Question 80: The processes that describe the work required to ensure that the project includes all the work and only the work required to complete the project successfully are collectively known as what?A

A: Project scope management

B: Project baseline delivery

C: Project specification delivery

D: Project management execution

Question 81: You are completing the work defined in the project scope statement of a new software development project when a team member points out that you have an opportunity to deliver enhanced capability to the client at no extra cost, time, or risk to the project. What should you do NEXT?B

A: Decline to make the changes and proceed to deliver exactly what the scope statement sets out.

B: Assess the change via the change control process and, if approved, amend the project scope statement.

C: Go ahead and make the changes, and surprise the client with the extra capability.

D: Ask the team member to keep quiet about the changes and ignore her recommendation because it presents too many risks to the project.

Question 82: You are new to a project that has been underway for some time. One of your first jobs as project manager is to familiarize yourself with and understand the scope baseline. What documents will you require in order to do this?A

A: The project scope statement, the WBS, and the WBS dictionary

B: The project scope statement, the WBS, and the risk register

C: The WBS, the change register, and the project scope statement

D: The WBS, the project management plan, and the change register

Question 83: You are a project manager and you are working with your sponsor to define and plan a complex project. You plan to complete your initiation and planning documents sequentially to make sure the organization really understands and supports the project. What key deliverables will you produce in the correct order?B

A: First the project management plan, then then project charter, and then the project scope statement.

B: First the project charter, then the requirements documentation, and then the project scope statement.

C: First the project charter, then the project scope statement, and then the requirements documentation.

D: First the project management plan, then the requirements documentation, and then the project charter.

Question 84: What is the name of the planning document that describes how

requirements will be analyzed, documented, and managed? C

A: Requirements traceability matrix

B: Scope management plan

C: Requirements management plan

D: Requirements scope statement

Question 85: Completion of the project scope is measured against the scope management plan. What is completion of the product scope measured against?D

A: Client expectations

B: Scope management plan

C: Project management plan

D: Product requirements

Question 86: As part of your ongoing commitment to mentoring the next generation of professional project managers you have taken on an intern on your software development project. You are explaining to her the key differences between project requirements and product requirements. How would you best explain this to her?D

A: Project requirements relate to the detail contained in the individual components of the project management plan and the processes that make them up, while product requirements relate to the specifications provided by the client and their expectations for the project delivery methodology.

B: Project requirements can include tools and techniques

for completing the appropriate project process groups, while product requirements can include the method of delivery and manufacturing quality specifications.

C: Project requirements relate to the detail included in the project management plan, while product requirements are defined by the client’s expectations.

D: Project requirements can include business requirements, project management requirements, and delivery requirements, while product requirements can include technical requirements, security requirements, and performance requirements.

Question 87: You are carrying out the work to define and document the project stakeholders’ needs to meet the project objectives. What PMBOK® Guide process describes this work best?D

A: Determine stakeholder expectations.

B: Project integration management.

C: Project scope management.

D: Collect requirements.

Question 88: A team member on your project has questioned whether the project is delivering as per the original high-level requirements and narrative high-level product description, and is concerned that what you are doing has deviated from this. What is your BEST course of action?C

A: Check the project scope statement.

B: Check the project management plan.

C: Check the project charter.

D: Have the team member assigned to another project because she is clearly not a team player.

Question 89: You are carrying out the work to define and document the project stakeholders’ needs to meet the project objectives. All of the following are tools or techniques that would be useful to you except?B

A: Focus groups

B: Requirements traceability matrix

C: Group decision-making techniques

D: Interviews

Question 90: You have decided to use a technique to help get a comprehensive set of project requirements that involves getting a group of experts to answer a series of questionnaires anonymously and provide feedback on information received in an iterative manner. What technique are you using?D

A: Mind mapping

B: Nominal group technique

C: Brainstorming

D: The Delphi technique

Question 91: You have just completed the work of gathering, documenting, and prioritizing the project and product requirements, and mapping them back to original project objectives. Which PMBOK® Guide process best describes this work?D

A: Scope Definition

B: Develop Project Charter

C: Project Scope Management

D: Collect Requirements

Question 92: An experienced team member has taken responsibility for compiling the requirements documentation for the project. Which of the following components would you not expect to see included in this documentation?D

A: Business rules stating the guiding principles of the organization

B: Business need

C: Acceptance criteria

D: Configuration management activities

Question 93: You are a project manager working on a complex construction project and have begun the process of planning your project. You have the project charter, which is guiding you in preparing your project management plan. Using your requirements documentation, you begin the process of developing a detailed description of the project and product. What process are you completing?B

A: Collect Requirements

B: Define Scope

C: Plan Scope Management

D: Define Activities

Question 94: You are the project manager for a large project and have recently taken over the project from another project manager. On review of the project schedule, you learn that two major deliverables are missing. Your sponsor reminds you how important it is to complete this project on time and within budget. What part of scope management was likely not done properly and should be reviewed and perhaps even repeated?D

A: Decomposition

B: Critical path analysis

C: Integrated change control

D: Stakeholder analysis

Question 95: You are completing the work to define the scope of your project. This work is best performed with a certain variety of documents and processes already available to you. Which of the following is not a useful input for you to have in order to complete this work?A

A: Project scope statement

B: Project charter

C: Requirements documentation

D: Your organization’s project management methodology

Question 96: You have been assigned as a new project manager for a multi-phase project that is midway through phase 3 of 5 phases. While the overall work of the team seems pretty good, you feel that phase 3 is starting to drift from the original plan. You

set up a meeting with the project sponsor to discuss your concerns. The sponsor is surprised and agrees that phase 3 includes work that was not documented in the original agreement. To prove this, the sponsor refers you to which document?D

A: Requirements traceability matrix

B: Project management plan

C: Statement of work

D: Project scope statement

Question 97: You and your project team have spent time decomposing the project scope statement using your organization’s work breakdown structure template. What is the lowest level of the work breakdown structure called?B

A: Tasks

B: Work packages

C: Activities

D: Units

Question 98: The PMBOK® Guide process of subdividing project deliverables and project work into smaller components is known as what?D

A: Collect Requirements

B: Define Activities

C: Define Scope

D: Create WBS

Question 99: You have just completed a workshop with all of your senior project technicians to break the project work down into its component parts and produce the first iteration of your work breakdown structure. All of the following are true about the work breakdown structure except?D

A: The planned work within the lowest levels can be scheduled, cost estimated, monitored, and controlled.

