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| 1. Decisions and actions taken in one knowledge area at a certain time rarely affect other knowledge areas.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Project management is an integrative endeavor; decisions and actions taken in one knowledge area at a certain time usually affect other knowledge areas. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.86 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 10:37 AM | |

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| 2. Initiating processes take place during each phase of a project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Initiating processes include defining and authorizing a project or project phase. Initiating processes take place during each phase of a project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 87 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 3. Initiating processes are not required to end a project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Initiating processes are also required to end a project. Someone must initiate activities to ensure that the project team completes all the work, documents lessons learned, assigns project resources, and that the customer accepts the work. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's:Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 4. The level of activity and length of each process group varies for every project.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: The level of activity and length of each process group varies for every project. Normally, executing tasks requires the most resources and time, followed by planning tasks. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.88 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 5. Initiating and closing tasks are usually the longest and require the most amount of resources and time.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Initiating and closing tasks are usually the shortest (at the beginning and end of a project or phase, respectively), and they require the least resources and time. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.88 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 6. The executing process group generally requires the most resources.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: The executing process group takes the actions necessary to complete the work described in the planning activities. It should overlap the other process groups, and generally requires the most resources. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.88 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 7. Monitoring and controlling processes overlap all of the other project management process groups.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Monitoring and controlling processes overlap all of the other project management process groups because changes can occur at any time. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.90 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 8. Key outcomes of the executing process group are formal acceptance of the work and creation of closing documents.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Key outcomes of the closing process group are formal acceptance of the work and creation of closing documents, such as a final project report and lessons-learned report. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 90 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 9. Many project management activities occur as part of the planning process group.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Because each project is unique, project teams are always trying to do something that has not been done before.  To succeed at unique and new activities, projects teams must do a fair amount of planning. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.93 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: o Reflective Thinking - BUSPROG: Analytic skills: Statistics and Management Science | | *TOPICS:* | Mapping the Process Groups to the Knowledge Areas | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 10. Agile methods are used when deliverables have a low degree of change.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Agile is an adaptive product life cycle used when deliverables have a high degree of change and a high frequency of delivery. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 93 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: o Reflective Thinking - BUSPROG: Analytic skills: Statistics and Management Science | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 11:03 AM | |

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| 11. The Rational Unified Process (RUP) framework is incompatible with the PMBOK process.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: According to RUP expert Bill Cottrell, “RUP embodies industry-standard management and technical methods and techniques to provide a software engineering process particularly suited to creating and maintaining component-based software system solutions.” Cottrell explained that you can tailor RUP to include the PMBOK process groups because several customers asked for that capability. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.94 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Developing An It Project Management Methodology | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 12. The DMAIC (Define, Measure, Analyze, Improve, and Control) methodology of the Six Sigma projects, is used to improve an existing business process.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Two main methodologies are used on Six Sigma projects: DMAIC (Define, Measure, Analyze, Improve, and Control) is used to improve an existing business process, and DMADV (Define, Measure, Analyze, Design, and Verify) is used to create new product or process designs to achieve predictable, defect-free performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.94 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's:Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 13. An organization’s project management plan expresses the vision, mission, goals, objectives, and strategies of the organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: The organization’s strategic plan expresses the vision, mission, goals, objectives, and strategies of the organization. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.96 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 14. Identifying the project sponsor is a pre-initiation task.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: It is a good practice to lay the groundwork for a project before it officially starts. Senior managers often perform several tasks, sometimes called pre-initiation tasks. These include identifying the project sponsor and selecting the project manager. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.96 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 15. The output of the stakeholder management strategy results is a project charter.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: The output of the stakeholder management strategy results is a stakeholder register. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.101 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 16. The kick-off meeting is always held before the business case and project charter are completed.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A kick-off meeting is a meeting held at the beginning of a project so that stakeholders can meet each other, review the goals of the project, and discuss future plans. The kick-off meeting is often held after the business case and project charter are completed, but it could be held sooner, as needed. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.105 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 17. A milestone list is an output associated with the Project Scope Management knowledge area.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A milestone list is an output associated with the Project Schedule Management knowledge area. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.106-107 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 11:28 AM | |

