Creativity House

Exam Report

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1. According to this Work Breakdown Structure (WBS), the component with ID (4.1.2.1) i

A. Control Account

B. Work Package

C. Planning Package

D. Deliverable

Your answer is incorrect

Explanation: The lowest level of the WBS is a work package with a unique identifier. Domain = Process. PMBOK 6th edition, Page 161

2. After the weekly project status meeting with the project team members, you asked a p member to send minutes of meeting to all the attendees. Meeting minutes is classified a

A. Formal Communication

B. Informal Communication

C. External Communication

D. Oral Communication

Your answer is correct

Explanation: Formal Communication includes reports, formal meetings (both regular and ad hoc), meeting agendas and minutes, stakeholder briefings, and presentations. Domain = Process. PMBOK 7th edition, Page 13

3. Joseph is a project manager for a hardware design project. The project is about to be when the customer refused to sign one of the last invoices saying that a user manual for must be delivered. Joseph is surprised because the user manual shouldn't be completed company, this happened most likely because:

A. The work packages were not decomposed to project activities.

B. Project exclusions were not clearly identified in the project scope statement.

C. This requirement is not related to achieving any of the project objectives, so it was removed from the requirements traceability matrix.

D. This requirement was not included in the requirements management plan.

Your answer is incorrect

Explanation: The scope statement should state clearly what is as is not included in project work. Domain = Process. PMBOK 6th edition, Page 154

4. Which of the following is a basic rule for creating a work breakdown structure?

A. Each level of a work breakdown structure is a smaller segment of the level above.

B. It should list the relationships between different activities.

C. Each level of a work breakdown structure is a larger segment of the level above.

D. The planned work is contained within the highest level of WBS components.

Your answer is incorrect

Explanation: The WBS is a hierarchical decomposition of the total scope of work. Each descending level of the WBS represents an increasingly detailed definition of the project work. Domain = Process. PMBOK 6th edition, Page 161 and PMBOK 7th edition, Page 84

5. Which of the following is not an example of the definition of "done" in an agile project?

A. The product is considered to be (done), when development work is complete, code is documented and refactored.

B. The release will be considered as (done) when mobile application version is accepted and there are no Priority 1 defects or change requests.

C. The website is considered to be (done) when the high priority features are complete and beta version gets at least 80% score in user satisfaction survey.

D. The user story is considered to be (done) when the code development is complete, documented and user acceptance tested.

Your answer is incorrect

Explanation: Creating a shared definition of done is crucial for satisfying our stakeholders' expectations. Therefore, a shared definition of done is necessary at every level of an agile project (user story – release – product). An objective (quantified) criteria should be used for the definition of done, subjective criteria should not be used. Agile Practice Guide Page 50

6. You are leading an agile team working on a software project to develop a mobile appli and the team have completed the last iteration and are going to demonstrate the comple increment to the stakeholders during the sprint review. What is the most valuable feedba product demo?

A. All the required features exist in the increment.

B. The customer representative wants to thanks the team for their efforts.

C. The customer may assign future projects to your team.

D. The marketing manager liked the product increment and wants to show it to the customer.

Your answer is missing

Explanation: "All the required features exist in the increment" means that the objectives are met and product increment is accepted. Domain = Process. Agile Practice Guide, Page 55

7. Kevin is working on a large software project using adaptive approach. He wants to find
in project scope and their impact on the project progress. Which of the following tools is t
appropriate to use?

    A. Burndown chart

    B. Burnup chart

    C. Kanban board

    D. Product backlog

Your answer is missing

Explanation: The big advantage of using a burnup chart is that it can show changes in scope,
making the impact of those changes visible. Domain = Process. Agile Practice Guide, Page
63

8. You have been assigned to manage a software project that should be completed withi
months. A project charter has been created. You met with the customer, sponsor and ke
to collect requirements and developed a project scope statement. A project managemen
been developed and approved by key stakeholders. You met with the actual user who w
product of the project to demonstrate how the product of the project will work and discov
user's requirements are different from the ones you were initially given and approved by
stakeholders. What should you do?

