PMP®

PROJECT MANAGEMENT PROFESSIONAL

PRACTICE TESTS

Second Edition

2021 EXAM UPDATE

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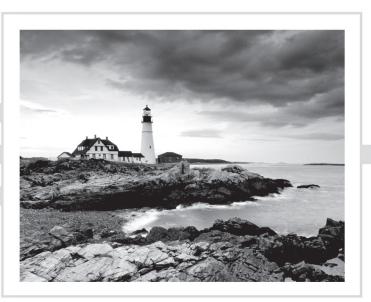**Complements the *PMP Project Management Professional Study Guide, Tenth Edition*.**

KIM HELDMAN, PMP
VANINA MANGANO, PMP

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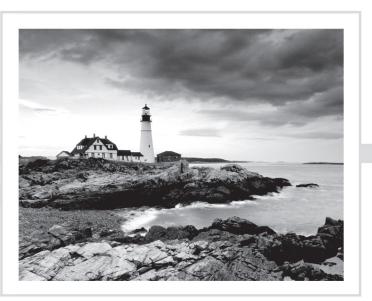
Project Management Professional

Practice Tests

Second Edition

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To BB, my forever love.
— Kim Heldman

To my real-life heroes: Nicolas and Marysil Mangano.
— Vanina Mangano

Acknowledgments

About the Authors

Kim Heldman, MBA, PMP®   Kim Heldman is the senior manager/CIO of information technology for the Regional Transportation District in Denver, Colorado. Kim directs IT resource planning, budgeting, project prioritization, and strategic and tactical planning. She directs and oversees IT design and development, the IT program management office, enterprise resource planning systems, IT infrastructure, application development, cybersecurity, intelligent transportation systems, and data center operations.

Kim oversees the IT portfolio of projects ranging from projects small in scope and budget to multimillion-dollar, multiyear projects. She has more than 25 years of experience in information technology project management. Kim has served in a senior leadership role for more than 18 years and is regarded as a strategic visionary with an innate ability to collaborate with diverse groups and organizations, instill hope, improve morale, and lead her teams in achieving goals they never thought possible.

Kim is the author of the *PMP®: Project Management Professional Study Guide, Ninth Edition*. She is also the author of *Project Management JumpStart*, *Fourth Edition*; *CompTIA Project+, Second Edition*; and *Project Manager's Spotlight on Risk Management*. Kim has also published several articles and is currently working on a leadership book.

Kim continues to write about project management best practices and leadership topics, and she speaks frequently at conferences and events. You can contact Kim at Kim.Heldman@gmail.com. She personally answers all her email.

Vanina Mangano   Over the past decade, Vanina has specialized in working with and leading project, program, and portfolio management offices (PMOs) across various industries and companies. Currently, Vanina leads a project portfolio management office at Microsoft Corporation.

As part of her contribution to the community, Vanina devotes time to furthering the project management profession through her volunteer work at the Project Management Institute. Vanina is currently a member of PMI's Standards Insight Team, where she serves in an advisory role for all matters related to the strategic planning and management of the PMI Standards Library. She has also served as chair for *The Standard for Program Management, Fourth Edition*, and played a role in several other PMI standards and practice guides, including *A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Sixth Edition*.

Vanina holds a dual bachelor's degree from the University of California, Riverside, and holds the following credentials: Project Management Professional (PMP)®, PMI® Risk Management Professional (PMI-RMP)®, PMI® Scheduling Professional (PMI-SP)®, CompTIA Project+, and ITIL Foundation v3.

You can reach Vanina through LinkedIn: https://www.linkedin.com/in/vaninam/.

Contents at a Glance

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Introduction

Congratulations on your decision to pursue the Project Management Professional (PMP)® credential, one of the most globally recognized credentials within the project management industry. The PMP® credential is offered by the Project Management Institute (PMI®), a not-for-profit organization with thousands of members across the globe. PMI® has been a long-standing advocate and contributor to the project management industry and offers several credentials for those specializing in the field of project management.

This book is meant for anyone preparing for the PMP® certification exam. Whether you are in the final stages of preparation, interested in familiarizing yourself with the question formats, or simply looking for additional practice in answering exam questions, this book has you covered. Those studying for the Certified Associate in Project Management (CAPM)® exam will also benefit, since both the PMP® and CAPM® certification exams follow a similar structure and are largely based on content from *A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Sixth Edition.*

When it comes to preparing for an exam, knowing the core concepts is essential, but strengthening your test-taking skills is also important. One common test-taking method is based on an old saying: "Practice makes perfect." This book complements the *PMP®: Project Management Professional Exam Review Guide, Fourth Edition*, and the *PMP®: Project Management Professional Exam Study Guide, Tenth Edition*, also published by Sybex. The Study Guide provides a summary of project management fundamentals and the core concepts included within the exam. This book tests your knowledge of the tasks covered by the exam domains with the goal of exposing you to questions formatted similarly to those you would find on the actual exam. The more questions that you expose yourself to, the better prepared you will be on exam day.