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| 18. The WBS provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: The WBS is a very important tool in project management because it provides the basis for deciding how to do the work. The WBS also provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.114 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 19. Project initiation involves taking the actions necessary to ensure that activities in the project plan are completed.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: Executing the project involves taking the actions necessary to ensure that activities in the project plan are completed. It also includes work required to introduce any new hardware, software, and procedures into normal operations. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.117 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 20. In the Scrum method, team members work as a self-directed group coached by the ScrumMaster.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Because Scrum implies that team members work as a self-directed group, coached by the ScrumMaster, a team contract should not be necessary. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.122 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 21. The burndown chart is a Scrum created artifact that provides a list of features prioritized by business value.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A burndown chart shows the cumulative work remaining in a sprint on a day by- day basis. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.131 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 22. A sprint review is a meeting in which the team demonstrates to the product owner what it has completed during the sprint.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: A sprint review is a meeting in which the team demonstrates to the product owner what it has completed during the sprint. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.131 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 23. The pre-initiation phase of a project using the Scrum method does not involve project charters, stakeholder management strategy, and kick-off meetings.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | | *RATIONALE:* | Feedback: A project charter, stakeholder register, stakeholder management strategy, and kick-off meeting would be created as part of initiation in a project using the Scrum method. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.133 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 24. The two main items for monitoring and controlling in the Scrum framework are the daily Scrum and the sprint retrospectives.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: The two main items for monitoring and controlling in the Scrum framework are the daily Scrum and the sprint review. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.137 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:01 PM | |

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| 25. Kick-off meeting agendas are usually recorded in a Word document.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | | *RATIONALE:* | Feedback: Kick-off meeting agendas are normally recorded in the form of Word documents. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.139-140 | | *QUESTION TYPE:* | True / False | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 11:20 AM | |

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| 26. What processes include defining and authorizing a project or project phase?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Initiating | b. | Planning | |  | c. | Executing | d. | Monitoring and controlling |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Initiating processes include defining and authorizing a project or project phase. Initiating processes take place during each phase of a project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:03 PM | |

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| 27. What processes include devising and maintaining a workable scheme to ensure that the project addresses the organization’s needs?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Initiating | b. | Planning | |  | c. | Executing | d. | Monitoring and controlling |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: Planning processes include devising and maintaining a workable scheme to ensure that the project addresses the organization’s needs. Projects include several plans, such as the scope management plan, schedule management plan, cost management plan, and procurement management plan. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:04 PM | |

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| 28. Which processes include acquiring and developing the project team, performing quality assurance, distributing information, managing stakeholder expectations, and conducting procurements?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | monitoring and controlling | b. | executing | |  | c. | planning | d. | initiating |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: Executing processes include coordinating people and other resources to carry out the various plans and create the products, services, or results of the project or phase. Examples of executing processes include directing and managing project work, managing project knowledge, acquiring resources, and conducting procurements. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:07 PM | |

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| 29. Reporting performance, where project stakeholders can identify any necessary changes that may be required to keep the project on track, is a common part of which process?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | executing | b. | closing | |  | c. | monitoring and controlling | d. | planning |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: Monitoring and controlling processes include regularly measuring and monitoring progress to ensure that the project team meets the project objectives. A common monitoring and controlling process is reporting performance, where project stakeholders can identify any necessary changes that may be required to keep the project on track. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:13 PM | |

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| 30. Administrative activities, such as archiving project files, closing out contracts, documenting lessons learned, and receiving formal acceptance of the delivered work as part of the phase or project, are often involved in which processes?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | monitoring and controlling | b. | executing | |  | c. | initiating | d. | closing |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Closing processes include formalizing acceptance of the project or project phase and ending it efficiently. Administrative activities such as archiving project files, closing out contracts, documenting lessons learned, and receiving formal acceptance of the delivered work as part of the phase or project are often involved in this process group. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:15 PM | |

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| 31. The organization recognizes that a new project exists and completes a project charter during which processes for a new project?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | initiating | b. | planning | |  | c. | opening | d. | controlling |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: While initiating processes for a new project, the organization recognizes that a new project exists, and completes a project charter as part of this recognition. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.89 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:17 PM | |

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| 32. What process group does the project integration management knowledge area map to through the activities of developing project charters?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | initiating | b. | planning | |  | c. | executing | d. | monitoring and controlling |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: The project integration management knowledge area maps to the initiating process group through the activities of developing project charters. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.91 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Mapping The Process Groups To The Knowledge Areas | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:21 PM | |

