

# THE PMP® EXAM

## How to Pass on Your First Try

Sixth Edition plus Agile, 2nd Printing Compared to 3rd Printing

### *Errata*

The following errata only pertains to the 2nd printing of Andy Crowe's The PMP Exam - How to Pass on Your First Try. In order to verify the printing of your book, refer to the bottom of the copyright page. Minor editorial changes have been made to the text and graphics. Notable corrections are listed below.

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#### Schedule Management: Questions

Question 16: Answer C corrected

"16. An activity has a duration estimate that is best case = 30 days, most likely = 44 days, and worst case = 62 days. What is the weighted three-point estimate for this activity?"

- A. 44.67 days
- B. 34.67 days
- C. 45.33 days
- D. 59.33 days"

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#### Cost Management: Questions

Question 9: Answer B corrected

"The experienced team reports to the product owner that the velocity looks like 100 points at a burn rate of \$50,000 per iteration. The release plan suggests the 1000 point backlog can be delivered in 10 1-month iterations. The finance department has come back to the product owner with a funding limit of \$40,000 per month. The product owner maintains that the 10-month project has a hard deadline for completion. How is this conflict of constraints reconciled?"

- A. Increase the team velocity to resolve the constraint.
- B. **Make trade-off decisions to find resources at a lower cost that can still meet the team's velocity expectations at the same level of quality.**
- C. The team should meet to re-estimate the effort in points required to complete the backlog and adjust the velocity accordingly.
- D. Meet with the product owner to determine what low-value features can be removed from the backlog to meet schedule and cost constraints.

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#### Cost Management: Answers

Question 9 Answer Explanation changed to:

"9. D. The scope-schedule-cost triple constraint still holds true in an agile project as in a predictive project. 'A' is incorrect; increasing velocity, productivity, would raise the burn rate, further violating the funding limit. 'B' is incorrect; the triple constraint also implies that lower cost resources would affect schedule and scope—reducing productivity or velocity and potentially the scope or quality of deliverables. Also, an agile team would not realistically consider replacing itself with a lower cost team. 'C' is incorrect; re-defining the effort of a point would also change the cost per point as well as the velocity. The imposition of a deadline as well as funding limit can only be reconciled with a reduction in scope, or 'D.'"

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#### Communications Management: Questions

Question 15 replaced:

"15. The term "osmotic communication" applies to which of the following?"

- A. The natural transfer of data through a semi-porous membrane or filter.
- B. Gleaning useful information from overhearing other conversations within the work team.
- C. Subconscious awareness of information that surfaces at the time it is needed or important.
- D. The agile tooling of a remote team member to enhance the environment of colocation even though remote."

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#### The Final Exam: Answers

Answer 132 should be:

"C. The team is collaborating together - confronting the problem head on rather than confronting each other. The "problem-solving" approach is effective, and a spike to support the decision is a great common ground, collaborative approach. Experimental and Adaptive are madeup terms relative to conflict resolution. Smoothing is not appropriate in this scenario - focusing on something good to take attention away from the conflict was not described here."

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#### Glossary: Term Collaboration

Definition changed to:

"Collaboration: Working together and sharing tools and information to create a work product or result. (Collaboration is also a favored technique for resolving conflict in all types of projects. It is closely associated with problem-solving as a technique.)"

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#### Glossary: Term Dummy Activity

Definition changed to:

"Dummy Activity: A part of Activity On Arrow (AOA) project network diagrams where a schedule activity is assigned a duration of 0. A dummy activity, represented as a dashed line between two circular nodes, is used to create logical relationships."

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#### Glossary: Term Project Charter

Definition changed to:

"Project Charter: The document that formally starts the project. The charter typically is issued by the sponsor and names the project manager. Additionally, it may list the highlevel project requirements, the high-level milestones, and a summary-level preliminary budget. The charter is a formal document created in the Develop Project Charter process. It authorizes the project manager to expend organizational resources in order to accomplish the project objective."

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#### Glossary: Silo

Definition changed to:

"Silo: A condition where an individual or small group works in an isolated condition with little interaction outside of this effort. Agile projects favor more open and transparent communication rather than silos, which are common in functional organization types."

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800**

#### Glossary: Wideband Delphi Estimating

Definition changed to:

"Wideband Delphi Estimating: An estimation technique where the team comes together for a presentation on user stories and to discuss the challenges but then estimates in private. the estimates for each story are plotted on a chart with no names, the team discusses the range of points, and the process is repeated until the team reaches consensus."