Book Structure

This book has been structured to coincide with the exam domains presented in the *PMP® Examination Content Outline*, published by PMI. Each exam domain covers a high-level knowledge area essential to carrying out project management responsibilities. The domains are as follow:

- People
- Process
- Business Environment

An explanation is provided after each practice test question to help you learn the concepts. The first three chapters align to individual exam domains, while the final three chapters contain full-length practice exams.

> **NOTE** It's a good idea to complete at least one full length practice exam in a single timed setting. This will partially simulate the experience of exam day, when you will need to answer a set of 200 questions within a four-hour period.

Interactive Online Learning Environment and Test Bank

This book provides 1000 practice test questions, which will help you get ready to pass the PMP exam. The interactive online learning environment that accompanies the PMP Practice Tests provides a robust test bank to help you prepare for the certification exam and increase your chances of passing it the first time! By using this test bank, you can identify weak areas up front and then develop a solid studying strategy using each of the robust testing features.

The test bank also includes 3 practice exams. Take the practice exams just as if you were taking the actual exam (without any reference material). If you get more than 90 percent of the answers correct, you're ready to take the certification exam.

> **NOTE** You can access the Sybex Interactive Online Test Bank at http://www.wiley.com/go/Sybextestprep.

Overview of PMI® Credentials

PMI® offers several credentials within the field of project management, so whether you are an experienced professional or looking to enter the project management field for the first time, you'll find something to meet your needs. You may hold one or multiple credentials concurrently.

Over the years, PMI® has contributed to the project management body of knowledge by developing global standards used by thousands of project management professionals and organizations. In total, there are four foundational standards that are supplemented by multiple practice standards and guides.

Several credentials offered by PMI® are largely based on the *PMBOK® Guide*. While the *PMBOK® Guide* is a critical resource, it is considered one of multiple resources used during the development of certification exam questions. One additional resource you may want to pay close attention to is the *Agile Practice Guide*.

As of the publication date of this book, PMI® offers eight credentials. Let's briefly go through them.

Project Management Professional (PMP)®

You are most likely familiar with the PMP® credential—after all, you purchased this book! But did you know that the PMP® certification is the most widely and globally recognized project management certification? The PMP®, along with several other credentials, validates your experience and knowledge of project management. This makes obtaining a PMP® in itself a great achievement. The following requirements are necessary to apply for the PMP® exam:

Work Experience   The following work experience must have been accrued over the past eight consecutive years:

- If you have a bachelor's degree or the global equivalent: three years (36 months) leading projects, totaling at least 4,500 hours
- If you have a high-school diploma, associate's degree, or global equivalent: five years (60 months) of leading projects, totaling at least 7,500 hours

Contact Hours   Contact hours refers to the number of qualified formal educational hours obtained that relate to project management. A total of 35 contact hours are required and must be completed before you submit your application.

Certified Associate in Project Management (CAPM)®

The CAPM® credential is ideal for someone looking to enter the project management industry. You may meet the requirements if you have a secondary degree (i.e., high-school diploma or associate's degree or global equivalent). You must also have at least 23 hours of formal project management education (contact hours).

Program Management Professional (PgMP)®

The PgMP® credential is ideal for those who specialize in the area of program management or would like to highlight their experience of program management. A PMP® is not required to obtain this or any other credential. You must meet the following requirements to apply for the PgMP® exam:

Work Experience   The following work experience must have been accrued over the past 15 consecutive years:

- If you have a bachelor's degree or global equivalent: four years of nonoverlapping project management experience, totaling at least 6,000 hours, and four years of nonoverlapping program management experience, totaling 6,000 hours
- If you have a high-school diploma, associate's degree, or global equivalent: four years of nonoverlapping project management experience, totaling at least 6,000 hours, and seven years of nonoverlapping program management experience, totaling 10,500 hours

Portfolio Management Professional (PfMP)®

The PfMP® is meant for those specializing in the area of portfolio management. It reflects several years of hands-on portfolio management experience, geared toward achieving strategic objectives. You must meet the following requirements to apply for the PfMP® exam:

Work Experience   The following work experience must have been accrued over the past 15 consecutive years:

- Eight years of professional business experience (all candidates)
- If you have a bachelor's degree or global equivalent: 6,000 hours of portfolio management experience
- If you have a high-school diploma, associate's degree, or global equivalent: 10,500 hours of portfolio management experience

PMI Risk Management Professional (PMI-RMP)®

The PMI-RMP® credential is ideal for those who specialize in the area of risk management or would like to highlight their risk management experience. The following are the requirements to apply for the PMI-RMP® exam:

Work Experience   The following work experience must have been accrued over the past five consecutive years:

- If you have a bachelor's degree or global equivalent: 3,000 hours of professional project risk management experience
- If you have a high-school diploma, associate's degree, or global equivalent: 4,500 hours of professional project risk management experience

Contact Hours

- If you have a bachelor's degree or global equivalent: 30 contact hours in the area of risk management
- If you have a high-school diploma, associate's degree, or global equivalent: 40 contact hours in the area of risk management

PMI Scheduling Professional (PMI-SP)®

The PMI-SP® credential is ideal for those who specialize in the area of project scheduling or who would like to highlight their project scheduling experience. You must meet the following requirements to apply for the PMI-SP® exam:

Work Experience   The following work experience must have been accrued over the past five consecutive years:

- If you have a bachelor's degree or global equivalent: 3,500 hours of professional project scheduling experience
- If you have a high-school diploma, associate's degree, or global equivalent: 5,000 hours of professional project scheduling experience

Contact Hours

- If you have a bachelor's degree or global equivalent: 30 contact hours in the area of project scheduling
- If you have a high-school diploma, associate's degree, or global equivalent: 40 contact hours in the area of project scheduling

PMI Agile Certified Professional (PMI-ACP)®

The PMI-ACP® credential is ideal for those who work with Agile teams or practices. The PMI-ACP® covers approaches such as Serum, Kanban, Lean, Extreme Programming (XP), and Test-Driven Development (TDD). You must meet the following requirements to apply for the PMI-ACP® exam:

Work Experience   The following work experience must have been accrued:

- 2,000 hours (12 months) working on projects teams—accrued in the last five years; current PMP or PgMP credential holders will satisfy this requirement
- 1,500 hours (8 months) working on project teams using Agile methodologies—achieved in the last three years

Contact Hours

- 21 hours of formal Agile training

PMI Professional in Business Analysis (PMI-PBA)®

The PMI-PBA® credential is meant for those specializing in business analysis. This credential is ideal for those managing requirements or product development. You must meet the following requirements to apply for the PMI-PBA® exam:

Work Experience   The following work experience must have been accrued over the past eight consecutive years:

- If you have a bachelor's degree or global equivalent: 4,500 hours of professional business analysis experience
- If you have a high-school diploma, associate's degree, or global equivalent: 7,500 hours of business analysis experience, and 2,000 hours of general project experience

Contact Hours

- 35 hours of formal training in the area of business analysis practices

> For the latest information regarding the PMI® credentials and other exam information, you can visit the PMI® website at www.PMI.org.

Day of the Exam

After gaining the necessary prerequisites to sit for the exam, the PMP® exam serves as the final measure to earning your certification. You are already well ahead of the game in preparing for the exam when you purchase this book. The preparation you put forth will help you show up on the day of the exam in a calm and confident state. While you are not allowed to take anything into the exam, you are given scratch paper to work with during your exam. Using the tips in this book, before you begin the exam, you can jot down notes that will free your mind to focus fully on the questions. In the days leading up to the exam, we recommend that you practice creating your reference sheet by memorizing the mnemonics, formulas, and other information that you will need.

Clearly, standard test-taking advice is relevant here, such as getting a good night's sleep, eating a good breakfast, and going through relaxation exercises before you are called into the exam room. In addition, during the exam, do the following:

- Take the time to read through each question slowly and completely. Fully understanding what is being asked in the question can contribute greatly to getting the right answer.

- You will be given the ability to mark a question if you are unsure of your answer or are unable to come up with the answer. Take advantage of this feature, so you can move on to the next question. At the end of the exam, you can come back and review your answers and take more time to answer questions that you didn't answer earlier in the process.

You have four hours to complete an examination of 200 questions. Tell yourself that it is more important to pass than it is to go home early. If it will help, write that statement at the top of your reference scratch paper so you can remind yourself of this ideal. In a four-hour examination, it is possible to get fatigued and just want to be done with it. Make sure you keep your focus and energy on success.