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| 33. The project scope management knowledge area maps to which process group through the activities of scope validation and scope control?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | initiating | b. | planning | |  | c. | executing | d. | monitoring and controlling |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: The project scope management knowledge area maps to the monitoring and controlling process group through the activities of scope validation and scope control. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.91 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Mapping The Process Groups To The Knowledge Areas | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:23 PM | |

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| 34. The project schedule management knowledge area maps to which process group through the activity of schedule control?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | initiating | b. | planning | |  | c. | executing | d. | monitoring and controlling |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: The project time management knowledge area maps to the monitoring and controlling process group through the activity of schedule control. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.91 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Mapping The Process Groups To The Knowledge Areas | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:43 PM | |

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| 35. What is developed in the Project Integration Management knowledge area?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | schedule management plan | b. | project management plan | |  | c. | WBS | d. | quality management |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: Developing a project management plan is a planning process falling under the Project Integration Management knowledge area. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.91 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW. 14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Mapping The Process Groups To The Knowledge Areas | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:46 PM | |

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| 36. The project cost management knowledge area maps to which process group through the activities of estimating costs and budget determination?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | initiating | b. | planning | |  | c. | executing | d. | monitoring and controlling |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: The project cost management knowledge area maps to the planning process group through the activities of estimating costs and budget determination. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.91 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Mapping The Process Groups To The Knowledge Areas | | *KEYWORDS:* | Bloom's:Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 2:27 PM | |

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| 37. Which planning process is within the Project Scope Management knowledge area?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Schedule development | b. | Developing a project management plan | |  | c. | Creation of a WBS | d. | Quality planning |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: Creation of a WBS is a planning process falling under the Project Scope Management knowledge area. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.91 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Mapping The Process Groups To The Knowledge Areas | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:48 PM | |

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| 38. The project stakeholder management knowledge area maps to which process group by identifying stakeholders?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | initiating | b. | planning | |  | c. | executing | d. | monitoring and controlling |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: The project stakeholder management knowledge area maps to the initiating process group by identifying stakeholders. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.92 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.20 - LO: 3-2 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Mapping The Process Groups To The Knowledge Areas | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:49 PM | |

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| 39. Which framework is an iterative software development process that focuses on team productivity and delivers software best practices to all team members?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Agile Unified Process | b. | Dynamic Systems Development Method | |  | c. | Rational Unified Process | d. | Six Sigma |  |  |  | | --- | --- | | *ANSWER:* | c | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.94 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:52 PM | |

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| 40. Which is an example of a pre-initiation task?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Drawing up a work breakdown structure | b. | Developing a business case for a project | |  | c. | Drafting the project charter | d. | Identifying stakeholders |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: It is good practice to lay the groundwork for a project before it officially starts. Senior managers often perform several tasks, sometimes called pre-initiation tasks which include the development of a business case for a project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 96 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:54 PM | |

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| 41. What is one of the main outputs of the initiation process?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | creating the work breakdown structure | b. | selecting the project manager | |  | c. | developing the project charter | d. | identifying the project sponsor |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: The main outputs of the initiation process are a project charter and a stakeholder register. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 101 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:55 PM | |

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| 42. What is the main purpose of project plans?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | schedule management plans | b. | define project scope | |  | c. | estimate activity resources | d. | guide project execution |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Developing a project management plan is a planning process falling under the Project Integration Management knowledge area. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.106 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Predictive Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 12:57 PM | |

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| 43. The project management plan is the output of which project planning process?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | integration management | b. | quality management | |  | c. | scope management | d. | procurement management |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: The project management plan,which is part of the planning process, is the output of project integration management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 106 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:00 PM | |

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| 44. What is often the most difficult and unappreciated process in project management?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | initiating | b. | planning | |  | c. | executing | d. | monitoring and controlling |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: Because planning is not always used to facilitate action, many people view it negatively. However, the main purpose of planning is to guide project execution. As such, plans must be realistic and useful, so a fair amount of time and effort must go into the process. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 106 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:01 PM | |

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| 45. Which planning process is associated with project scope management?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Collecting requirements | b. | Performing qualitative risk analysis | |  | c. | Planning schedule management | d. | Estimating costs |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Process improvement plans are an output of project quality management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.106 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's:Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:03 PM | |

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| 46. What tool provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | scope statement | b. | cost management plan | |  | c. | work breakdown structure | d. | project charter |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: The WBS is a very important tool in project management because it provides the basis for deciding how to do the work. The WBS also provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.114 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:06 PM | |

