of
activity resource
estimating?

Activity resource requirements

See the Time Chapter






What is the key output of
activity duration
estimating?

Activity duration estimates

See the Time Chapter





What is schedule
development?


What are its key outputs?

The actions and tools necessary to create a bought into, approved, realistic and formal project schedule

Outputs:

- Project schedule
- Schedule baseline
- Requested changes


See the Time Chapter



What are key outputs of
schedule control?

- **Schedule updates**
- **Performance measurements**
- **Recommended corrective actions**
- **Requested changes**

See the Time Chapter




How is an AOA diagram
different from a AON
diagram?

An AOA diagram has only
finish-to-start relationships

An AON diagram can have
four relationships between
activities

See the Time Chapter



What are mandatory
dependencies and
discretionary
dependencies?

Mandatory: One activity
MUST be done after or
before another


May also be called hard
logic

Discretionary: When you
PREFER activities to be
accomplished in a certain
order

May also be called:

- Preferred
- Preferential
- Soft logic

See the Time Chapter




What are external dependencies?

**Based on the needs of a
party OUTSIDE the
project**

See the Time Chapter






What is a resource
breakdown structure?

A hierarchical list of identified resources by category

See the Time Chapter






What is a schedule model?

Why is it used?

A tool to perform schedule network analysis

See the Time Chapter





What is the critical path?


How does it help the
project?

The longest path in the network diagram that tells you the shortest time in which the project can be completed

Tells the project manager where to focus his time

Helps to shorten the length of the project

See the Time Chapter



What is the near-critical
path?

The path closest in length to the critical path

See the Time Chapter




Define lag.

Waiting time inserted into the schedule

See the Time Chapter





Define total float and the
formula for total float.

The amount of time an activity can be delayed without delaying the project


Formula:

Late start - Early start

OR

Late finish - Early finish

See the Time Chapter




Define free float and
project float.

Free Float: The amount of time an activity can be delayed without delaying the early start date of its successor

Project Float: The amount of time the project can be delayed without affecting a project's required due date

The desired project end date less the actual end date.

See the Time Chapter



What are the methods to
compress a schedule?

- **Crashing**
- **Fast tracking**
- **Re-estimating**

See the Time Chapter





What is crashing?

Schedule compression through analyzing cost and schedule trade-offs to obtain the greatest compression for the least cost while maintaining scope

See the Time Chapter




What is fast tracking?

**Schedule compression by
doing more critical path
activities in parallel**

See the Time Chapter






What is the critical chain
method?

**A schedule network
analysis tool that makes
use of buffers**

See the Time Chapter





What is re-estimating?

**Decreasing project and/or
activity cost by
eliminating the risks in
activities**

See the Time Chapter






What is resource leveling?

Keeping the amount of resources used for each time period constant, thus affecting the project duration

See the Time Chapter






What is a schedule
management plan?

**Part of the project
management plan**

**A plan for how the
schedule will be planned,
executed and controlled**


See the Time Chapter



What is the schedule
baseline?

**Approved schedule with
any approved changes, used
to measure project schedule
performance**

See the Time Chapter




What are the main tools
for displaying a schedule?

- **Network diagrams**
- **Bar charts**
- **Milestone charts**
- **Flowcharts**

See the Time Chapter






What do network
diagrams show?

- Interdependencies between activities
- How project activities will flow from beginning to end
- When estimates are added
- May also be used to find the critical path

See the Time Chapter




What do simple bar charts
show?

Project schedule or project status

See the Time Chapter





What do milestone charts
show?

High-level project status

See the Time Chapter





What do flowcharts show?

Work flow or process flow through a system

See the Time Chapter






What is a Monte Carlo
analysis?

A schedule network
analysis technique

Used to simulate the
project to determine how
likely you are to get the
project completed by any
specific date or for any
specific cost

Also used in quantitative
risk analysis to determine
an overall level of risk on
the project

See the Time Chapter



What are the following
rules?

50/50 rule

20/80 rule

0/100 rule

Methods of progress reporting

50 percent of the effort is reported complete (20 percent or 0 percent) when an activity begins

The balance (50 percent, 80 percent or 100 percent) is recorded only when an activity is finished


See the Time Chapter



What is the process of cost management?

- **Cost management planning**
- **Cost estimating**
- **Cost budgeting**
- **Cost control**


See the Cost Chapter



What is a key output of
cost management
planning?

Cost management plan


See the Cost Chapter



What are key outputs of
cost estimating?

- **Activity cost estimates**
- **Requested changes**


See the Cost Chapter



What are key outputs of
cost budgeting?

- **Cost baseline**
- **Funding requirements**
- **Requested changes**


See the Cost Chapter



What are key outputs of
cost control?

- **Requested changes**
- **Performance measurements**
- **Recommended corrective actions**
- **Forecasted completion**


See the Cost Chapter



Name some inputs to
estimating.

- Project scope statement
- Work breakdown structure
- Network diagram
- Schedule and management plan
- Enterprise environmental factors
- Organizational process assets
- Resource pool
- Project management effort
- Risk management plan and register
- Project objectives

See the Cost Chapter




What is a cost
management plan?