B: It is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team in order to accomplish the project objectives and create the required deliverables.

C: Each descending level of the WBS represents an increasingly detailed definition of the project work.

D: It is an output of the Define Scope process in the PMBOK® Guide.

Question 100: The point in the decomposition of the WBS at which cost and activity durations for the work can be reliably estimated and managed is called what?D

A: Tasks

B: Activities

C: WBS dictionary elements

D: Work packages

Question 101: You are consulting with senior technicians working on your project in order to decompose the project scope into its component parts to produce a work breakdown structure for your project. One team member with extensive experience and a focus on detail wishes to continue decomposing the project scope further but you advise him against doing this because excessive decomposition of the WBS can lead to all of the following except?D

A: Non-productive management effort

B: Inefficient use of resources

C: Decreased efficiency in performing the work

D: Added value

Question 102: You have a new team member on board and she is new to the profession of project management. How would you explain the work breakdown structure to her?D

A: The WBS is a list of categories and sub-categories within which risks may arise for a typical project.

B: The WBS is a hierarchically organized depiction of the resources by type to be used on the project.

C: The WBS defines the scope of the contract.

D: The WBS represents the work specified in the current

approved project scope statement.

Question 103: Your project team has largely completed the creation of the WBS. However, some deliverables have not been decomposed because clarity is lacking. The project team decides to leave them and wait until more details are available. What is this an example of?A

A: Rolling wave planning

B: Progressive decision making

C: Iterative expectation management

D: Poor project management planning

Question 104: You are having trouble understanding some of the detail associated with your WBS work packages. To help you understand the components of your WBS in greater detail, which document would you use?C

A: Project scope statement

B: Project charter

C: WBS dictionary

D: Activity list

Question 105: A team member responsible for validating the scope of the project seems to be confusing this work with quality control work. How would you explain the difference between scope validation and quality control work on the project?A

A: Scope validation is primarily concerned with acceptance of the deliverables, while quality control is primarily concerned with correctness of the deliverables and meeting the quality requirements specific for the deliverables.

B: Scope validation involves checking the output from the project, whereas quality control means checking the output from the product.

C: Scope validation is primarily concerned with ensuring the scope management plan is being followed, while quality control is ensuring that the product is fit for its purpose.

D: Scope validation involves checking that the requirements documentation reflects the project charter, whereas quality control means checking the amount of defects in the deliverable.

Question 106: You are currently completing work associated with the process called

Validate Scope in the PMBOK® Guide. What is this process primarily focused on?C

A: Performing variance analysis on the expected and actual deliverables.

B: Finalizing the project and product scope statement.

C: Formalizing acceptance of the completed project

deliverables.

D: Accepting approved change requests and amending the project scope baseline.

Question 107: You are using your project management plan, requirements documentation, and requirements traceability matrix, and you are undertaking inspection to validate the project and product. What PMBOK® Guide process group are you involved in?B

A: Closing

B: Monitoring and Controlling

C: Planning

D: Executing

Question 108: The customer has contacted you and has requested a change to the scope of your project, which is already well underway. They are in a hurry to get the change implemented and they tell you that they are prepared to pay whatever extra cost is associated with the change so you should just get on and do it. What is your BEST course of action?B

A: Tell the customer it is too late because the scope is already defined.

B: Refer to your change control process for controlling scope and submit the request as detailed.

C: Incorporate the change into the project because the customer has agreed to it.

D: Send the customer a written agreement for them to sign before you accept the change into the project.

Question 109: Your team is receiving a large number of small change requests and some are being adopted without being fully documented and assessed. These uncontrolled scope changes are often referred to as what?D

A: Scope amendment

B: Scope variance

C: Scope change

D: Scope creep

Question 110: A team member is concerned that you have not documented how requirements activities will be planned, tracked, and changed. What document will you show this team member to show him how you did the work?A

A: Requirements management plan

B: Change control plan

C: Project management plan

D: Scope management plan

Question 111: You are assessing the magnitude of variation of actual work performed from the original scope baseline. What technique are you utilizing?C

A: Scope baseline analysis

B: Change control assessment

C: Variance analysis

D: Variation change analysis

Question 112: You are leading a PMP® study group within your organization. You are widely respected within the organization for your theoretical and practical knowledge, particularly in those areas required to pass the PMP®. Several of the students in the class are struggling with some of the concepts in the recommended study material, particularly the PMBOK® Guide. An area of concern to most of the class relates to the distinction between the focus of the Validate Scope and Quality Control processes. They look to you for clarification and a clear explanation. How do you best describe the difference between these two processes?C

A: Quality Control is performed in the Monitoring and Controlling part of the project, while Validate Scope is performed at the Executing part of the project.

B: Quality Control is concerned with the correct acceptance of the deliverables; Validate Scope is concerned with the completeness of the deliverables.

C: Quality Control is concerned with the correctness of the deliverables; Validate Scope is concerned with the acceptance of the deliverables.

D: Validate Scope is performed by the project sponsor, while Quality Control is performed by the team members.