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| 47. Which are outputs of the executing process of project integration management?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Deliverables | b. | Issue logs | |  | c. | Resource calendars | d. | Enterprise environmental factor updates |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Deliverables are an output of the executing process of project integration management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty:Easy | | *REFERENCES:* | p.118 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:11 PM | |

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| 48. What process provides enterprise environmental factors as an output?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | project integration management | b. | project quality management | |  | c. | project human resource management | d. | project procurement management |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: Enterprise environmental factors are an output of the executing process of project human resource management. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.118 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:14 PM | |

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| 49. Which process includes measuring progress toward project objectives and taking corrective action to match progress with the plan?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Planning | b. | Monitoring and controlling | |  | c. | Executing | d. | Initiating |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: Monitoring and controlling is done throughout the life of a project and involves 9 of the 10 project management areas. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.122 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 7/25/2018 5:22 PM | |

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| 50. Which process involves gaining stakeholder and customer acceptance of the final products and services and bringing the project, or project phase, to an orderly end?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | executing | b. | closing | |  | c. | planning | d. | monitoring |  |  |  | | --- | --- | | *ANSWER:* | b | | *RATIONALE:* | Feedback: The closing process involves gaining stakeholder and customer acceptance of the final products and services and then bringing the project or project phase to an orderly end. It includes verifying that all of the deliverables are complete, and it often includes a final project report and presentation. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.126 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:20 PM | |

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| 51. An organizational process assets update is the output of which closing process?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | project integration management | b. | project quality management | |  | c. | project procurement management | d. | project time management |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: The closing process involves gaining stakeholder and customer acceptance of the final products and services and then bringing the project or project phase to an orderly end. It includes verifying that all of the deliverables are complete, and it often includes a final project report and presentation. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.127 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:23 PM | |

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| 52. Which is true about the agile method?   |  |  |  | | --- | --- | --- | |  | a. | It is often used when a project team can express the scope early in the product life cycle. | |  | b. | It is used when a project team wants to provide a potentially shippable product earlier rather than later. | |  | c. | It uses several iterations or deliveries of software instead of waiting until the end of the project to provide a product. | |  | d. | It is used when project teams want to use the predicative approach to a project. |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: An agile approach is often used for projects in which the business team cannot clearly express the scope early in the product life cycle, but the team does want to provide a potentially shippable product earlier rather than later. An agile project team typically uses several iterations or deliveries of software instead of waiting until the end of the project to provide one product. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.130 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:25 PM | |

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| 53. Which project would be compatible with the use of the agile approach?   |  |  |  | | --- | --- | --- | |  | a. | Projects with inexperienced and dispersed teams | |  | b. | Projects that have a fairly rigid completion date | |  | c. | Projects with clear-up front requirements | |  | d. | Projects that have more flexible scheduling |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Projects with heavy constraints, inexperienced and dispersed teams, large risks, generally clear up-front requirements, and a fairly rigid completion date are best done using a predictive approach. In contrast, projects with less rigid constraints, experienced and preferably co-located teams, smaller risks, unclear requirements, and more flexible scheduling would be more compatible with an agile approach. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.130 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:27 PM | |

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| 54. Which activity is a part of the Scrum planning process?   |  |  |  | | --- | --- | --- | |  | a. | Determining how many sprints will compose each release | |  | b. | Demonstrating the product during a sprint review meeting | |  | c. | Completing tasks each day during sprints | |  | d. | Creating sprint backlog |  |  |  | | --- | --- | | *ANSWER:* | d | | *RATIONALE:* | Feedback: Creating product backlogs, sprint backlogs and release backlogs are all part of the planning process of the scrum. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.131 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:29 PM | |

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| 55. In the Scrum method, during which meeting is the improvement of the product and process discussed?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | sprint retrospective | b. | sprint review | |  | c. | kick-off | d. | daily Scrum |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: The improvement of the product and process in the Scrum method is discussed at the sprint reflection meeting. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.131 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:33 PM | |

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| 56. A \_\_\_\_\_ is usually not necessary to the Scrum method, because Scrum implies that team members work as a self-directed group.   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | team charter | b. | velocity estimate | |  | c. | Gantt chart | d. | product backlog |  |  |  | | --- | --- | | *ANSWER:* | a | | *RATIONALE:* | Feedback: Because Scrum implies that team members work as a self-directed group, coached by the ScrumMaster, a team charter should not be necessary. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.134 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:36 PM | |

