1. **Which of the following is NOT an example of operational work?**
   Building a purchase order system for accounts payable
2. **Which of the following is not a stakeholder?**
   A competitor whose company will lose business because of the product
3. **Portfolio is a**
   Group of projects or programs
4. **What is most effective skill for project manager to use in following situation: The project team had so many conflicts about the project that they couldn't work together. They made decisions that undercut one another, and in the end they couldn't deliver anything at all.**
   Personal Skills
5. **A project manager is running a data center installation project. He finds that his stakeholder is angry because he's run over his budget because the staff turned out to be more expensive than planned. The stakeholder's unhappy that when the project is over, the servers won't have as much drive space as he needs. Which of the following constraints was not affected by this problem?**
   Time
6. **Which of the following is NOT a type of project management office?**
   Value-driven
7. **You're a project manager working in a weak matrix organization. Which of the following is NOT true?**
   You have sole responsibility for the success or failure of the project
8. **Which of the following is NOT a Project Constraint?**
   Scale
9. **Which of the following is NOT a responsibility of a project manager?**
   Sponsoring the project
10. **Running an assembly line in a toy factory is**
    Operation
11. **შეუსაბამეთ ერთმანეთს**
    1. **A consulting company assigns extra resources to a project to compensate for possible attrition.**
       Preventive action
    2. **A caterer notices that the crudités are all gone and assigns a chef to make more.**
       Corrective action
    3. **A photographer brings an extra camera body to a shoot, in case one breaks down.**
       Preventive action
    4. **A software project is running late, so a software project manager looks to find slack time and reassign resources to get things done more quickly.**
       Corrective action
12. **შეუსაბამეთ ერთმანეთს**
    1. **Expert Judgment**

Tools

2. **Organizational Process Assets Updates**
INPUTS / OUTPUTS

3. **Project Management Information System**
Tools

4. **Work Performance Data**
INPUTS / OUTPUTS

5. **Contract**
INPUTS / OUTPUTS

13. **Which of these is not an input to Develop Project Charter?**
Project Management plan

14. **You've just received a change request. This means:**
The change needs to be approved before it can be implemented.

15. **შეუსაბამეთ ერთმანეთს**

1. **Direct and Manage Project Work**
Executing

2. **Close Project or Phase**
Closing

3. **Develop Project Charter**
Initiating

4. **Develop Project Management Plan**
Planning

5. **Perform Integrated Change Control**
Monitoring and Controlling

16. **The work authorization system:**
Ensures that every work package is performed at the right time and in the proper sequence

17. **You're on the project selection committee. You're reviewing a document that describes the strategic value of a potential project and its benefits to the company. What's this document called?**
Business case

18. **შეუსაბამეთ ერთმანეთს**

1. **The CEO of Acme Travel sends you a document that assigns you to the project.**
Develop Project Charter

2. **You come up with a detailed description of everything that you plan to do to get the teachers where they want to be.**
Develop Project Management Plan

3. **You check in with the teachers at each destination to make sure everything is going according to plan.**
Monitor and Control Project Work

4. It turns out that one of the teachers is a vegetarian, so you need to change your plans to include vegetarian meals on the airlines and find restaurants that accommodate him.
   Perform Integrated Change Control

5. When the teachers get back, you write up everything you learned while handling the trip so other travel agents can learn from your experience.
   Close Project or Phase

19. შეუსაბამეთ ერთმანეთს

   1. The teachers might run into more bad weather, and you've got to figure out what contingencies you can put into place if that happens.
      Risk Management plan

   2. Just as you're about to mail off the teachers' tickets, you notice they've been printed incorrectly.
      Quality Management plan

   3. The teachers are concerned that they won't be able to get in touch with you when they're away.
      Communications Management plan

   4. The teachers are having so much fun that they want to stay at a better hotel. They tell you to increase their budget by 15% to do that.
      Cost Management plan

20. შეუსაბამეთ ერთმანეთს

   1. A bride asks the photographer to stop asking her mother for permission to make changes.
      Change to Project Management plan