**Part of the project
management plan**

**How cost will be planned,
executed and controlled**

See the Cost Chapter




What are the main
approaches to cost or
schedule estimating?

- **Analogous estimating**
- **Bottom-up estimating
(cost only)**
- **Parametric estimating**
- **Three-point estimates**
- **One-time estimates**

See the Cost Chapter






**What is analogous
estimating?**

Top-down estimating that looks at the past to predict the future

"The last three projects cost \$25,000, or took six months, and so should this one"


See the Cost Chapter



What is bottom-up
estimating?

**Estimating based on the
details of the project, e.g.,
from the bottom of the
work breakdown structure**


See the Cost Chapter



What is parametric
estimating?

Extrapolating from
historical information to
estimate costs, e.g., cost
per line of code, hours per
installation

See the Cost Chapter




What is earned value
analysis?

A method of measuring project performance that looks at the value earned for work accomplished

Can be used to predict future cost performance and project completion dates


See the Cost Chapter



What is the range for an
order of magnitude
estimate?

**-50 percent to +100
percent from actual**

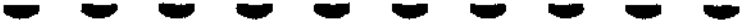
See the Cost Chapter




What is the difference
between a cost budget and
a cost baseline?

**Cost budget adds
management reserve to
the cost baseline**

See the Cost Chapter






What is the formula for
cost variance?

$$\mathbf{EY - AC = CY}$$


See the Cost Chapter



What is the formula for
schedule variance?

$$\mathbf{EV - PV = SV}$$


See the Cost Chapter



What is the formula for
cost performance index?

$$\mathbf{EV / AC = CPI}$$


See the Cost Chapter



What is the formula for
schedule performance
index?

$$\mathbf{EV / PV = SPI}$$


See the Cost Chapter



What are the formulas for
estimate at completion?

- **$BAC / CPI = EAC$**
or
- **$AC + ETC$**
- **$AC + BAC - EV$**
- **$\frac{AC + (BAC - EV)}{CPI}$**


See the Cost Chapter



What is the formula for
estimate to complete?

$$\mathbf{EAC - AC = ETC}$$

See the Cost Chapter



What is the formula for
variance at completion?

$$\mathbf{BAC - EAC = VAC}$$

See the Cost Chapter



Define present value.

The value today of future
cash flows

$$PV = \frac{FV}{(1+r)^n}$$

See the Cost Chapter



Define net present value.

The value in today's
dollars of some future
costs and expenses

For cost, the lower the
number the better

For revenue, the higher the
number the better

See the Cost Chapter



**Define internal rate of
return.**

The rate an investment in
the project will return

The higher the number the
better

The rate at which a
project's inflows and
outflows are equal

See the Cost Chapter




Define payback period.

**The number of time
periods to recover the
investment**

**A lower number is better
than a higher one**

See the Cost Chapter

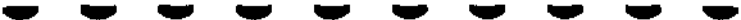


Define benefit cost ratio.

Benefit
Cost

**The higher the number the
better**

See the Cost Chapter






Define opportunity cost.

**The opportunity given up
by selecting one project
over another**

See the Cost Chapter






What are sunk costs?

Expended costs

See the Cost Chapter



Define the law of
diminishing returns.

**The more you put into the
effort, the less you get out
of it**

See the Cost Chapter




Define working capital.

Current assets minus
current liabilities

The amount of funds
available to spend on
projects

See the Cost Chapter




Describe a variable cost
and a fixed cost
chargeable to the project.

Variable Cost: A cost that varies with the amount of work done on the project

Fixed Cost: A cost that does not vary with the amount of work done on the project

See the Cost Chapter




Describe a direct cost and
an indirect cost chargeable
to the project.

**Direct Cost: A cost
directly attributable to the
project**

Indirect Cost: Overhead

See the Cost Chapter



What are different types of depreciation?


Straight Line

Depreciation: Depreciate
same amount each time
period

Accelerated Depreciation:

Depreciate an amount
greater than straight line
each time period

See the Cost Chapter



What does life cycle costing mean?

Considering the future
cost of operating and
maintaining the project or
deliverable over its life
when planning and
managing the project

See the Cost Chapter




What is value analysis?

**Finding a less costly way
of doing essentially the
same work**

See the Cost Chapter






What is the process of
quality management?

- **Quality planning**
- **Quality assurance**
- **Quality control**

See the Quality Chapter






What are key outputs of
quality planning?

- **Quality management plan**
- **Quality metrics**
- **Quality baseline**
- **Process improvement plan**


See the Quality Chapter



What are key outputs of
perform quality assurance?

- **Requested changes**
- **Recommended corrective actions**


See the Quality Chapter



What are key outputs of
perform quality control?

- Quality control measurements
- Validated defect repair
- Requested changes
- Recommended corrective and preventive actions and defect repair

See the Quality Chapter



What does gold plating
mean?

Adding extra items and services that do not necessarily contribute added value or quality to customer deliverables

See the Quality Chapter






What is marginal analysis?