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| 57. What important Scrum artifact is used to graphically display progress on each sprint during the monitoring and controlling process?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | WBS | b. | sprint backlog | |  | c. | burndown chart | d. | product backlog |  |  |  | | --- | --- | | *ANSWER:* | c | | *RATIONALE:* | Feedback: A burndown chart is an important artifact used to graphically display progress on each sprint. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.137 | | *QUESTION TYPE:* | Multiple Choice | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:38 PM | |

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| 58. A(n)\_\_\_\_\_ is a series of actions directed toward a particular result.   |  |  | | --- | --- | | *ANSWER:* | process | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:39 PM | |

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| 59. \_\_\_\_\_ progress from initiation activities to planning activities, executing activities, monitoring and controlling activities, and closing activities.   |  |  | | --- | --- | | *ANSWER:* | Project management process groups | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 60. The ideal outcome of the \_\_\_\_\_ process group is to complete a project successfully by delivering the agreed-upon project scope within time, cost, and quality constraints.   |  |  | | --- | --- | | *ANSWER:* | monitoring and controlling | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.90 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 61. \_\_\_\_\_ the project includes work required to introduce any new hardware, software, and procedures into normal operations.   |  |  | | --- | --- | | *ANSWER:* | Executing | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.90 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: - Comprehension | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 62. A(n) \_\_\_\_\_ describes how things should be done.   |  |  | | --- | --- | | *ANSWER:* | methodology | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 93 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 63. \_\_\_\_\_ is a project management methodology that defines 45 separate subprocesses and organizes these into eight process groups.   |  |  | | --- | --- | | *ANSWER:* | PRojects IN Controlled Environments  PRINCE2 | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p. 93 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:44 PM | |

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| 64. \_\_\_\_\_ are people involved in or affected by project activities and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents to the project.   |  |  | | --- | --- | | *ANSWER:* | Stakeholders | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.101 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 65. A(n) \_\_\_\_\_ is a document that includes stakeholders’ roles, names, organizations, and contact information.   |  |  | | --- | --- | | *ANSWER:* | stakeholder register | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.101 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:46 PM | |

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| 66. A(n) \_\_\_\_\_ is a meeting held at the beginning of a project so that stakeholders can meet each other, review the goals of the project, and discuss future plans.   |  |  | | --- | --- | | *ANSWER:* | kick-off meeting | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.105 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 67. A risk register is the output of \_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | risk management | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.108 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:50 PM | |

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| 68. The \_\_\_\_\_  is a very important tool in project management because it provides the basis for deciding how to do the work.   |  |  | | --- | --- | | *ANSWER:* | WBS  work breakdown structure  work breakdown structure (WBS) | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.114 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 2:12 PM | |

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| 69. \_\_\_\_\_\_\_\_\_ issues often occur during project execution, especially conflicts.   |  |  | | --- | --- | | *ANSWER:* | Human resource | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.119 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 70. A(n) \_\_\_\_\_ is the person responsible for the business value of the project and for deciding what work to do and in what order when using a Scrum method.   |  |  | | --- | --- | | *ANSWER:* | product owner | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.130 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 71. A(n) \_\_\_\_\_ is a set period of time, normally two to four weeks, during which specific work must be completed and made ready for review when using Scrum methods.   |  |  | | --- | --- | | *ANSWER:* | sprint | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.130 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 1:57 PM | |

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| 72. A(n) \_\_\_\_\_ is the person who ensures that the team is productive, facilitates the daily Scrum, enables close cooperation across all roles and functions, and removes barriers that prevent the team from being effective.   |  |  | | --- | --- | | *ANSWER:* | ScrumMaster | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.130 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 73. A(n) \_\_\_\_\_ is a cross-functional team of five to nine people who organize themselves and the work to produce the desired results for each sprint.   |  |  | | --- | --- | | *ANSWER:* | Scrum team development team | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.130 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 74. In Scrum, a(n) \_\_\_\_\_ is a useful object created by people.   |  |  | | --- | --- | | *ANSWER:* | artifact | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.131 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 75. A(n) \_\_\_\_\_ is a Scrum artifact and consists of the highest-priority items from the product backlog to be completed in a sprint.   |  |  | | --- | --- | | *ANSWER:* | sprint backlog | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.131 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 76. \_\_\_\_\_ are short descriptions written by customers of what they need a Scrum system to do for them.   |  |  | | --- | --- | | *ANSWER:* | User stories | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.135 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 77. The most time and money should be spent on \_\_\_\_\_\_.   |  |  | | --- | --- | | *ANSWER:* | executing  execution  project execution | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.136 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 2:03 PM | |