   2. A software test team finds bugs in the software
      Defect in deliverable

   3. The software project team builds software
      Deliverable

   4. The cable repair technicians takes an average of four hours per job.
      Work performance data

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Building a purchase order system for accounts payable

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Scale

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   Perform Integrated Change Control

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   Project Management plan

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   1. A software project is running late, so a software project manager looks to find slack time and reassign resources to get things done more quickly.
      Corrective action
   2. A photographer brings an extra camera body to a shoot, in case one breaks down.
      Preventive action
   3. A caterer notices that the crudites are all gone and assigns a chef to make more.
      Corrective action
   4. A consulting company assigns extra resources to a project to compensate for possible attrition.
      Preventive action

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   3. Develop Project Management Plan
      Planning
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   1. The teachers are concerned that they won't be able to get in touch with you when they're away.
      Communications Management plan
   2. Just as you're about to mail off the teachers' tickets, you notice they've been printed incorrectly.
      Quality Management plan

3. The teachers might run into more bad weather, and you've got to figure out what contingencies you can put into place if that happens.
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    1. A software test team finds bugs in the software.
       Defect in deliverable
    2. The software project team builds software
       Deliverable
    3. The cable repair technicians takes an average of four hours per job.
       Work performance data.
    4. A bride asks the photographer to stop asking her mother for permission to make changes.
       Change to Project Management plan

41. You're managing a project when you and the seller both agree that you need to have the selleradd more resources to the project in order to finish on time. The number of resources is written into the contract. What's the BEST way to proceed?
    You need to use the contract change control system to make the change to the contract

42. Which is NOT an input of the Identify Stakeholders process?
    Project Management plan

43. Sue, the sponsor of the industrial design project you're managing, is plotted on your power/ interest grid as high power, high interest. Which is the BEST approach for managing her requirements and expectations?
    Manage her requirements and expectations closely

44. შეუსაბამეთ ერთმანეთს (Which of these scenarios are operations, and which are projects?)
    1. Organizing a large conference
       Project
    2. Changing your air filters every six months
       Operation
    3. Knitting a scarf
       Project
    4. Running an assembly line in a toy factory
       Operation
    5. Making a birdhouse
       Project

45. You're managing a project that is difficult to estimate, so you don't have a good idea of when the project will end. Which of the following contracts is BEST?
T&M

46. Kyle is the project manager of a project that has teams distributed in many different places. One of the stakeholders in his project has asked that all formal communications from the project be shared with all of the teams, regardless of their location. This is an example of:
A stakeholder expectation

47. Which information is NOT included in the stakeholder register?
Stakeholder deliverables

48. Which Stakeholder Management process is in the Monitoring and Controlling process group?
Control Stakeholder Engagement

49. You're creating source selection criteria for your contract. What process are you in?
Plan Procurement Management

50. At the beginning of a project, a software team project manager is given a schedule with everyone's vacations on it. She realizes that because the software will be delivered to the QA team exactly when they have overlapping vacations, there is a serious risk of quality problems, because there won't be anyone to test the software before it goes into production. What BEST describes the constraint this places on the project?
Resource constraint

51. You're looking for a seller to do work for your project. When do you send out an RFP?
After you create the procurement documents, but before you select the seller

52. შეუსაბამეთ ერთმანეთს (Which of these scenarios are operations, and which are projects?)
    1. Watering your plants twice a week
       Operation
    2. Shelving books at the library
       Operation
    3. Baking a wedding cake
       Project
    4. Building an extension on a house
       Project
    5. Stapling programs for a play
       Project

53. An energy company is investing in a series of initiatives to look for alternative energy sources so that the company can be competitive in 10 years. The initiatives are tracked and managed together because this goal is vital to the success of the company. This is an example of:
portfolio