    A. Complete the work as originally planned.

    B. Re-plan the project to include the new requirements.

    C. Try to meet other users to collect other requirements.

    D. Create a change request for the user's requirements.

Your answer is incorrect

Explanation: You must collect new requirements of the user which will lead to changing parts
of the project management plan through change request. Domain = Process. PMBOK 6th
edition, Page 168 and PMBOK 7th edition, Page 83

9. Lucas is an agile practitioner leading an agile project. Midway through the project, he
discover that they have committed to deliver 50 story points during the current iteration,
they will be able to deliver 40 story points only. Which of the following is the best course

    A. Extend the current iteration till the team completes the committed story points.

    B. Adjust the iteration plan to have 40 points instead of 50.

    C. Complete 40 story points and add 10 story points to the product backlog.

    D. Work overtime to complete the committed story points during the current iteration.

Your answer is missing

Explanation: Extending the iteration is not a good solution as it violates the timeboxing concept. Working overtime and modifying the iteration plan are not proactive solutions. The best answer is to complete 40 story points and add the uncompleted stories to the backlog. Domain = Process. Agile Practice Guide Page 64

10. A key stakeholder has expressed his concerns about the status reports sent from the
He said that he is struggling to obtain the needed information about the project status as
overstuffed with unnecessary information. Which of the following is the best course of ac
project manager?

A. Inform the stakeholder that the format of the status report has been agreed upon in the communication management plan. If he wants to change it, he can raise a change request.

B. Ask the stakeholder about his information needs and include them in the status report.

C. Inform the stakeholder that the status report addresses different stakeholders' needs. It is not tailored according to this particular stakeholder's needs only.

D. Send a separate report to this particular stakeholder tailored according to his needs.

Your answer is missing

Explanation: Reports communicate relevant (usually summary level) information to stakeholders. Often reports are given to stakeholders who are interested in the project status, such as sponsors, business owners, or PMOs. They should be tailored to meet the stakeholders needs. Domain = Process. PMBOK 6th edition, Page 385 and PMBOK 7th edition, Page 190

11. According to this Work Breakdown Structure (WBS), the component with ID (2) is a/a

A. Control Account

B. Work Package

C. Activity

D. Project Exclusion

Your answer is missing

Explanation: A control account is a management control point where scope, budget, and schedule are integrated and compared to the earned value for performance measurement. A control account has two or more work packages, though each work package is associated with a single control account. Domain = Process. PMBOK 6th edition, Page 161

12. You are managing an industrial project. The project team has successfully produced release of the project deliverables. The deliverables are being inspected by the quality c department in the organization. What should be done next?

A. Verified deliverables should be reviewed with the customer to gain formal acceptance of the product.

B. Verified deliverables should be delivered to the customer and begin project closure procedures.

C. Document lessons learned and begin project closure procedures.

D. Continue producing the remaining project deliverables.

Your answer is missing

Explanation: Project deliverables are reviewed with the customer to gain formal acceptance of the product through the Validate Scope process. Domain = Process. PMBOK 6th edition, Page 164

13. Peter is a product owner for a software project that is being implemented using agile During an iteration review, the team demonstrates theA software project that is being imp using agile methodology. During an iteration review, the team demonstrates the complet increment during the last iteration. He rejects one of the product features that the develo demonstrated. What should happen next?

A. The team should try to convince the product owner to accept the feature.

B. The related user stories should be added to the next iteration backlog.

C. The team should re-write the related user stories to address the rejection reason.

D. The related user stories are returned back to the product backlog for re-prioritization.

Your answer is missing

Explanation: As the feature is rejected, so it means that it does not meet the definition of done or there is a difference between what was done and what was expected. So, it is needed to close this gap by re-writing the related user stories. Domain = Process. Agile Practice Guide, Page 55

14. Following the shown burnup chart, what happened at point A?

A. Additional scope was added to the project.

B. More resources were added to the project.

C. Resources were pulled off to another project.

D. Project is descoped.

Your answer is missing

Explanation: The total story points were 100 and they increased to 120, so the best answer is that additional scope was added to the project. Domain = Process. Agile Practice Guide, Page 63Hello.