> **NOTE** It's a good idea to use scratch paper given to you for use during your exam to jot down formulas and other information memorized that you may forget if you become mentally exhausted midway through the exam. Keep in mind that you cannot use your scratch paper until the exam time officially starts.

For more information from PMI® on preparing for the exam, be sure to review www.pmi.org and search for *PMP Exam Guidance* for more valuable resources.

Project Management Professional (PMP)®: Exam Domains and Tasks

The PMP® exam is based on three exam domains: People, Process, and Business Environment. Each exam domain encompasses a series of tasks, as published by PMI within the *Project Management Professional (PMP)® Examination Content Outline*. The

following table maps these exam domain tasks to the corresponding chapter that contains sample practice test questions relating to the tasks. In addition to this reference table, you will find exam domain tasks listed at the beginning of Chapters 1–3.

Exam Domain	Chapters
People (Domain 1.0)	
Manage conflict	1, 4, 5, 6
Lead a team	1, 4, 5, 6
Support team performance	1, 4, 5, 6
Empower team members and stakeholders	1, 4, 5, 6
Ensure team members/stakeholders are adequately trained	1, 4, 5, 6
Build a team	1, 4, 5, 6
Address and remove impediments, obstacles, and blockers for the team	1, 4, 5, 6
Negotiate project agreements	1, 4, 5, 6
Collaborate with stakeholders	1, 4, 5, 6
Build shared understanding	1, 4, 5, 6
Engage and support virtual teams	1, 4, 5, 6
Define team ground rules	1, 4, 5, 6
Mentor relevant stakeholders	1, 4, 5, 6
Promote team performance through the application of emotional intelligence	1, 4, 5, 6
Process (Domain 2.0)	
Execute project with the urgency required to deliver business value	2, 4, 5, 6
Manage communications	2, 4, 5, 6
Assess and manage risks	2, 4, 5, 6
Engage stakeholders	2, 4, 5, 6
Plan and manage budget and resources	2, 4, 5, 6
Plan and manage schedule	2, 4, 5, 6
Plan and manage quality of products/deliverables	2, 4, 5, 6
Plan and manage scope	2, 4, 5, 6

Process (Domain 2.0) cont'd	Chapters
Integrate project planning activities	2, 4, 5, 6
Manage project changes	2, 4, 5, 6
Plan and manage procurement	2, 4, 5, 6
Manage project artifacts	2, 4, 5, 6
Determine appropriate project methodology/methods and practices	2, 4, 5, 6
Establish project governance structure	2, 4, 5, 6
Manage project issues	2, 4, 5, 6
Ensure knowledge transfer for project continuity	2, 4, 5, 6
Plan and manage project/phase closure or transitions	2, 4, 5, 6
Business Environment (Domain 3.0)	
Plan and manage project compliance	3, 4, 5, 6
Evaluate and deliver project benefits and value	3, 4, 5, 6
Evaluate and address external business environment changes for impact on scope	3, 4, 5, 6
Support organizational change	3, 4, 5, 6

People (Domain 1.0)

THE PROJECT MANAGEMENT PROFESSIONAL (PMP)® EXAM CONTENT FROM THE PEOPLE DOMAIN COVERED IN THIS CHAPTER INCLUDES THE FOLLOWING:

- ✓ **Task 1.1   Manage conflict**

- ✓ **Task 1.2   Lead a team**

- ✓ **Task 1.3   Support team performance**

- ✓ **Task 1.4   Empower team members and stakeholders**

- ✓ **Task 1.5   Ensure team members/stakeholders are adequately trained**

- ✓ **Task 1.6   Build a team**

- ✓ **Task 1.7   Address and remove impediments, obstacles, and blockers for the team**

- ✓ **Task 1.8   Negotiate project agreements**

- ✓ **Task 1.9   Collaborate with stakeholders**

- ✓ **Task 1.10   Build shared understanding**

- ✓ **Task 1.11   Engage and support virtual teams**

- ✓ **Task 1.12   Define team ground rules**

- ✓ **Task 1.13   Mentor relevant stakeholders**

- ✓ **Task 1.14   Promote team performance through the application of emotional intelligence**

The process names, inputs, tools and techniques, outputs, and descriptions of the project management process groups and related materials and figures in this chapter are based on content from *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition* (PMI®, 2017).