54. შეუსაბამეთ ერთმანეთს
    1. A university wanted to build admissions websites for all of its departments. It realized that all of the sites would be feeding into the same registration interface and decided to manage all of them together in order to save time.
       Program
    2. A software game company wanted to build up its online presence. It started several marketing and sales initiatives, created some new games, and rewrote some old ones in order to reach more gamers online.
       Portfolio
    3. A construction company bid on several parking garage projects at the same time. It won one of the bids, and built the garage a month under schedule and $5,000 under budget.
       Project
    4. A consulting company wanted to increase the amount of billable time for each consultant, so it started several company-wide programs to help consultants to get more productivity out of each year.
       Portfolio
    5. A company wanted to build a better reporting interface so that it could have more accurate data on yearend goals.
       Project
55. Which of the following contracts has the MOST risk for the buyer?
       T&M
56. You are the project manager for a new project, and you want to save time creating the WBS. Which is the BEST way to do this?
    Use a WBS from a previous project as a template.
57. You're managing a graphic design project. One of your team members reports that there is a serious problem, and you realize that it will cause a delay that could harm the business of the stakeholders. Even worse, it will take another two days for you to fully assess the impact—until then, you won't have the whole story. What is the BEST way to handle this situation?
    Meet with the stakeholders and tell them that there's a problem, and you need two more days to get them the information they need.
58. You're managing an industrial design project. You've come up with the complete activity list, created network diagrams, assigned resources to each activity, and estimated their durations. What's the next thing that you do?
    Create the schedule.
59. Three members of your project team want to pad their estimates because they believe there are certain risks that might materialize. What is the BEST way to handle this situation?
    Estimate the activities honestly, and then use a contingency reserve to cover any unexpected costs.

60. You're managing a construction project. You've decomposed work packages into activities, and your client needs a duration estimate for each activity that you come up with. Which of the following will you use for this?

Activity lis

61. Which of the following is NOT a characteristic of a project?

Strategic

62. You're managing a project when your client tells you that an external problem happened, and now you have to meet an earlier deadline. Your supervisor heard that in a situation like this, you can use schedule compression by either crashing or fast-tracking the schedule, but he's not sure which is which. What do you tell him?

Crashing the project adds cost, while fast-tracking adds risk

63. You are managing a software project. Your QA manager tells you that you need to plan to have her team start their test planning activity so that it finishes just before testing begins. But other than that, she says it can start as late in the project as necessary. What's the relationship between the test planning activity and the testing activity?

Finish-to-Start (FS)

64. Which of the following is NOT a tool or technique used in Estimate Activity Durations?

SWAG estimation

65. What's the correct order of the Time Management planning processes?

Plan Schedule Management, Define Activities, Sequence Activities, Estimate Activity Resources, Estimate Activity Durations, Develop Schedule

66. Which of the following tools is used for adding buffers to a schedule?

Critical chain metho

67. Which of these processes is not a part of Scope Management?

Scope Identification

68. You're managing a project to build a new project management information system. You work with the team to come up with an estimate of 27 weeks. In the best case, this could be shortened by two weeks because you can reuse a previous component. But there's a risk that a vendor delay could cause the project to be delayed by five weeks. Use PERT to calculate a three-point estimate for this project.

27.5 weeks

69. Which of the following is NOT an input to Develop Schedule?

Schedule baseline

70. You're managing a project to remodel a kitchen. You use earned value calculations to figure out that you're going to run $500 over budget if your project continues at the current rate. Which of the following core characteristics of a project manager are you using to find the problem?

Knowledge

71. An energy company is investing in a series of initiatives to look for alternative energy sources so that the company can be competitive in 10 years. The initiatives are tracked and managed together because this goal is vital to the success of the company. This is an example of:

portfolio

72. შეუსაბამეთ ერთმანეთს (რომელი მახასიათებლის უგულებელყოფა მოხდა თითოეულ შემთხვევაში)

1. Your project was delivered early, but it didn't have all of the features that the customers asked for. The VP had suggested a new requirements gathering technique, but the PM shot it down because he'd never heard of it

   Knowledge

2. The project manager thought his job was to meet the deadline above all else. So he demanded that the product be released on the date it was due, regardless of quality. The team wanted to create a highquality product and they fought with the PM throughout the project to try to get him to change his mind. In the end, the team washed their hands of the product after it was released and refused to support it.

   Personal skills, Knowledge

3. The project was late because the team couldn't meet the company's standards for productivity. They were always coming into work late and leaving early and taking long lunches. It seemed like the project manager just didn't think the project was important.