An analysis to determine when optimal quality is reached

An analysis to determine the point where incremental revenue from improvement equals the incremental cost to secure it

See the Quality Chapter



What is a quality
management plan?

**Part of the project
management plan**

**A plan for how the project
management team will
implement the performing
organization's quality
policy**


See the Quality Chapter



**What is a process
improvement plan?**

**A plan for analyzing
processes used on the
project to decrease
defects, save time and
money and increase
customer satisfaction**

See the Quality Chapter



What is the quality
baseline?


What is it used for?

**The project's quality
objectives**

**One of the baselines used
to measure performance
against**

See the Quality Chapter






What are quality metrics?

**Specific measures of
quality to be used on the
project in quality
assurance and quality
control**

See the Quality Chapter






What does continuous
improvement mean?

**The never-ending
enhancement of a
product/service through
small, continuous
enhancements**

See the Quality Chapter





How much inventory is
maintained in a just in
time environment?


How does this affect
attention to quality?

**Little inventory is
maintained**

**It forces attention to
quality**

See the Quality Chapter






What does ISO 9000
stand for?

One of the *International
Organization for
Standardization* (ISO)
international quality
standards that asks, "Do
you have a quality
standard, and are you
following it?"


See the Quality Chapter



What is the definition of
total quality management?

A comprehensive
management philosophy
of encouraging the finding
of ways to continuously
improve the quality of
business practices,
products or services


See the Quality Chapter



What does the phrase
prevention over inspection
mean?

The cost of avoiding or preventing mistakes is always much less than the cost of correcting them

See the Quality Chapter




What does mutually
exclusive mean?

Two events that cannot
occur in a single trial

For example, you can't
roll a 5 and a 6 on one die

See the Quality Chapter




What does statistical
independence mean?

The probability of "B" occurring does not depend on "A" occurring

For example, the outcome of a second dice roll is not influenced by (dependent on) the outcome of the first roll

See the Quality Chapter




What is a normal
distribution curve?

**Symmetric bell-shaped
frequency distribution
curve**

**The most common
probability distribution**

See the Quality Chapter






What do three sigma and
six sigma refer to?

Often used as quality standards.

Three Sigma: +/- Three standard deviations from the distribution mean under which 99.73% of all items are acceptable

Six Sigma: +/- Six standard deviations from the mean under which 99.999998% of all items are acceptable
A higher quality standard than three sigma

See the Quality Chapter



What is the difference
between a population and
a sample?


Population: The total number of individual members, items or elements comprising a uniquely defined group

For example: All women

Sample: A subset of population members

For example: Women over the age of 30 in England

See the Quality Chapter




Who has responsibility for
quality on a project?

The project manager is ultimately responsible, but the team members must inspect their own work

See the Quality Chapter






What are the impacts of
poor quality?

- Higher costs
- Increased rework
- Lower morale
- Lower customer satisfaction
- Increased risk

See the Quality Chapter



Name costs of
conformance and costs of
nonconformance.

Which costs should be
greater?

What does cost of
nonconformance mean?

Provide examples.

Costs of conformance:

- Quality training
- Studies
- Surveys

The costs of conformance should be less than the costs of nonconformance.


Costs of nonconformance:

- Rework
- Scrap
- Inventory costs
- Warranty costs

Costs of nonconformance are associated with poor quality.

See the Quality Chapter






What is the purpose of
quality planning?

- Find existing quality standards and processes
- Create additional project specific processes and standards
- Determine what work you will do to meet those standards
- Determine how you will measure
- Create quality plan

See the Quality Chapter



Name some of the tools
used in quality planning.

- **Benchmarking**
- **Cost-benefit analysis**
- **Design of experiments**
- **Cost of quality**

See the Quality Chapter





Define benchmarking.

**Comparing your company
or department's
performance to those of
other companies**

See the Quality Chapter



Define cost-benefit
analysis.

**Comparing the costs of an
effort to the benefits of
that effort**

See the Quality Chapter






**What is a design of
experiments?**

**A statistical method for
changing important
variables to determine
what combination will
improve overall quality**


See the Quality Chapter



What is the purpose of
quality assurance?

- Making sure all processes are used on the project and performing continuous process improvement
- Determine if activities comply with processes
- Continuous improvement
- Identify improvements the company needs to make
- Recommend changes

See the Quality Chapter



What are some of the
activities in quality
assurance?

- **Process analysis**
- **Quality audits**

See the Quality Chapter






What are quality audits?

**Structured reviews of
quality activities that
identify lessons learned**


See the Quality Chapter



What is the purpose of
quality control?

- Measure specific project results against quality standards
- Make changes to quality baseline
- Identify root causes and quality improvements
- Recommend corrective and preventive actions, changes, and defect repair
- Validate deliverables

See the Quality Chapter



Name the quality control tools.

- Cause and effect diagram
- Flowchart
- Histogram
- Pareto chart
- Run chart
- Scatter diagram
- Control chart

See the Quality Chapter




What is defect repair?

Rework when a component of the project does not meet specifications

Discovered during quality control, formed into change requests during monitor and control project work, and approved or rejected during integrated change control

See the Quality Chapter



What is a cause and effect
(fishbone) diagram?