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| 78. If done well, the \_\_\_\_\_\_\_\_\_ can produce several releases of useful software.   |  |  | | --- | --- | | *ANSWER:* | agile approach  agile method | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Easy | | *REFERENCES:* | p.139 | | *QUESTION TYPE:* | Completion | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Knowledge | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 79. List and describe the five process management groups.   |  |  | | --- | --- | | *ANSWER:* | **Initiating processes** include defining and authorizing a project or project phase. Initiating processes take place during each phase of a project. Therefore, you cannot equate process groups with project phases. Recall that there can be different project phases, but all projects will include all five process groups. For example, project managers and teams should reexamine the business need for the project during every phase of the project life cycle to determine if the project is worth continuing. Initiating processes are also required to end a project. Someone must initiate activities to ensure that the project team completes all the work, documents lessons learned, assigns project resources, and that the customer accepts the work.  **Planning processes** include devising and maintaining a workable scheme to ensure that the project addresses the organization’s needs. There are several plans for projects, such as the scope management plan, schedule management plan, cost management plan, procurement management plan, and so on, defining each knowledge area as it relates to the project at that point in time. For example, a project team must develop a plan to define the work that needs to be done for the project, to schedule activities related to that work, to estimate costs for performing the work, to decide what resources to procure to accomplish the work, and so on. To account for changing conditions on the project and in the organization, project teams often revise plans during each phase of the project life cycle.  **Executing processes** include coordinating people and other resources to carry out the various plans and produce the products, services, or results of the project or phase. Examples of executing processes include acquiring and developing the project team, performing quality assurance, distributing information, managing stakeholder expectations, and conducting procurements.  **Monitoring and controlling processes** include regularly measuring and monitoring progress to ensure that the project team meets the project objectives. The project manager and staff monitor and measure progress against the plans and take corrective action when necessary. A common monitoring and controlling process is reporting performance, where project stakeholders can identify any necessary changes that may be required to keep the project on track.  **Closing processes** include formalizing acceptance of the project or project phase and ending it efficiently. Administrative activities are often involved in this process group, such as archiving project files, closing out contracts, documenting lessons learned, and receiving formal acceptance of the delivered work as part of the phase or project. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p.87 | | *QUESTION TYPE:* | Essay | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.15 - LO: 3-1 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Project Management Process Groups | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 80. What is a methodology and what are some methodologies other than the PMBOK Guide do organizations use as a basis for project management methodology?   |  |  | | --- | --- | | *ANSWER:* | A methodology describes *how* things should be done, and different organizations often have different ways of doing things.  In addition to using the PMBOK® Guide as a basis for project management methodology, many organizations use others, such as the following:  • PRojects IN Controlled Environments (PRINCE2): Originally developed for information technology projects, PRINCE2 was released in 1996 as a generic project management methodology by the U.K. Office of Government Commerce (OCG). It is the de facto standard in the United Kingdom and is used in over 50 countries. PRINCE2 defines 45 separate subprocesses and organizes these into eight process groups as follows: 1. Starting up a project 2. Planning 3. Initiating a project 4. Directing a project 5. Controlling a stage 6. Managing product delivery 7. Managing stage boundaries 8. Closing a project  • Agile methodologies: Agile software development is a form of adaptive software development. All agile methodologies include an iterative workflow and incremental delivery of software in short iterations. Several popular agile methodologies include extreme programming, scrum, feature driven development, lean software development, Agile Unified Process (AUP), Crystal, and Dynamic Systems Development Method (DSDM).  • Rational Unified Process (RUP) framework: RUP is an iterative software development process that focuses on team productivity and delivers software best practices to all team members. According to RUP expert Bill Cottrell, “RUP embodies industry-standard management and technical methods and techniques to provide a software engineering process particularly suited to creating and maintaining component-based software system solutions.” Cottrell explains that you can tailor RUP to include the PMBOK process groups, since several customers asked for that capability. There are several other project management methodologies specifically for software development projects such as Joint Application Development (JAD) and Rapid Application Development (RAD).  • Six Sigma methodologies: Many organizations have projects underway that use Six Sigma methodologies. The work of many project quality experts contributed to the development of today’s Six Sigma principles. Two main methodologies are used on Six Sigma projects: DMAIC (Define, Measure, Analyze, Improve, and Control) is used to improve an existing business process, and DMADV (Define, Measure, Analyze, Design, and Verify) is used to create new product or process designs to achieve predictable, defect-free performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 93-94 | | *QUESTION TYPE:* | Essay | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.16 - LO: 3-3 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Developing An IT Project Management Methodology | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 81. Describe the process of initiating a project and the issues involved.   |  |  | | --- | --- | | *ANSWER:* | In project management, initiating includes recognizing and starting a new project. An organization should put considerable thought into project selection to ensure that it initiates the right kinds of projects for the right reasons. It is better to have a moderate or even small amount of success on an important project than huge success on one that is unimportant. The selection of projects for initiation, therefore, is crucial, as is the selection of project managers. Ideally, the project manager would be involved in initiating a project, but often the project manager is selected after many initiation decisions have already been made. Organizations must also understand and plan for the ongoing support that is often required after implementing a new system or other product or service resulting from a project.  It is important to remember that strategic planning should serve as the foundation for deciding which projects to pursue. The organization’s strategic plan expresses the vision, mission, goals, objectives, and strategies of the organization. It also provides the basis for information technology project planning. Information technology is usually a support function in an organization, so it is critical that the people initiating information technology projects understand how those projects relate to current and future needs of the organization. Information systems must support the firm’s business goals, such as providing consulting services more effectively and efficiently.  An organization may initiate information technology projects for several reasons, but the most important reason is to support business objectives. Providing a good return on investment at a reasonable level of risk is also important, especially in tough economic times. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 96 | | *QUESTION TYPE:* | Essay | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 82. What is a work breakdown structure?   |  |  | | --- | --- | | *ANSWER:* | The WBS is a very important tool in project management because it provides the basis for deciding how to do the work. The WBS also provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 114 | | *QUESTION TYPE:* | Essay | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.17 - LO: 3-4 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 1: JWD Consulting's Project Management Intranet Site Project (Predictive Approach) | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 4/27/2018 3:49 PM | |

