

# Review of PMBOK Guide Chapter 4, 10, 13

**DENG, Guolin**, PMP®, PMI ATP Instructor  
Project Management Training . Consulting . Coaching  
[denguolin@vip.sina.com.cn](mailto:denguolin@vip.sina.com.cn)  
[www.izcert.com.cn](http://www.izcert.com.cn)

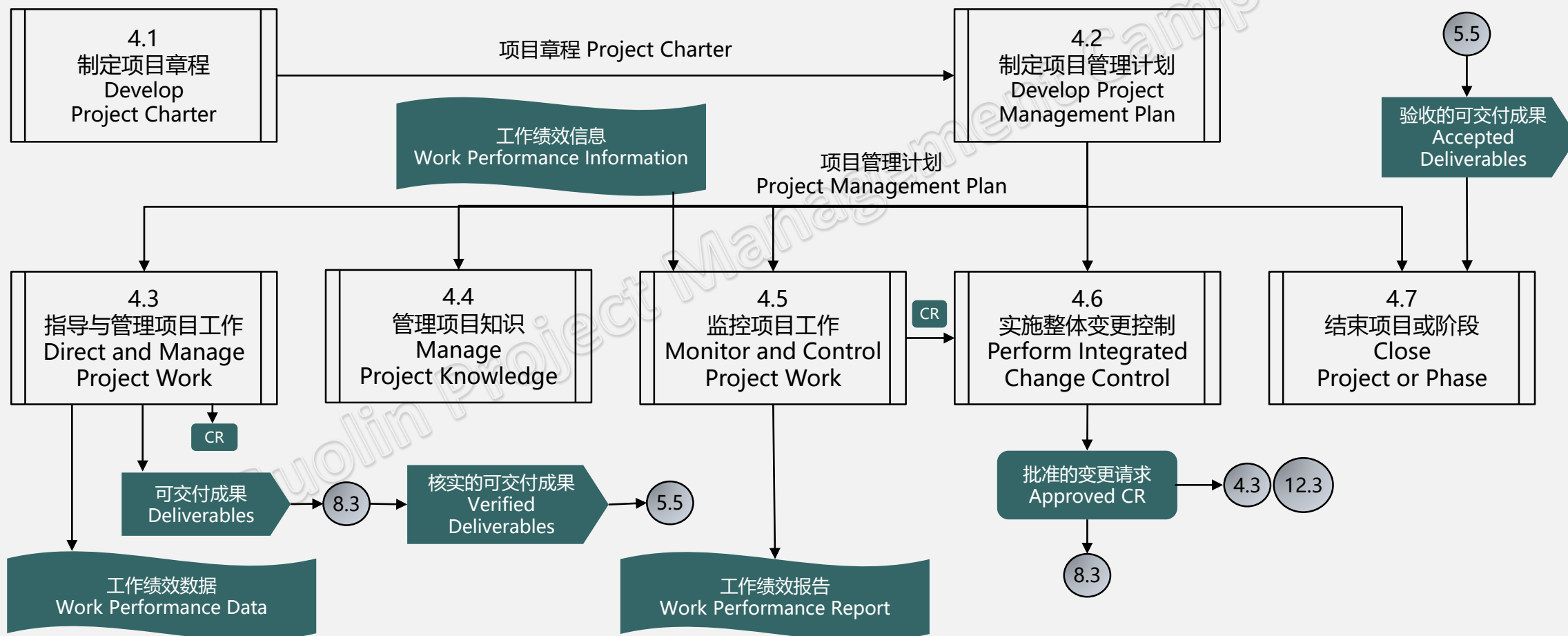
# Agenda

- ★ Process Interactions
- ★ Project selection
- ★ Rolling wave planning
- ★ Knowledge Management
- ★ Change control
- ★ Project Communications
- ★ Stakeholder Analysis/Stakeholder Engagement