Why is it used?

Creative way to look at
the causes or potential
causes of a problem

Used to explore the future
or the past

Also called a fishbone or
Ishikawa diagram

Maybe used in quality
planning or control


See the Quality Chapter

— — — — —

What is a checklist?

A list of items to inspect
or a picture of an item that
is marked to show
locations of defects found
during inspection

See the Quality Chapter



What does a Pareto chart
show?

Why is it used?

Graphically prioritizes causes of process problems (by frequency of occurrence) to help focus attention on the most critical issues affecting quality


See the Quality Chapter



What is the 80/20 rule?

**80 percent of process
problems are caused by 20
percent of the causes**

See the Quality Chapter



**What is statistical
sampling?**

**Inspecting by choosing
only part of a population
(a sample) to test**

See the Quality Chapter





What is a control chart?

**Specialized trend chart
documenting whether a
measured process is in or
out of statistical control**

See the Quality Chapter




What are control limits?

The acceptable range of variation on a control chart

See the Quality Chapter






What are the specification
limits on a control chart?

**Customer's measures
defining acceptable
product/service
characteristics and
tolerances**


See the Quality Chapter



What does out of control
mean?

The process is performing
neither consistently nor
predictably, due to the
existence of assignable
causes

See the Quality Chapter




What does the rule of
seven mean?

Seven consecutive data points appearing on a control chart on one side of the mean, suggesting that the process is out of statistical control

See the Quality Chapter






What is a special cause?

A data point on a control chart or rule of seven indicating that the measured process is out of statistical control and that the cause(s) of the event must be investigated


See the Quality Chapter



What is the process of
human resource
management?

- **Human resource planning**
- **Acquire project team**
- **Develop project team**
- **Manage project team**


See the Human Resources Chapter



What are key outputs of
human resource planning?

- **Roles and responsibilities**
- **Staffing management plan**
- **Project organizational chart**


See the Human Resources Chapter



What are key outputs of
acquire project team?

- **Project staff (team) assignment**
- **Resource availability**


See the Human Resources Chapter



What is a key output of
develop project team?

**Team performance
assessment: Evaluating
team effectiveness**

See the Human Resources Chapter




What are key outputs of
manage project team?

- **Requested changes**
- **Recommended preventive and corrective actions**

See the Human Resources Chapter





Describe the roles and responsibilities of all the people involved in a project.

This topic cannot be summarized here, but it is critical to understand who does what on the exam.

See the Human Resources Chapter in PMP Exam Prep for more on this topic.

See the Human Resources Chapter

Define sponsor.

- Provides information for preliminary project scope statement
- Issues the charter
- Provides funding
- May dictate dates
- Approves project management plan
- Agrees to the change control board
- Is involved in risk


See the Human Resources Chapter



Describe the team's role.

- Create the work breakdown structure and help with project management planning
- Estimate activities
- Complete activities
- Help control and close out the project
- Held accountable for assigned activities

See the Human Resources Chapter




Define the role of the
stakeholders.

They may help:

- **Plan the project**
- **Approve changes**
- **Identify constraints**
- **Perform the risk management process**

See the Human Resources Chapter




Define the role of
functional managers.

Resource managers:

- Participate in planning
- Approve final project management plan
- Approve final schedule
- Assist with problems related to team member performance

See the Human Resources Chapter




What are the key elements
in a staffing management
plan?

When and how human resource requirements will be met

- Recognition and rewards
- Staff acquisition
- Timetable
- Release criteria
- Training needs

See the Human Resources Chapter



What must a project manager do in order to develop the project team?


- Hold team building activities throughout the project life
- Obtain and provide training where needed
- Establish ground rules
- Create and give recognition and rewards
- Place team members in the same location (co-location)

See the Human Resources Chapter

What must a project manager do to manage a project team?

- Observe
- Use an issue log
- Keep in touch
- Complete project performance appraisals
- Actively look for and help resolve conflicts that the team cannot resolve on their own

See the Human Resources Chapter




What is a team
performance assessment?

**An assessment by the
project manager of
project team
effectiveness**

See the Human Resources Chapter






Narne the powers of the
project manager.

- **Formal**
- **Reward**
- **Penalty**
- **Expert**
- **Referent**


See the Human Resources Chapter



Naime the different
leadership styles a project
manager may choose to
use.

- **Directing**
- **Facilitating**
- **Coaching**
- **Supportive**
- **Autocratic**
- **Consultative**
- **Consensus**

See the Human Resources Chapter




Name the most common sources of conflict on projects.

- **Schedules**
- **Priorities**
- **Resources**
- **Technical opinions**

NOT personalities

See the Human Resources Chapter



**Name conflict resolution
techniques.**

- **Problem solving
(confronting)**
- **Compromise**
- **Withdrawal
(avoidance)**
- **Smoothing**
- **Forcing**

See the Human Resources Chapter



Define problem solving.

Define compromising.

**Problem Solving: Solving
the real problem
(Win-win)**

**Compromising: Making
all parties somewhat
happy
(Lose-lose)**

See the Human Resources Chapter



Define withdrawal.