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| 83. In the Scrum method, what role is played by the ScrumMaster?   |  |  | | --- | --- | | *ANSWER:* | The ScrumMaster facilitates four ceremonies or meetings when using Scrum methods:  • Sprint planning session: A meeting with the team to select a set of work from the product backlog to deliver during a sprint. This meeting takes about four hours to a full day.  • Daily Scrum: A short meeting for the development team to share progress and challenges and plan work for the day. Ideally the team members are in the same place, the meeting usually lasts no more than 15 minutes, and it is held at the same time and place each day. If that is not possible, teams can use videoconferencing to have short virtual meetings. The ScrumMaster asks what work has been done since yesterday, what work is planned for today, and what impediments or stumbling blocks might hamper the team’s efforts. The ScrumMaster documents these stumbling blocks and works with key stakeholders to resolve them after the daily Scrum. Many teams use the term issues for items that do not have to be solved in the next 24 hours and blockers for items that need to be addressed immediately. This allows a ScrumMaster to maintain focus on highest-priority items (blockers) first and then manage the resolution of other issues over the next day or so.  • Sprint reviews: A meeting in which the team demonstrates to the product owner what it has completed during the sprint.  • Sprint retrospectives: A meeting in which the team looks for ways to improve the product and the process based on a review of the actual performance of the development team. | | *POINTS:* | 1 | | *DIFFICULTY:* | Difficulty: Moderate | | *REFERENCES:* | p. 131 | | *QUESTION TYPE:* | Essay | | *HAS VARIABLES:* | False | | *LEARNING OBJECTIVES:* | INFO.SCHW.14.18 - LO: 3-5 | | *NATIONAL STANDARDS:* | United States - BUSPROG: Analytic | | *TOPICS:* | Case Study 2: JWD Consulting's Project Management Intranet Site Project (Agile Approach) | | *KEYWORDS:* | Bloom's: Comprehension | | *DATE CREATED:* | 4/27/2018 3:49 PM | | *DATE MODIFIED:* | 5/17/2018 2:13 PM | |