PMP Training Kit

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ISBN: 978-0-7356-5780-9

First printing: July, 2013

To ensure the ongoing accuracy of this book and its companion content, we've reviewed and confirmed the errors listed below. If you find a new error, we hope you'll report it to us on our website: www.microsoftpressstore.com/contact-us/errata.

Page	Location	Description	Date corrected
Back cover	Under EXAM PREP GUIDE	Reads: Ace your preparation for the skills measured by the updated PMP Exam, aligned with the Project Management Book of Knowledge (PMBOK® Guide), Fifth Edition. Should read: Ace your preparation for the skills measured by the updated PMP Exam, aligned with the Guide to the Project Management Body of Knowledge (PMBOK® Guide), Fifth Edition.	
Multiple pages		All references to Validated Deliverables in the book should be changed to Verified Deliverables. The following pages include the term: pg 56, 1 occurrence pg 250, 1 occurrence pg 254, 3 occurrences pg 255, 1 occurrence pg 516, 1 occurrence	
44	Second paragraph	The following bulleted item should be included as the first bulleted item in the list: Develop Project Management Plan	
51	Bulleted list	The following entries should be added to the bulleted list: Validate Scope [insert between Plan Scope Management & Control Scope] Control Quality [insert between Plan Quality Management & Plan Human Resource Management]	

Page	Location	Description	Date corrected
57	Paragraph after Exam Tip, second sentence to end of paragraph	Reads: Project management plan updates are different from change requests, which signify that there is something new that needs to be considered in an integrated manner. These are simply updates to documents and plans for clarification or revised approaches to executing the planned work. Should read: Project management plan updates are different from change requests. Change requests signify that there is something new that needs to be considered in an integrated manner. Project management plan updates are simply updates to documents and plans for clarification or revised approaches to executing the planned work and do not require a formal change request to be initiated.	
69	Bulleted list	The last bulleted item should be removed from the list. The item reads: Manage Stakeholder Engagement	
181	Figure 4-17	Some of the labels in Figure 4-17 are wrong: Node G Late Start shows 19 and should be 18. Node E Late Finish shows 18 and should be 17. Node E Late Start shows 16 and should be 15. Node E float shows 2 and should be 1. Node C Late Finish shows 15 and should be 14. Node C Late Start shows 10 and should be 9. Node C float shows 2 and should be 1.	
181	Figure 4-17	Figure 4-17 needs minor changes to numbers in some of the boxes. In box G: The lower-left number should be 18 not 19. In box E: The lower-left number should be 15 not 16, and the lower-right number should be 17 not 18. In box C: The lower-left number should be 9 not 10, and the lower-right number should be 14 not 15.	
206	Exam Tip	The Exam Tip should be amended to read: Individual contingency reserve figures are added to the individual activity cost estimates. These are then aggregated and rolled up to work package level, with the aggregated contingency reserve applied against individual work packages. Once approved, the contingency reserve is added to the total cost baseline. Conversely, management reserves are not usually part of the initially approved project budget. The only way that you're able to use funds from any management reserve is to obtain approval by the documented and approved change control process.	
212	Estimate as completion (EAC) bulleted item, last sentence	Reads: ...will give a difference answer…. Should read: …will give a different answer….	

Page	Location	Description	Date corrected
285	"Interpersonal skills" section, second paragraph, last sentence	Reads: These include the following eight skills: Should read: These include the following eleven skills:	
301, 306	Table heading	In the left column of the table that appears on both pages, the heading reads: Quality tool Should read: Human resource theory	
313, 314	Table on 313 and explanatory text on 314	The error contains two interrelated parts: 1. In the table on page 313, under inputs, there should be a bulleted item added between "Project management plan" and "Enterprise environmental factors"; it should read: Stakeholder register 2. On page 314, an additional explanatory paragraph with a heading should be inserted to explain this additional bulleted item. This paragraph should read: Stakeholder register The stakeholder register is an essential input into the Plan Communications Management process. It will provide information about stakeholders and most likely an assessment of their power, interest, impact or influence on the project. This information can be used to assist in the development of a robust and appropriate communications management plan that is able to contribute the effective management of stakeholder engagement and expectations." The term "stakeholder register" should be inserted as a key term here.	
323	Project management plan updates section, end of first sentence	Reads: ...such as the stakeholder expectation management plan. Should read: ...such as the stakeholder management plan.	