Define smoothing.


Define forcing.

Withdrawal: Postponing a project decision or avoiding addressing the problem

Smoothing: Emphasizing agreement rather than differences of opinion

Forcing: Do it my way


See the Human Resources Chapter



What are the project
manager's human resource
responsibilities?

- Create a team directory
- Negotiate for best resources
- Create project-related job descriptions for team members
- Make sure team members obtain needed training
- Create reward systems
- Create a staffing management plan

See the Human Resources Chapter



What is a project
performance appraisal?

**An evaluation of
individual team member
effectiveness**

See the Human Resources Chapter



What is Maslow's theory?

**People are motivated
according to hierarchy:**

- **Self-actualization**
- **Esteem**
- **Social**
- **Safety**
- **Physiological**

See the Human Resources Chapter




**What did McGregor
describe?**

Theory X: Managers who accept this theory believe that people need to be watched every second

Theory Y: Managers who accept this theory believe that people want to achieve and can work without supervision


See the Human Resources Chapter



What did Herzberg
describe?

- **Hygiene factors**
- **Motivating agents**

See the Human Resources Chapter



Why is releasing resources
the last activity in closure?

The team and other
resources are needed to
complete closure

See the Communications Chapter




What is a kickoff meeting?

When does it occur?

A meeting of all parties to the project (project stakeholders, sellers, etc.) to make sure everyone is "on the same page"

It is held at the end of the planning process group.


See the Communications Chapter



What is the process of
communications
management?

- **Communications planning**
- **Information distribution**
- **Performance reporting**
- **Manage stakeholders**


See the Communications Chapter



What is the key output of communications planning?

Communications management plan


See the Communications Chapter



What are key outputs of
information distribution?

- **Team and stakeholders have the information they need**
- **Requested changes**


See the Communications Chapter



What are key outputs of performance reporting?

- Stakeholders know how the project is performing
- Performance reports
- Forecasts
- Requested changes
- Recommended corrective actions

See the Communications Chapter



What are key outputs of
manage stakeholders?

- Resolved issues
- Approved change requests
- Approved corrective actions


See the Communications Chapter



**Define communications
planning.**

**Determining the
information and
communication needs of
stakeholders**

See the Communications Chapter



What is a communications
management plan?

Part of the project
management plan

A formal plan that
describes what will be
communicated and
received from whom,
when, and how often

See the Communications Chapter



Describe the information
distribution requirements
on projects.


Implementing the communications management plan

Creating reports including:

- Lessons learned
- Performance reports

See the Communications Chapter in PMP Exam Prep for more on this topic.

See the Communications Chapter




Describe the
communications model
and its components.

Messages are encoded, transmitted and unencoded, and must include attention to:

- Nonverbal communication
- Paralingual
- Active listening
- Effective listening
- Feedback

See the Communications Chapter




How much of
communication is
nonverbal?

About 55 percent

See the Communications Chapter





What does paralingual
mean?

Pitch and tone of voice

See the Communications Chapter






**Name communications
methods.**

- **Formal**
- **Informal**
- **Written**
- **Verbal**

See the Communications Chapter





How much time do project
managers spend
communicating?

90 percent

See the Communications Chapter






**Name communication
blockers.**

- Noise
- Distance
- Improper encoding
- "That was a bad idea"
- Hostility
- Language
- Culture

See the Communications Chapter




Describe the rules for
effective meetings.

- Set a time limit
- Schedule in advance
- Create an agenda with team input
- Distribute agenda in advance
- Lead meeting with a set of rules

See the Communications Chapter in PMP Exam Prep for more on this topic.

See the Communications Chapter




What is the formula for
communication channels?

[N (N-I)] /2

See the Communications Chapter





What is an issue log?

Documents project issues,
persons responsible for
resolving issues and target
resolution dates

See the Communications Chapter




What are lessons learned?

What do we do with
them?

What went right, wrong,
and could be done
differently

Used in planning a project
and are generated by the
project to be used by other
projects in the future


See the Communications Chapter



What is the process of risk management?

- Risk management planning
- Risk identification
- Qualitative risk analysis
- Quantitative risk analysis
- Risk response planning
- Risk monitoring and control


See the Risk Chapter



What is the key output of
risk management
planning?

Risk management plan


See the Risk Chapter



What are key outputs of
risk identification?

- **Risks**
- **Risk register**

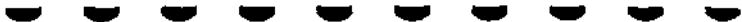
See the Risk Chapter




What are key outputs of
qualitative risk analysis
added to the risk register?

- **List of risks**
- **Ranked risks by category**
- **Watchlist**

See the Risk Chapter






What are key outputs of quantitative risk analysis added to the risk register?

- **Probability of achieving the cost and time objectives**
- **Prioritized list of quantified risks**


See the Risk Chapter



What are key outputs of
risk response planning?

- Risk response plans
- Contingency plans
- Triggers
- Reserves for time and cost
- Fallback plans
- Contracts
- Revised project management plan
- Residual risks
- Secondary risks

See the Risk Chapter



What are key outputs of
risk monitoring and
control?

