

Chapter 01

Exercise 01:

Question	Answer	Question	Answer
i.	Procurement Management KA	ii.	Integration Management KA
iii.	Cost Management KA	iv.	HR Management KA
v.	Risk Management KA	vi.	Quality Management KA
vii.	HR Management KA	viii.	Time Management KA
ix.	Scope Management KA	x.	Quality Management KA
xi.	Risk Management KA	xii.	Procurement Management KA

Exercise 02:.

	Knowledge Area	Process Group	What Process Comes Before?	What Process Comes After?	Two inputs	Two Tools and Techniques	Two Outputs
1.	Time	Planning	Estimate Activity Durations	Control Schedule	Refer PMBOK page no 131		
2.	Scope	Planning	None	Define scope	Refer PMBOK page no 104		
3.	Communication	Monitoring & controlling	Manage stakeholder expectation	None	Refer PMBOK page no 244		
4.	Cost	Monitoring & controlling	Determine budget	None	Refer PMBOK page no 167		
5.	Risk	Monitoring & controlling	Plan risk responses	None	Refer PMBOK page no 274		
6.	Procurement	Closing	Administer procurement	None	Refer PMBOK page no 314		
7.	Integration	Execution	Develop project	Monitor and control	Refer PMBOK page no 73		

			managem nt plan	project work	
8.	HR	Executing	Develop project tam	None	Refer PMBOK page no 217
9.	Quality	Executing	Plan quality	Quality control	Refer PMBOK page no 191

Exercise 03:

	Process	Knowledge Area	Process Group
1	Identify stakeholder	Communication	Initiation
2	Quality assurance	Quality	Execution
3	Develop charter	Integration	Initiation
4	Identify risk	Risk	planning
5	Collect requirement	Scope	Planning
6	Conduct procurement	Procurement	execution
7	Cost control	Cost	Monitoring & controlling
8	Plan communication	Communication	Planning
9	Estimate activity resource	Time	Planning
10	Acquire project team	HR	Execution
11	Integrated change control	Integration	Monitoring & controlling

Exercise 04: Indicate the statements given below refer to operations or projects.

Question	Answer
1.	Project
2.	Project
3.	operation
4.	Project

5.	operation
6.	Project

Exercise 05:

Question	Answer
1.	Resource
2.	Cost
3.	Quality
4.	Time
5.	Risk
6.	Scope

Exercise 06:

Question	Answer
1.	Scope
2.	Cost
3.	Scope
4.	Time , cost
5.	Cost
6.	Resource
7.	Time ,Quality

Exercise 07

Question	Answer
1.	Program
2.	Project
3.	Portfolio
4.	Project
5.	program

Exercise 8:

Question	Answer
1.	Portfolio manager
2.	Project manager
3.	Project manager
4.	Portfolio manager
5.	Portfolio manager
6.	Project manager

Exercise 09:

Question	Answer
1.	Market demand
2.	Business need
3.	Customer request
4.	Technological advancement
5.	Legal requirement

Exercise 10:

Question	Answer
1.	√
2.	√
3.	√
4.	X
5.	x
6.	√

Exercise 11:

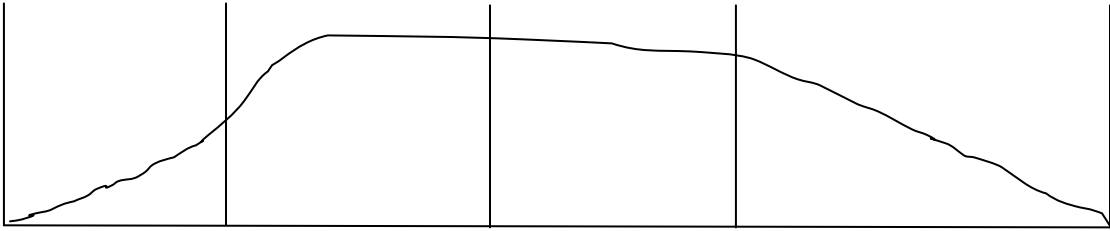
Question	Answer
1.	Performance
2.	Personal
3.	Performance
4.	Performance
5.	Personal
6.	Knowledge
7.	Personal

Exercise 12:

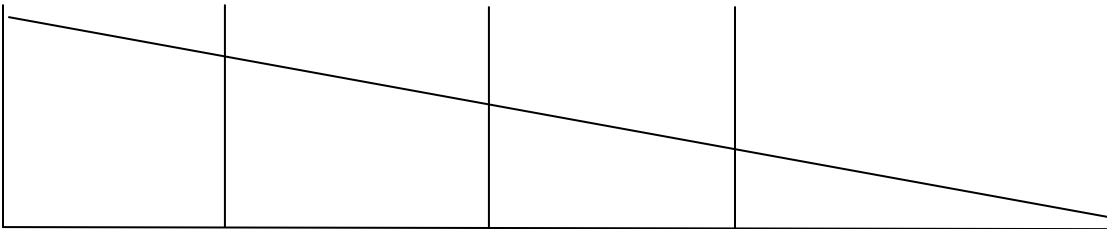
Question	Answer
1.	Yes
2.	No
3.	Yes
4.	Yes
5.	No
6.	Yes
7.	No
8.	Yes
9.	Yes
10.	No
11.	Yes
12.	No

Chapter 02

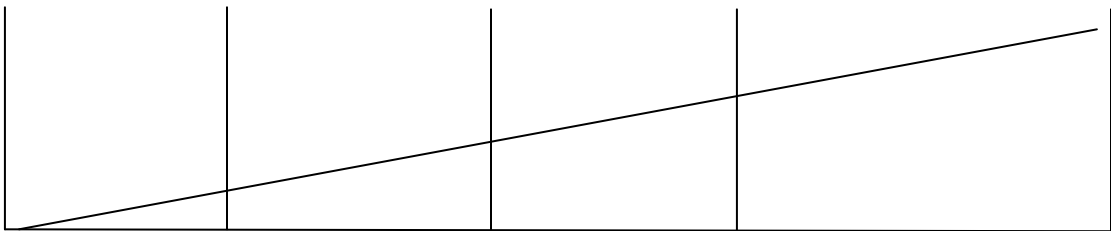
Ex01



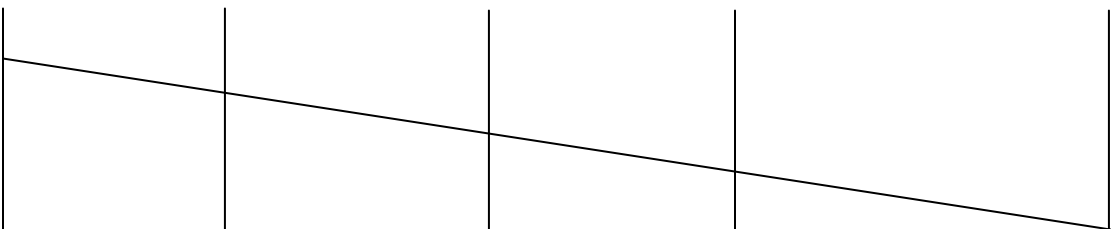
Ex 02



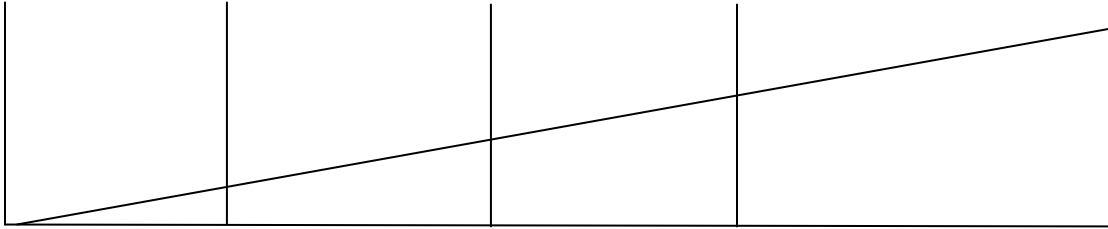
Ex 03



Ex 04



Ex 05



Ex 06

1.	√
2.	x
3.	√
4.	x
5.	√
6.	x
7.	x
8.	√

Ex 07

1.	Sequential
2.	Overlapping
3.	Overlapping

Ex 08

1	T
2	T
3	F
4	T
5	F
6	T
7	T
8	F
9	F
10	T

Ex 09

1.	Functional
2.	Functional
3.	Weak matrix
4.	Projectized
5.	Balanced matrix
6.	Strong matrix
7.	Functional
8.	Balanced matrix
9.	projectized
10.	Strong matrix