# Project Integration Management



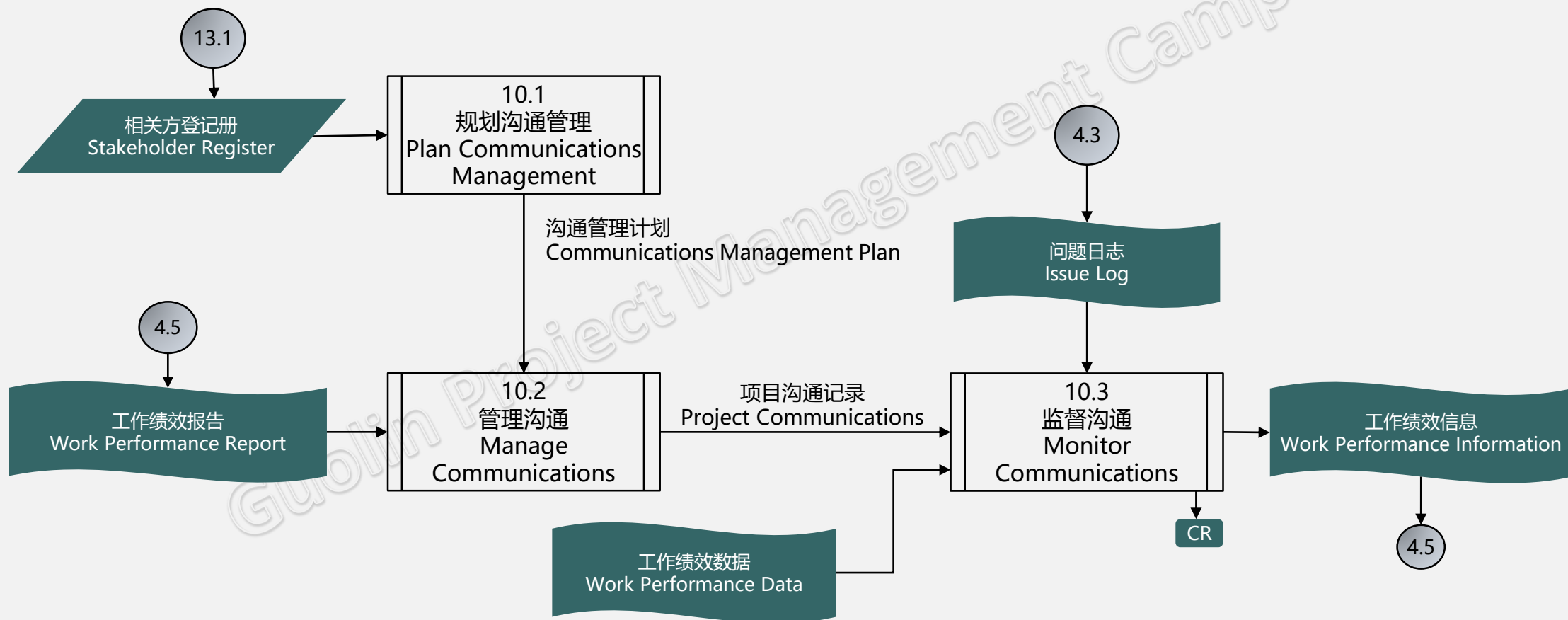
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# Project Communications Management



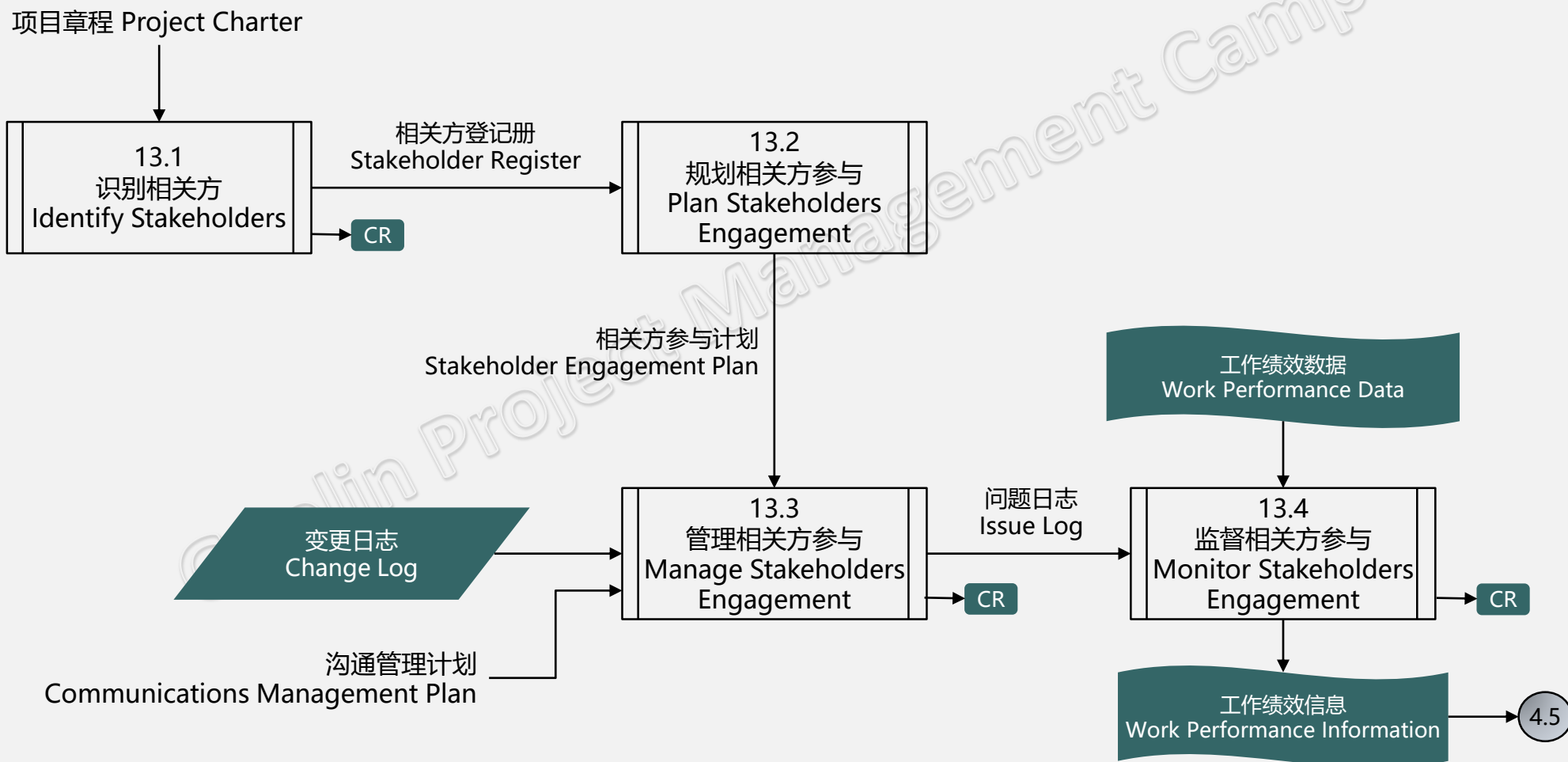
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# Project Stakeholder Management