1. Carina is a principal project manager of You've Got Dogs, a specialty company that creates custom dog apparel and toys. Three months into the project, she kicks off the second phase of a project that is developing high-tech dog bones. As part of her practice, she sits down with her sponsor to determine whether there are any new players that they missed in the first phase, and they hold a discussion on the direction of influence of these new stakeholders. What activity is Carina carrying out?

A. Planning stakeholder engagement

B. Identifying stakeholders

C. Planning resource management

D. Identifying risks

2. Which of the following best describes the servant leadership approach used in Agile projects?

A. The practice of one individual directing the team to provide clear and concise direction

B. The practice of generating work through iterations, with one leader clearly prominent

C. The practice of installing one clear leader, with team members serving as followers

D. The practice of focusing on understanding and addressing the needs and development of team members

3. Your project has kicked off, and you are beginning a series of overview sessions with key users to determine requirements for a new enterprise resource software implementation. One of your stakeholders is exceptionally contentious and throws obstacles up at every turn. One of the problems she has described does seem to be legitimate. There is an issue with the data from the legacy system that needs to be resolved before moving forward. Which of the following statements is not true regarding this situation?

A. You should approach this by defining the problem and focusing on separating causes and symptoms.

B. You should use a two-step process involving problem definition and decision-making.

C. Your decision-making has a timing element.

D. Your decision-making involves asking questions to determine whether the issues are internal or external to the project.

4. Nancy is a senior systems engineer who loves to work with people and can typically grasp the big picture. Because of her functional knowledge, organized nature, and ease in getting others to follow her lead, her manager decides to move her into a project manager role. Despite all of her strengths, Nancy struggles greatly with her first project. The first major milestone was missed, and the project was already over budget by $20,000. What part of the PMI Talent Triangle™ is Nancy missing?

A. Technical project management

B. Leadership

C. Strategic and business management

D. Schedule management

5. You are a project manager working on contract. The organization that's contracted with your company is not happy with the progress of the project to date. They claim that an important deliverable was overlooked and that you should halt the project and reassess how to meet this deliverable. You know that the customer has approved all phases of the project to date. Which of the following statements is true?

    A. You and your company might have to use problem-solving techniques such as arbitration and mediation to reach an agreement.

    B. You and your company might have to use communication techniques such as arbitration and mediation to reach an agreement.

    C. You and your company might have to use negotiation techniques such as arbitration and mediation to reach an agreement.

    D. You and your company might have to use influencing techniques such as arbitration and mediation to reach an agreement.

6. An Agile approach can alleviate issues that result when high uncertainty exists. Which of the following is an example of a pain point that Agile addresses under these circumstances? (Select three.)

    A. Unclear purpose

    B. Low defects

    C. Unclear requirements

    D. Technical debt

7. You're the project manager for Dream Clinics, a research organization that specializes in sleep disorders. You're working on an internal service project and are in the Executing process group. You negotiate with a manager to obtain resources for specific activities on the project that your team is not able to fulfill. These resources will roll off the project as soon as the activities are completed. Which of the following does this scenario describe?

    A. Resource requirements, which are generated when carrying out resource requirement planning activities

    B. Interpersonal and team skills, which are capabilities used by project managers to acquire resources

    C. Staffing requirements, which is information needed when acquiring resources

    D. Resource pool description, which is information needed when planning out resource requirements

8. Your colleague has reported to their manager that they passed their PMP certification exam. You know this is inaccurate, since you both took your exams at the same time and the colleague shared the results with you. What should you do?

    A. Give them an opportunity to correct their behavior and report them to PMI if they do not.

    B. Don't say anything. Since this is your friend, the code states that you must look out for each other.

    C. Give your friend a difficult time to teach them a lesson and disassociate with them.

    D. Tell their manager immediately and report the violation to PMI directly.

9. Carina is a principal project manager of You've Got Dogs, a specialty company that creates custom dog apparel and toys. As is part of her practice, she sits down with her sponsor to evaluate how the project is performing. She reviews feedback from the most recent prototype, which the team has produced successively to yield additional insight. Carina notes to the sponsor that the use of timeboxing has been helpful in reducing the uncertainty in the project. What type of life cycle is Carina using?

    A. Predictive

    B. Waterfall

    C. Agile

    D. Iterative

10. Knowledge that is difficult to express is called what?

    A. Explicit knowledge

    B. Tacit knowledge

    C. Tangible knowledge

    D. Formal knowledge

11. You are working on a project with contentious team members. You know if you resolve the conflicts, it will result in increased productivity and better working relationships. You pull the team together in a meeting to discuss the issue. You allow everyone to express their viewpoint, and as a result, some team members gain an understanding of the perspective of some of their teammates that they didn't have before this meeting. At the conclusion of the meeting, consensus is reached, and the team members thank you for taking the time to get them together and asking them to discuss this issue. Which of the following conflict-resolution techniques does this describe?