Chapter 3

Exercise 01

1.	Product
2.	Product
3.	Product
4.	Project
5.	Project
6.	Project
7.	Product
8.	Project
9.	Project
10.	Product

Exercise 02

1.	Monitoring & Controlling	11.	Monitoring & Controlling
2.	Executing	12.	Initiating
3.	Planning	13.	Planning
4.	Planning	14.	Monitoring & Controlling
5.	Monitoring & Controlling	15.	Initiating
6.	Initiating	16.	Executing
7.	Monitoring & Controlling	17.	Monitoring & Controlling
8.	Initiating	18.	Closing
9.	Monitoring & Controlling	19.	Closing
10.	Planning		

Exercise 03

1.	Quality Management	
2.	<ul style="list-style-type: none"> Quality control Quality assurance 	Plan quality
3.		
4.		
5.		
6.	Scope Management	
7.	<ul style="list-style-type: none"> Control scope Define scope Create WBS 	Identify requirements Verify scope
8.		
9.		
10.	Communication Management	
11.	<ul style="list-style-type: none"> Manage stakeholder Plan communication Identify stakeholder 	Distribute information Report performance
12.		
13.		
14.	Time Management	
15.	<ul style="list-style-type: none"> Estimate activity duration 	Estimate activity resources Develop schedule
16.		

17.	<ul style="list-style-type: none"> • Sequence activities • Define activities • Monitor & control schedule 	
18.	Cost Management	
19.	<ul style="list-style-type: none"> • Estimate cost • Control cost 	Cost budget
20.		
21.		
22.	Human Resource Management	
23.	<ul style="list-style-type: none"> • Acquire project team • Develop project team 	Plan human resources Manage project team
24.	Integration Management	
25.	<ul style="list-style-type: none"> • Integrated change control • Develop project management plan • . Develop Charter 	Direct and manage project execution Monitor and control project work Close project or phase
26.	Risk Management	
27.	<ul style="list-style-type: none"> • Develop Risk response • Quantitative risk analysis 	Risk management planning Identify risks Qualitative risk analysis Monitor and control risk
28.		
29.	Procurement Management	
30.	<ul style="list-style-type: none"> • Conduct procurement • Plan procurement 	Administer procurement Close procurement
31.		
32.		
33.		

Chapter 04 – Project Integration Management Part I

Exercise 01

1.	Close project or phase
2.	Monitor and control
3.	Develop project charter
4.	Develop project management plan
5.	Integrated change control
6.	Direct and manage execution

Exercise 02

Refer PMBOK page no 73

1.	√
2.	√
3.	X
4.	√
5.	X
6.	√
7.	√
8.	√
9.	X
10.	√
11.	√

Exercise 03: Please refer PMBOK Guide 5th , page 65**Exercise 04**

Concept	Factor
1.	<i>SOW</i>
2.	<i>Mathematical method</i>
3.	<i>Expert judgment</i>
4.	<i>Business case</i>
5.	<i>charter</i>
6.	<i>Benefit measurement method</i>

Exercise 04

1.	F
2.	T
3.	T
4.	F
5.	T
6.	T
7.	F
8.	T
9.	F
10.	F

Exercise 05

	Project A	Project B
Payback period	4 years	3 Years
		Best project

Exercise 06

	20%	A	B
	1	(\$35,000)	(\$45,000)
	0.833	\$16,660	\$12,495
	0.694	\$10,410	\$6,940
	0.579	\$8,685	\$14,475
	0.482	\$4,820	\$7,230
NPV		\$5,575	(\$3,860)
		Best Project	

Exercise 07

1.	√
2.	X
3.	X
4.	√
5.	√
6.	X

Chapter 04 – Project Integration Management Part II

Project Integration Management – Part II

1. SOW, Business case, contract ,EEF,OPA
2. PMBOK 4th Edition page 77
3. Business need, product scope description ,strategic plan
4. To justify the project that it serves business purpose

5. Market demand, Organizational need, customer request, technological advance, legal requirement, ecological impact, social need
6. PMBOK 4th Edition page 82
7. Corrective action, preventive action, defect repair
8. Change control board
9. 4 years
10. 1,331,000Rs
11. 47,663.85Rs
12. Project A

Chapter 05 – Project Scope Management Part I

Exercise 01

	<i>Product</i>	<i>Project</i>
1.		x
2.	x	
3.	x	
4.		x
5.		x
6.		X
7.	x	
8.		X
9.	X	
10.	x	
11.		x

Exercise 02

Project Product

1.	x	
2.	x	
3.	x	
4.	x	
5.		x
6.		X
7.		x

Exercise 03

Technique

1.	Nominal group technique
2.	Delphi technique
3.	Plurality
4.	Participant observer
5.	Prototype

Exercise 04

Document

1.	Requirement document
2.	Requirement traceability matrix
3.	Requirement management plan

Exercise 05

1.	Value engineering
2.	Value analyzing
3.	Product breakdown
4.	Alternative identification

Chapter 05 – Project Scope Management Part II

1. PMBOK 4th edition 115

2.