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1. The Project Charter formally authorizes a project. Who authorizes the project charter?

- A. The project manager
- B. A project sponsor or initiator internal to the project organization
- C. The customer
- D. A project sponsor or initiator external to the project organization

项目章程正式授权项目。谁授权项目章程？

- A. 项目经理
- B. 项目组织内部的项目赞助人或发起人
- C. 客户
- D. 项目组织外部的项目赞助人或发起人

## 2. Which option is NOT an objective of the kick-off meeting?

- A. An opportunity to define the scope and provide cost estimates
- B. An opportunity to receive commitment from the project stakeholders about specific deliverables
- C. An opportunity for project team members to share lessons learned from similar projects
- D. An opportunity to introduce project team members to one another

## 下列哪项不是项目启动会议的目标?

- A. 定义范围及提供成本估算
- B. 获得项目相关方对特定可交付成果的承诺
- C. 项目团队成员分享以前类似项目的经验教训
- D. 彼此介绍项目团队成员

3. As a project manager, where would you document the escalation process to resolve issues that cannot be resolved at a lower staff level?

- A. Scope management plan
- B. Stakeholder management plan
- C. Staffing management plan
- D. Communications Management Plan

作为项目经理，你将在哪个文件中定义较低级员工上报不能化解的问题的过程？

- A. 范围管理计划
- B. 相关方管理计划
- C. 人员配备管理计划
- D. 沟通管理计划



4. What BEST describes an input to the Manage Stakeholder Engagement process?

- A. Communications Management Plan
- B. WBS
- C. Issue Log
- D. Approved Change Requests

哪项是对管理相关方参与过程的输入？

- A. 沟通管理计划
- B. WBS
- C. 问题日志
- D. 核准的变更请求

# Project Selection

- ★ From Business Case to Project Charter
- ★ Project Selection Model
  - Benefit Measurement  
BCR/ROI/NPV/IRR/Payback Period
  - Constrained Optimization
- ★ Get Project Charter Approval

## 5. Which of the following is true?

- A. Discounted cash flow analysis is the least precise of the cash flow techniques as it does not consider the time value of money
- B. NPV is the least precise of the cash flow analysis techniques as it assumes reinvestment at the discount rate
- C. Payback period is the least precise of the cash flow analysis techniques as it does not consider the time value of money
- D. IRR is the least precise of the cash flow analysis techniques because it assumes reinvestment at the cost of capital

## 下列哪个说法是正确的?

- A. 贴现现金流分析是最不精确的现金流技术，没有考虑货币的时间价值
- B. NPV是最不精确的现金流分析技术，它假设再投入的资金是需要折现的
- C. 回收期分析是最不精确的现金流分析技术，它没有考虑货币的时间价值
- D. IRR是最不精确的现金流分析技术，因为它假设再投入的资金以资本为代价