- Requested changes
- Recommended preventive and corrective actions
- Updates to the risk register
- Risk audits
- Periodic risk reviews
- Risks closed

See the Risk Chapter


— — — — —

Define risks.

Events that can affect a
project for better or worse

Threats and opportunities

See the Risk Chapter




Describe key things one
needs to know about each
risk.

- **Probability**
- **Impact**
- **Timing**
- **Frequency**

See the Risk Chapter





Someone who is risk
averse is:

Unwilling to take risks


See the Risk Chapter



What is risk tolerance?

Amount of risk acceptable


See the Risk Chapter



Name the inputs to the
risk management process.

- Organizational process assets
- Enterprise environmental factors
- Project charter
- Project scope statement
- Project scope management plan
- Staffing plans
- WBS
- Network diagram
- Cost and time estimates

See the Risk Chapter



What are risk categories?

**Lists of common sources
of risk, including:**

- **Technical**
- **Project management**
- **Schedule**
- **Cost**
- **Others**

See the Risk Chapter




**What are risk
identification techniques?**

- Documentation reviews
- Brainstorming
- Delphi Technique
- Root cause identification
- Interviewing
- SWOT
- Checklists
- Assumptions analysis
- Diagramming techniques

See the Risk Chapter





What are the types of
risks?

- **Business**

- **Pure**

See the Risk Chapter




What are risk triggers?

**Early warning signs that a
risk event is about to
occur**

See the Risk Chapter






What is assumptions
analysis?

When is it done?

**Explores the validity of
project assumptions to
identify new risks in risk
identification**

See the Risk Chapter






What is risk data quality
assessment?

When is it done?

- Reviewing how well understood is the risk
- A method to test reliability of risk information collected
- It is done during qualitative risk analysis


See the Risk Chapter



What is a probability and
impact matrix?

**The company's scale to
determine which risks
continue through the risk
management process**

See the Risk Chapter

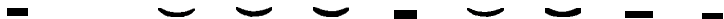


What is the formula for
expected monetary value?

Probability times impact

See the Risk Chapter





What is a decision tree?

A model of a decision to be made which includes the probabilities and impacts of future events to help make a decision today

See the Risk Chapter



Who is a risk response
owner?

**The person assigned to
execute risk responses for
each critical risk**

See the Risk Chapter



Avoid: Eliminate a specific threat by eliminating the cause

Mitigate: Reduce the probability or Impact


Accept:
Passive - Do nothing
If it happens, it happens.

Active - Develop contingency plans

Transfer: Make another party responsible for a risk

May include: outsourcing, insurance, warranties, bonds and guarantees

See the Risk Chapter



Name and define the risk response strategies for opportunities.

Exploit: Enhance the opportunity

Share: Allocate ownership to a third party

Enhance: Increase probability or impacts

Accept:
Passive - Do nothing
If it happens, it happens

Active - Develop contingency plans

See the Risk Chapter



What are residual risks?

Risks that remain after risk response planning:

- Risks for which contingency and fallback plans have been created
- Risks which have been accepted

Outputs of risk response planning

See the Risk Chapter




What are secondary risks?

New risks created by risk
response strategies

Outputs of risk response
planning

See the Risk Chapter



How does buying
insurance relate to risk
response planning?

It exchanges an unknown risk for a known risk

It is a method to decrease project risk

It is an output of risk response planning

See the Risk Chapter



What do contracts have to do with risk response planning?

**A contract helps allocate
and mitigate risks**

**A risk analysis is done
before a contract is signed**

**Contracts are outputs of
risk response planning**

See the Risk Chapter






**What are contingency
plans?**

Planned responses to risks

Outputs of risk response planning

See the Risk Chapter






What are fallback plans?

Actions that will be taken
if the contingency plan is
not effective

Outputs of risk response
planning

See the Risk Chapter



What does a revised
project management plan
have to do with risk
management?

The components of the project management plan will need to be updated based on the results of risk planning

It is an output of risk response planning

See the Risk Chapter



What are reserves?


Time or cost added to the project to account for risk

Also referred to as:

- Management reserve
- Contingency reserve

Reserves are outputs of risk response planning

See the Risk Chapter




What is a contingency
reserve?

**Time or cost allocated to
cover known unknowns**

Included in cost baseline

See the Risk Chapter



What is a management
reserve?

Time or cost allocated to
cover unknown unknowns

Included in cost budget

See the Risk Chapter




What are risk
reassessments?

When do they occur?

Identification of new risks

**They occur during risk
monitoring and control**

See the Risk Chapter




What is reserve analysis?

When is it done?

- Determining reserves
- Managing the reserves and making sure the amount remaining is adequate

It is done during risk response planning, monitoring and controlling, activity duration estimating, cost budgeting and cost control


See the Risk Chapter



What are risk response
audits?

**Examining and
documenting the
effectiveness of the risk
response and the risk
response owner**


See the Risk Chapter



What is the process of
procurement management?

- Plan purchases and acquisitions
- Plan contracting
- Request seller responses
- Select sellers
- Contract administration
- Contract closure


See the Procurement Chapter



Name the inputs to the
procurement management
process.