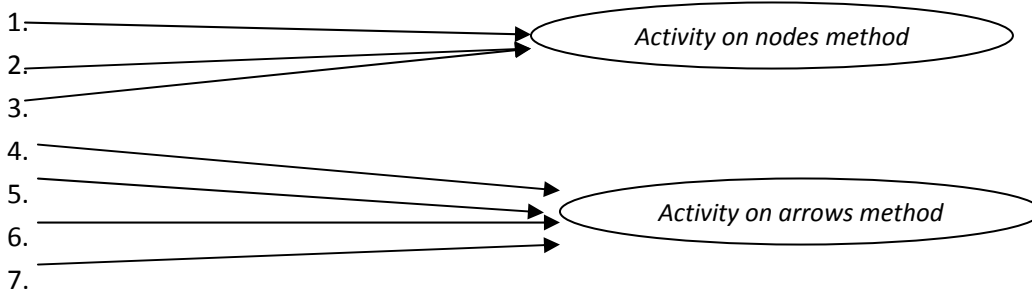
1.	Decomposition
2.	Control account
3.	Code of accounts identifier
4.	WBS dictionary
5.	Phases , deliverables , Sub projects

3.

1.	Waste of resources
2.	OBS
3.	CWBS
4.	Charter
5.	Scope statement , WBS , WBS dictionary

Chapter 6 - Project Time Management- Part I

Exercise 01



Exercise 02

	Discretionary
	Mandatory
	External
	Mandatory
	Mandatory
	Discretionary
	Mandatory
	Discretionary

Exercise 03

1.	SS	2.	FF	3.	SF
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Exercise 04

1.	Bottoms up	Estimate activity resource
2.	Alternative analysis	Estimate activity resource
3.	Published estimating data	Estimate activity resource
4.	Parametric estimate	Estimate activity duration
5.	3 point estimate	Estimate activity duration
6.	Analog estimate	Estimate activity duration
7.	Expert judgment	Estimate activity duration

Exercise 05

- 1. 03**
- 2. DEFG**
- 3. 21 days**
- 4. 7 days**
- 5. A,B,C = 7, D,H,I = 7**
- 6. Critical path doubles**

Exercise 06

1.	True
2.	False
3.	True
4.	True

5.	False
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Chapter 6 - Project Time Management- Part II

1. Rolling wave planning
2. Uses FS relationship , use dummy activities , arrow represent activities, Critical path can run over a dummy
3. External dependency
4. Lag
5. Law of diminishing return
6. Alternative identification
7. Published estimating data
8. Resource break down structure
9. Parametric
10. Three point
11. Student syndrome
12. Total float calculation
13. Critical chain project management
14. Develop project management plan
15. AOA, AON, GERT
16. ES-EF
17. Initial stages of the project , urgencies ,
18. When there is an uncertainty
19. No sufficient information to crash
20. Summary activities that represent several activities
21. Milestone chart , Bar chart, Network diagram
22. Start ,A,B,G,Finish
23. Total time taken to complete an activity (clock time)
24. 50/50, 0/100, 80/20
25. Schedule adjusted for resource constraints
26. 12-18 days
27. Duration - 3 Float- 16

Chapter 7

Project Cost Management – Part I

Activity 1

1.	Bottoms up
2.	Three point
3.	Analogues
4.	Parametric
5.	Expert judgment

Activity 2

1.	100 mil
2.	75 mil
3.	70 mil
4.	78 mil
5.	-5 mil
6.	0.897
7.	EV/PV
8.	EV/AC
9.	BAC/CPI
10.	EAC-AC
11.	BAC-EAC
12.	BAC-CV/EAC-AC

Project Cost Management – Part II

1. Cost management planning
2. Sunk cost
3. Three point
4. KU- Contingency , UU-Management reserve
5. Project management planning process
6. Variable cost
7. To measure progress and report to senior management
8. Analogues –less accurate, less expensive ,quick to create

Bottom up –accurate, costly, time consuming