# Rolling Wave Planning

- ★ Plan based Project Management
- ★ Progressively Elaboration & Rolling wave Planning
- ★ Do the right Things
- ★ Progressively Elaboration & Changes
- ★ Consideration for Agile/Adaptive Environment

6. Which of the following is inaccurately represented by the term Progressive elaboration?

- A. Changes to project scope
- B. Rolling wave planning
- C. Detailing out the product requirements which were developed during the initiation process
- D. Production of fabrication and construction drawings from the design drawings for a chemical plant

下列哪个说法不能由“逐步完善”这个术语来准确表述？

- A. 项目范围变更
- B. 滚动式计划
- C. 对启动过程所开发的产品需求细节化
- D. 从化工厂设计图开发建筑结构图

# Knowledge Management

- ★ Using existing knowledge and creating new knowledge
- ★ Data-Information-Knowledge-Wisdom (DIKW model)
- ★ Explicit Knowledge and Tacit Knowledge
- ★ Knowledge Sharing and Knowledge Integration
- ★ Networking/Communities/Work Shadowing/Storytelling...
- ★ Lessons learned process
- ★ Knowledge and Information Management Tools

7. Knowledge management is a key responsibility of the project manager. This responsibility includes managing two kinds of knowledge on a project: tacit and explicit. Which of the following definitions are correct?

- A. Tacit knowledge is fact-based and can be easily communicated through words and symbols
- B. Tacit knowledge may need explanation or context to provide value to recipients of this information
- C. Tacit knowledge includes emotions, experience, and abilities
- D. Lessons learned are an example of tacit knowledge

知识管理是项目经理的主要职责，包括管理两类知识：显性知识和隐性知识。下列哪种说法是正确的？

- A. 隐性知识基于事实，很容易经由文字以及符号沟通
- B. 隐性知识可能需要解释或情景，才能给信息接收者带来价值
- C. 隐性知识包括情感、经验和能力
- D. 经验教训是隐性知识的例子

# Change Control

- ★ Change Management Plan
- ★ Change Control System
- ★ Change Control Tools
- ★ Change Control Procedure
- ★ Change Management & Configuration Management



8. You are the project manager of a Fixed price with Incentive (FPIF) contract. You are currently operating at a SPI of 1.2. Your CPI is 1.4. Your customer comes to you with a change that might affect your schedule. What is the best thing to do in this situation?

- A. Meet with the sponsor
- B. Hold a team meeting to discuss the impact on the project
- C. Follow the change control system in place
- D. Renegotiate the contract so that the new change is incorporated

你是个项目经理正工作在固定总价加奖励合同下。项目目前绩效SPI=1.2, CPI=1.4。客户计划进行些变更将会影项目进度。在这种情况下你最好应该做什么?

- A. 会见出资人
- B. 召开会议讨论对项目的影响
- C. 遵循变更控制系统
- D. 重新谈判合同, 将新的变更包括进来

# Project Communications

- ★ Project Communications Management Plan
- ★ Communication Channels
- ★ Communication Technology/Methods/Skills
- ★ Project Management Information System
- ★ Communication Style

9. You are planning out the communications methods to use as part of stakeholder management. The most effective means for communicating and resolving issues with stakeholders is:

- A. Status reports
- B. Electronic mail
- C. Telephone calls
- D. Face-to-face meetings

你正规划用于相关方管理的沟通方法。在与相关方沟通及解决问题是最有效的是：

- A. 状态报告
- B. 电子邮件
- C. 电话呼叫
- D. 面对面会议

# Stakeholder Analysis/Engagement

## ★ Stakeholder Analysis

- Power/Interest Grid, Power/Influence Grid, Impact/Influence
- Stakeholder Cube
- Salience Model

## ★ Stakeholder Register

## ★ Stakeholder Engagement Level

10. The project has been going well, except for the number of changes being made. The project is being installed into seven different departments within the company and will greatly improve departmental performance when operational. There are 14 project management processes selected for use on this project. The project manager is a technical expert as well as having been trained in communications and managing people. Which of the following is the MOST likely cause of the project problems?

- A. The project manager was not trained in understanding the company environment
- B. The project should have more management oversight since it will result in such great benefits to the company
- C. The project should have used more of the project management processes
- D. Some stakeholders were not identified

项目进展顺利，除了存在很多变更。项目将安装到公司内的七个部门，正式运作后会有效改善公司绩效。这个项目选择了14个项目管理过程。项目经理是个技术专家，曾接受过沟通和人员管理的训练。下列哪个是引发项目问题最可能的原因？

- A. 项目经理没有被训练理解公司环境
- B. 既然它对公司有那么多利益，项目应该有更多管理层关注
- C. 项目应该使用更多项目管理过程
- D. 一些项目相关方没有被识别

# Q&A

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