- Enterprise environmental factors
- Organizational process assets
- WBS
- Risk register
- Project scope statement
- Project schedule
- Cost estimate for contracted work
- Cost baseline for the project

See the Procurement Chapter



What are key outputs of
plan purchases and
acquisitions?

- **Procurement management plan**
- **Contract statement of work**
- **Requested changes**

See the Procurement Chapter




What are key outputs of
plan contracting?

- **Procurement documents**
- **Evaluation criteria**

See the Procurement Chapter





What are key outputs of
request seller responses?

- **Procurement documents**
- **Proposals**

See the Procurement Chapter






What are key outputs of
select sellers?

- **Contract signed**
- **Contract management plan**
- **Requested changes**


See the Procurement Chapter



What are key outputs of
contract administration?

- **Substantial completion**
- **Requested changes**
- **Recommended corrective actions**


See the Procurement Chapter



What are key outputs of
contract closure?

- Product verification
- Financial closure
- Update and index records
- Performance reporting
- Procurement audits
- Lessons learned
- Formal acceptance


See the Procurement Chapter



**What is a contract
management plan?**

**A plan for how each
contract will be
administered**

See the Procurement Chapter



What is a procurement
management plan?

**Part of the project
management plan**

**Describes how
procurements will be
planned, executed and
controlled**


See the Procurement Chapter

— — — — —

What is required for a
legal contract?

- **Offer**
- **Acceptance**
- **Consideration**
- **Legal capacity**
- **Legal purpose**

See the Procurement Chapter




What is a contract?

May include all of the following:

- **Legal terms**
- **Business terms**
- **Contract statement of work**
- **Marketing literature**
- **Drawings**

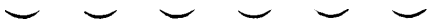
See the Procurement Chapter



Describe the project manager's role in procurement.

- Understand the procurement process
- Make sure the work described in the contract is complete
- Be involved in the whole contracting process
- Help tailor the contract to the project
- Incorporate mitigation and allocation of risks into the contract

See the Procurement Chapter



Name the advantages of centralized contracting.

- Increased expertise in contracting
- Standardized practices
- Clear career path

See the Procurement Chapter



Name the disadvantages of centralized contracting.

- One person works on many projects
- May be difficult to obtain contracting help when needed

See the Procurement Chapter



Name the advantages of decentralized contracting.

- Easier access to contracting expertise
- More loyalty to the project
- More focused contract experience

See the Procurement Chapter

— — — — — — — — —

Name the disadvantages of decentralized contracting.

- No home for the contracts person after the project
- Less focus on improving contracting expertise
- Inefficient use of resources
- Little standardization of contracting processes from one project to the next

See the Procurement Chapter



What does make-or-buy
refer to?

Analyzing whether the performing organization should do the work or buy the services/supplies from outside the organization

See the Procurement Chapter



What are the main types
of contracts?

- **Cost reimbursable**
- **Fixed price**
- **Time and material**
- **Purchase order**

See the Procurement Chapter



What is a cost
reimbursable contract?

All costs are reimbursed

See the Procurement Chapter



— — — — — — —

What is a cost plus fixed
fee contract?

All costs are reimbursed

**The fee is fixed at a
certain monetary amount**

See the Procurement Chapter




What is a cost plus
percentage of cost
contract?

All costs are reimbursed,
plus a specific percentage
of costs as fee or profit

See the Procurement Chapter






What is a cost plus
incentive fee contract?

Costs are reimbursed plus an incentive, usually an additional fee, for exceeding performance criteria that have been determined in advance

See the Procurement Chapter



What is a time and
material contract?

Usually a fixed hourly rate
or a fixed cost per item,
plus a reimbursable
component for expenses or
materials

See the Procurement Chapter




What is a fixed price contract?

**There is only one fee for
accomplishing all the
work**

See the Procurement Chapter






What is a fixed price plus
incentive fee contract?

Total price is fixed, but an additional amount may be paid for exceeding performance criteria determined in advance

See the Procurement Chapter



What is a fixed price
economic price adjustment
contract?

A fixed price contract with
an allowable adjustment
for price increase, due to
cost increases in later time
periods

See the Procurement Chapter



Describe how contract administration efforts will be different with each contract form.

This critical concept
cannot be summarized
here.

*See the Procurement
Chapter in PMP Exam Prep
for more on this topic.*


See the Procurement Chapter

What is a purchase order?

A unilateral contract

See the Procurement Chapter





What are incentives?


What might they be used
for?

Help bring the seller's objectives in line with the buyer's

Incentives for:

- Time
- Cost
- Quality
- Scope

See the Procurement Chapter




Who has the cost risk in a
cost reimbursable
contract?

In a fixed price contract?

Risk in a cost
reimbursable contract is
borne by the buyer

Risk in a fixed price
contract is borne by the
seller

See the Procurement Chapter



Name the types of contract statements of work.

- **Performance**
- **Functional/detailed**
- **Design**

See the Procurement Chapter






What are procurement documents?