Page	Location	Description	Date corrected
324, 327	Table on 324 and explanatory text on 327	This error has two interrelated parts: 1. In the table on page 324, under Outputs, there should be a bulleted item added between "Change requests" and "Project document updates"; it should read: Project management plan updates 2. On page 327, the following additional explanatory paragraph should be inserted after the "Change Requests" paragraph and before the "Project documents updates" paragraph to explain this additional bulleted item: Project management plan updates As a result of carrying out the Control Communications process, there may be the need to update parts of the project management plan, specifically the communications management plan, stakeholder management plan, and human resource management plan. Also, "project management plan updates" should be formatted as a key term.	
343	Bulleted item in table	In the "Tools and techniques" column, in the bulleted list, the phrase 'Diagramming techniques' should have a bullet point like all the other tools and techniques.	

Page	Location	Description	Date corrected
411, 412	Table on 411 and explanatory text on 412	This error has two interrelated parts: 1. In the table on page 411, under tools and techniques, the tool reads: Negotiated settlements Should read: Procurement negotiations 2. On page 412 the heading and paragraph for "Negotiated settlements" should be: Procurement negotiations Despite your best efforts at documenting and describing contractual processes that include a clear final resolution and closure process, it is not uncommon for all parties to a contract to have to enter into some form of procurement negotiations to terminate the contract fully. In this instance, procurement negotiations can result in negotiated settlements that place agreed obligations and agreements on both buyer and seller as to final payments, warranty obligations, and any other matters to enable the contract to be fully closed. If any disagreements arise as a result of misunderstandings or poorly worded contracts and negotiated settlements cannot be achieved through direct negotiation by all parties to a contract, there may have to be some form of escalation and external dispute resolution used, such as mediation, arbitration, or litigation. Negotiation is where two or more parties attempt to agree on a solution between themselves. Mediation is when the disagreeing parties bring in an independent person to help them reach an agreement. Arbitration is when the parties agree to allow an independent person to hear both sides of the story and make a binding decision. Litigation is when the parties resolve their disputes through the civil courts system. The term "Procurement negotiations" should be formatted as a key term.	
415	Third bulleted item	Should read: The Conduct Procurements process is an executing process that seeks to carry out the procurement management plan in relation to the identification of sellers, the distribution of information about the procurement statement of work to sellers, the selection of sellers to carry out the work, and the type of contract that will be used.	

Page	Location	Description	Date corrected
441	Table on 441 and explanatory text on 442	This error has two interrelated parts: 1. On the table on page 441, in the "Tools and techniques" column, it reads: Reporting systems Should be: Information management systems 2. On page 442, the heading and paragraph reads: reporting systems Should read: Information management systems A stakeholder focused information management system is a subset of the project management information system that allows for the documentation, distribution, and storage of information for and about stakeholders. The types of information that the information management system captures will reflect the particular interests of the stakeholders and may include information about any aspect of the project that can be measured and communicated, including information about project scope, cost, time, quality, risk, or any other relevant factor deemed of interest by stakeholders. The term "Information management systems" should be formatted as a key term.	
441	Table on 441 and new heading and paragraph on 443	This error has two interrelated parts: 1. On the table on page 441, in the Outputs column, the following missing output should be placed as a bulleted item between "Change requests" and "Project documents updates": Project management plan updates 2. On page 443, the following new heading and paragraph should be inserted to explain this new bulleted item. It should be inserted after the "Change requests" paragraph and before the "Project document updates" paragraph: Project management plan updates As a result of carrying out stakeholder management activities changes can be made to any other plan that forms part of the project management plan. This reflects the wide range of influences stakeholders have over the project. The term "Project management plan updates should be formatted as a key term.	

Page	Location	Description	Date corrected
442	Real world, second-to-last sentence	Reads: ...whatever information he required. Should read: ...whatever information he desired.	
447	Question 6	Should read: 6. If you are assessing each stakeholder as either unaware, resistant, neutral, supportive, or leading, what technique are you using?	
463	Question 5, answer B	Should read: Tell your project sponsor…	