    A. Compromise/reconcile

    B. Force/direct

    C. Smooth/accommodate

    D. Collaborate/problem-solve

12. Which conflict-resolution technique does not result in a permanent resolution?

    A. Withdraw/avoid

    B. Force/direct

    C. Collaborate/problem-solve

    D. Smooth/accommodate

13. As part of establishing a new project team, a project manager chooses to create an official team charter. What will the project manager likely include within the document? (Select two.)

    A. Team responsibilities

    B. Team assignments

    C. Team values

    D. Decision-making criteria

14. You are working on a critical project for your organization. The CEO has made it clear this is a top priority. One of the key stakeholders on your project resigned, and her replacement started about three weeks ago. She does not make time for you or seem to have the same level of urgency regarding this project as the CEO. You are concerned with overall project success and want to efficiently manage the processes involved with this project. All of the following are methods referred to within this scenario except for which one?

   A. Meetings

   B. Data analysis

   C. Ground rules

   D. Decision-making

15. David is a project manager working for a prominent book publishing company. As the most senior project manager within the organization, he often gets paired with strong-willed project sponsors. During a recent project meeting, David's project sponsor began yelling in frustration at the project's status, which was blocked because of a critical resource being out ill. In frustration, the sponsor began spewing profanities at David, questioning his ability to manage effectively. In response, David calmly assured the project sponsor that a contingency plan would be implemented and requested that they speak privately to address his frustrations. David then excused the rest of the project team. What core value did David uphold during the meeting?

   A. Fairness

   B. Honesty

   C. Respect

   D. Responsibility

16. During a project status meeting, you request updates to work tasks. One of your close friends accountable for the most critical milestone on the schedule notes that they are on track. Over wine the previous evening, the friend had confided that the task was two weeks behind schedule. What should you do as the project manager?

   A. Throw your friend under the bus—after all, the wine was cheap and not worth it.

   B. Immediately report the slip, along with the source of your information.

   C. Give your friend an opportunity to report accurate status; if this does not occur, report accurately that a slippage has occurred.

   D. Do nothing. Honoring friendship is far more important, and this is an opportunity to display trust.

17. You are in the process of facilitating a change control meeting. You review a change request that would double the scope of the project but would not yield a major increase in the project's resulting benefits. You know that the submitter of the change request has a tendency to bloat a project's scope without fully thinking through the impact, but as a result of their position in the company, their changes tend to be approved. What type of power does the submitter of the change request typically use?

   A. Legitimate

   B. Expert

   C. Referent

   D. Punishment

18. You are very interested in becoming a project manager. You have mentored with other experienced project managers in your organization to learn more about how to be an effective project manager. You've been told your organizational skills and communication skills are excellent. However, you need some additional training in accounting and budgeting skills, because you are weak in these general management areas. The mentor who was honest enough to tell you this explained it which of the following ways?

A. You will not be able to sit for the exam unless you get formal training in the general management areas.

B. General management skills are likely to affect project outcomes. If you lack any of these skills, it could affect your project and your career adversely, so you should get some training in these areas.

C. The Estimating Costs and Control Costs processes are under the Planning process group, and you will not be able to pass the questions on the PMP exam that pertain to these processes if you don't get some training.

D. General management skills are important to your project outcomes, and Estimating Costs and Control Costs are two of the most important processes within the Executing phase of a project, so you should get some training in these areas.

19. A project manager following an Agile life cycle receives a request from the customer to alter a requirement. How will the project manager likely respond?

A. Blocks change

B. Welcomes change

C. Prevents change

D. Indifferent about change

20. A project manager presents a summary of project team roles and responsibilities, training needs, and recognition and rewards to the project sponsor for approval. In what activity are they engaged?

A. Developing the stakeholder engagement plan

B. Identifying resource risk

C. Developing the resource management plan

D. Estimating project costs

21. A project manager is preparing to send five engineers to Japan to install a high-security network. The engineers have never been outside of the United States before. Prior to their travel, the project manager asks the Japan-based manager to give the engineers an overview of their history, customs, and social norms. What is the project manager's motive?

A. To teach the engineers about the Japanese culture

B. To take a breather after a hard day's work

C. To ensure the engineers understand how to interact abroad

D. To prevent culture shock