- **Request for proposal
(RFP)**
- **Invitation for bid
(IFB)**
- **Request for quotation
(RFQ)**

See the Procurement Chapter



What are standard contract terms and conditions?


What are special provisions?

Standard Contract Terms and Provisions: Terms and conditions which are used for all contracts within the company

Special Provisions: Terms and conditions created for the unique needs of the project

Created with the input of the project manager

See the Procurement Chapter



Name common terms and conditions that may be in a contract.

*Please review the long list
of terms and conditions
and what they mean in
PMP Exam Prep,
Procurement Chapter.*

See the Procurement Chapter



What is a letter of intent?

A letter from the buyer,
without legal binding,
saying the buyer intends to
hire the seller

See the Procurement Chapter



What does privity refer to?

**Contractual relationships
between two or more
companies**

See the Procurement Chapter






What does non-competitive procurement mean?

**Work awarded to a single
source or sole source
without competition**

See the Procurement Chapter





When are evaluation
criteria created and used?


What do they refer to?

Created during plan
contracting

Rationale that the buyer
will use to weight or score
suppliers' proposals

Used during select sellers
to pick a supplier

See the Procurement Chapter



What is a bidder
conference?


What should be watched
out for?

A meeting with prospective sellers to make sure all understand the procurement and have a chance to ask questions

Watch for:

- Collusion
- Sellers not asking questions
- All questions and answers are distributed to all


See the Procurement Chapter



What is a qualified
seller list?

A list of sellers who have been pre-approved

See the Procurement Chapter




What are the objectives of negotiation?

- **Obtain a fair and reasonable price**
- **Develop a good relationship with the other side**

See the Procurement Chapter

- Attacks
- Personal insults
- Good guy/Bad guy
- Deadline
- Lying
- Limited authority
- Missing man
- Delay
- Extreme demands
- Withdrawal
- Fait accompli

See the Procurement Chapter




Name some of the project manager's activities during contract administration.

- Review invoices
- Integrated change control
- Interpret the contract
- Monitor performance against the contract
- Risk management

*Please see the long list in
PMP Exam Prep,
Procurement Chapter.*

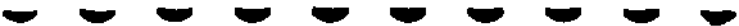
See the Procurement Chapter



Why might there be
conflict between the
contract administrator and
the project manager?

The contract administrator is the only one with the power to change the contract (including the project scope)

See the Procurement Chapter



What is a contract change control system?

A system created to
modify the contract and to
control changes to the
contract


See the Procurement Chapter

— — — — —

What must be done for all
contract changes?

**They must be formally
documented**


See the Procurement Chapter



What is the purpose of a
buyer-conducted
performance review?

Identify seller's successes or failures, and allow the buyer to rate the seller's ability to perform

See the Procurement Chapter



**Define claims
administration.**

**Managing contested
changes and constructive
changes (claims) requested
by the seller**

See the Procurement Chapter



What is the key function of
a records management
system?

Maintain an index of
contract documentation
and records to assist in
retrieval

Part of the project
management information
system

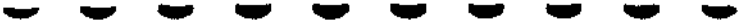
See the Procurement Chapter




Name the guidelines for interpreting what is or is not included in the contract.

*See the Procurement
Chapter in PMP Exam Prep
for more on this topic.*

See the Procurement Chapter





What is the purpose of contract closure in the procurement management process?

- **Perform a procurement audit**
- **Complete the work done under contract**

See the Procurement Chapter



What is a procurement
audit?

Structured review of the
procurement process and
determination of lessons
learned to help other
procurements

See the Procurement Chapter






**What does professional
and social responsibility
mean?**

- Ensure individual integrity
- Contribute to the project management knowledge base
- Enhance personal professional competence
- Promote interaction among stakeholders

For the PMP exam, make sure you read the extensive information on this topic in PMP Exam Prep, Prof Responsibility Chapter.


See the Prof. Responsibility Chapter



What does "ensure
individual integrity" mean?

- Follow PMI's code of professional conduct
- Tell the truth in reports
- Follow copyright and other laws
- Treat others with respect
- Report violations
- Do not put personal gain over project needs
- Do not give or take bribes


See the Prof. Responsibility Chapter



What does "contribute to
the project management
knowledge base" mean?

- **Share lessons learned**
- **Write articles**
- **Mentor others**
- **Perform research on best practices**

See the Prof. Responsibility Chapter




What does "enhance
personal professional
competence" mean?

- Understand your own strengths and weaknesses
- Continue to learn
- Look for new practices

See the Prof. Responsibility Chapter






What does "balance
stakeholders' interests"
mean?

Part of "promote interaction among stakeholders", it means:

- Work to get clear and complete project objectives and project requirements
- Understand stakeholders' interests
- Recommend approaches that strive for fair resolution

See the Prof. Responsibility Chapter



What does "interact with
team and stakeholders in a
professional and
cooperative manner"
mean?

Part of "promote interaction among stakeholders", it means:

- Respect cultural differences
- Understand others' needs
- Follow practices in other countries, as long as they do not violate laws
- Provide others with project charter, schedule and project management plan they need to do their work

See the Prof. Responsibility Chapter



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