   Performance

4. The project was late because the team cut corners that led to sloppy work, and they had to go back and fix all of their mistakes.

   Performance

73. Which of the following is NOT true about interpersonal skills?

Coaching means helping your team to get more exercise

74. A project manager is having trouble with his project because one of his team members is not performing, which is causing him to miss an important date he promised to a stakeholder. He discovers that the team member knew about the project problem, but didn't tell him because the team members are all afraid of his bad temper. Which BEST describes how the project manager can avoid this situation in the future?

Improving his personal skills

75. შეუსაბამეთ ერთმანეთს (Which of these scenarios are operations, and which are projects?)

1. Stapling programs for a play

   Project

2. Building an extension on a house

   Project

3. Baking a wedding cake

   Project

4. Shelving books at the library

   Operation

5. Watering your plants twice a week

   Operation

76. შეუსაბამეთ ერთმანეთს

   1. A university wanted to build admissions websites for all of its departments. It realized that all of the sites would be feeding into the same registration interface and decided to manage all of them together in order to save time.

      Program

   2. A construction company bid on several parking garage projects at the same time. It won one of the bids, and built the garage a month under schedule and $5,000 under budget

      Project

   3. A company wanted to build a better reporting interface so that it could have more accurate data on yearend goals.

      Project

   4. A software game company wanted to build up its online presence. It started several marketing and sales initiatives, created some new games, and rewrote some old ones in order to reach more gamers online.

      Portfolio

   5. A consulting company wanted to increase the amount of billable time for each consultant, so it started several company-wide programs to help consultants to get more productivity out of each year.

      Portfolio

77. Which of the following is NOT a type of project management office?

   Value-driven

78. Which of the following is NOT an interpersonal skill?

   Brainstorming

79. Which of the following is NOT true about portfolio management?

   A portfolio is always a group of programs.

80. The project manager for a construction project discovers that a new water line is being created in the neighborhood where he's managing a project. Company policy requires that a series of forms for city environmental changes need to be filled out before his team can continue work on the project. This is an example of:

   An enterprise environmental factor

81. Which of the following is NOT a project?

   Running an IT support department

82. You're a project manager for a construction project. You've just finished creating a list of all of the people who will be directly affected by the project. What process group are you in?

Initiating

83. Which of the following is NOT a Project Constraint?

Scale

84. A project manager runs into a problem with her project's contractors, and she isn't sure if they're abiding by the terms of the contract. Which knowledge area is the BEST source of processes to help her deal with this problem?

Procurement Management

85. A project manager is running a software project that is supposed to be delivered in phases. She was planning on dividing the resources into two separate teams to do the work for two phases at the same time, but one of her senior developers suggested that she use an agile methodology instead, and she agrees. Which of the following BEST describes the relationship between her project's phases?

Iterative relationship

86. A project manager is having trouble securing programmers for her project. Every time she asks the programming manager for resources for her project, he says they're all assigned to other work. So she is constantly having to go over his head to overrule him. Which type of organization is she working for?

Strong Matrix

87. You're a project manager working on a software engineering project. The programmers have started building the software, and the testers have started to create the test environment. Which process group includes these activities?

Executing

88. Can you figure out the constraint that's causing the biggest headache for the project manager in each of these scenarios? (შეუსაბამეთ ერთმანეთს).

1. The team wanted to add more testers to find defects, but the project manager overruled them.

quality

2. The company didn't have enough money to invest in the project, so they had to draft people from other departments to work part time to get the job done.

resources

3. About halfway through the project, the PM realized that the money was running out faster than expected. She went through the schedule to try to find ways to move up the deadline.

time

4. The project was running late, so the project manager decided to release it on time even though it was missing some of its features.

scope

5. A construction project manager assumed that the weather would cooperate with the plans to complete the job, but thunderstorms have derailed the project

risk

89. Your manager asks you where to find a list of projects that should be managed together. What is the BEST place to find this information?

    Program Charter

90. You're managing a graphic design project. One of your team members reports that there is a serious problem, and you realize that it will cause a delay that could harm the business of the stakeholders. Even worse, it will take another two days for you to fully assess the impact—until then, you won't have the whole story. What is the BEST way to handle this situation?

    Meet with the stakeholders and tell them that there's a problem, and you need two more days to get them the information they need.

91. You are a project manager on a software project. When you planned the project, your enterprise environmental factors included a policy that all changes that cost over 2% of the budget need to be approved by the CFO, but smaller changes could be paid for by a management contingency fund. One of your stakeholders submitted a change request that requires a 3% increase in the budget. Your company has an outsourcing effort, and you believe that a small change to the way that the change is requested could allow you to take advantage of it and cut your costs in half. What is the BEST way to handle this situation?

    Request approval from the CFO.

92. You are a project manager on a software project. There are several changes that need to be made, and you need to decide how to apply project resources in order to implement them. What do you do?

    Decide the priority of the changes and announce them to the team.

93. One of your team members has discovered a defect in a deliverable and has recommended that it be repaired. Which of the following is NOT true:

    You must update the Project Management plan to document the defect.

94. You have just verified that all of the work on your project is completed. Which of these things is NOT part of the Closing process?

    Document the work performance information to show the deliverables that have been completed and record the lessons learned.

95. You're on the project selection committee. You're reviewing a document that describes the strategic value of a potential project and its benefits to the company. What's this document called?

    Business case

96. You are managing a software project, when you find out that a programming team whom you were supposed to have access to has been reassigned to another project. What is the first thing that you should do?

    Figure out the impact that this will have on your project

97. You are the project manager for a software project, when the sponsor pulls the plug and cancels the project. What do you do?

    Follow project closure procedures to close the project and update lessons learned.

98. You're a project manager on a software project. Your team is busy executing the project and creating the deliverables, but there have been several changes requested by stakeholders over the past few weeks. Each time you got one of these changes, you called a meeting with your team and the stakeholders to discuss it. Why did you do this?

You do not have a good change control system in place

99. You're the project manager at a telecommunications company. You recently had stakeholders approach you with changes. You figured out that the changes would cost additional time and money. The stakeholders agreed, you were given additional time and budget, and the changes were approved. Now you have to incorporate the changes into the project. What do you do next?

Incorporate the changes into the baseline so you can track the project properly.

100. You are the project manager for a software project. One of the teams discovers that if they deviate from the plan, they can actually skip one of the deliverables because it's no longer necessary. They do the calculations, and realize they can save the customer 10% of the cost of the project without compromising the features in the product. They take this approach, and inform you the following week what they did during the status meeting. What is the BEST way to describe this situation?

The team did not follow the Control Scope process.

101. You are managing an industrial design project. One of your team members comes to you with a suggestion that will let you do more work while at the same time saving the project 15% of the budget. What is the BEST way for you to proceed?

Refuse to make the change until a change request is documented and change control is performed.

102. Which of the following is NOT an output of Collect Requirements?

Requirements observations

103. You are the project manager for a telecommunications project. You are working on the project scope statement. Which of the following is NOT included in this document?

Authorization for the project manager to work on the project

104. You are the project manager for a construction project. You have completed project initiation activities, and you are now creating a document that describes processes to document the scope, decompose deliverables into work packages, verify that all work is complete, and manage changes to the baseline. What process are you performing?

Develop Project Management plan

105. Which of the following is NOT an input to Control Scope?

Requested changes

106.   A project manager on an industrial design project finds that the sponsor wants to make a change to the scope after it has been added to the baseline, and needs to know the procedure for managing changes. What is the BEST place to look for this information?

Scope Management plan

107.   Which of the following BEST describes the purpose of the project scope statement?

It describes the objectives, requirements, and deliverables of the project, and the work needed to create them.

108.   You are a project manager working on a project. Your sponsor wants to know who a certain work package is assigned to, what control account to bill it against, and what work is involved. What document do you refer her to?

WBS dictionary

109.   The project manager for a design project is using the Define Scope process. Which BEST describes this?

Creating a document that describes all of the work the team does to make the deliverables