15. Due to external factors, a project has been terminated early. The project manager se
project report to project stakeholders when a functional manager requests a copy of the
should the project manager do in this situation?

    A. Ask the functional manager why he needs the report.

    B. Don't send the report and inform his manager.

    C. Send the report.

    D. Consult the communication management plan.

Your answer is missing

Explanation: The communications management plan contains which information should be
sent to which stakeholder. Domain = Process. PMBOK 6th edition, Page 377 and PMBOK 7th
edition, Page 186

16. The development team of an agile project has not completed any new features durin
iteration. They are going to hold a product demonstration with the customer representativ
stakeholders. What should they do?

    A. They should discuss the user stories to be added to the next iteration.

    B. The product demonstration should be cancelled.

    C. They should discuss the root cause of having no new completed features during this
    iteration.

    D. They should discuss the lessons learned during the last iteration.

Your answer is missing

Explanation: Lessons learned and why no new features were completed can be discussed
during the retrospective. During product demonstration (iteration review), the team and
stakeholders review what was accomplished in the iteration and collaborate on what to do
next. The Product Backlog may also be adjusted to meet new opportunities. Domain =
Process. Agile Practice Guide.

17. The project sponsor has asked the project team to increase the frequency of sending
status report instead of weekly to be daily. Moreover, he has asked also to send a daily r
progress of outstanding tasks. The team objects to the sponsor's request because prepa
report takes much time. Which of the following is the best course of action for the project

    A. Ask the sponsor to hire additional resources.

    B. Try to convince both sides to accept sending the report twice a week.

    C. Review the communication management plan and submit a change request if needed.

    D. Meet with the project sponsor and convince him that this is too much work for the team
    members to do.

Explanation: The project manager should review the communication management plan which describes the type, frequency and responsible person for sending each report. If it needs to be changed, it must be done through a change request as it is a part of the project management plan. Domain = Process. PMBOK 6th edition, Page 377 and PMBOK 7th edition, Page 79 and 186

18. For the shown burndown chart, what is the status of the project?

    A. The project is on budget and on schedule.

    B. Not enough information.

    C. The project is ahead of schedule.

    D. The project is in jeopardy.

Explanation: The project is in jeopardy as the amount of completed work is less than the amount of planned work, so at the end of the iteration, the work will not be completed. Domain = Process. Agile Practice Guide, Page 62

19. Frank is managing a major construction project valued at $ 30,000,000. The project S CPI is 0.99. The sponsor called him to express concern about the project. He is worried project end date is after two weeks. He doesn't know the status of the project. Frank info his team sends a weekly status report by email. He told him that he doesn't prefer emails receives more than 500 emails per day. He doesn't check all emails and he prefers verba This situation indicates a problem in which project management process?

    A. Monitor Communications

    B. Plan Communications Management

    C. Manage Stakeholder Engagement

    D. Manage Communications

Explanation: The Plan Communication Management process includes determining the stakeholders communication requirements which includes the preferred communication method for each stakeholder. When he informed the project sponsor that his team sends weekly project status report via email, so they are following the communication management plan. So the communication management plan doesn't reflect stakeholders communication requirements. Domain = Process. PMBOK 6th edition, Page 377

20. Which of the following statements is true regarding project communications in projec adaptive life cycle?

A. Projects with predictive life cycle have an inherent need to communicate evolving and emerging details more frequently and quickly than projects with iterative or incremental life cycle.

B. Projects with predictive life cycle have an inherent need to communicate evolving and emerging details more frequently and quickly than projects with adaptive life cycle.

C. There is no difference between communication in projects with adaptive life cycle and communication in projects with predictive life cycle.

D. Projects with adaptive life cycle have an inherent need to communicate evolving and emerging details more frequently and quickly than projects with predictive life cycle.

Your answer is missing

Explanation: Project environments subject to various elements of ambiguity and change have an inherent need to communicate evolving and emerging details more frequently and quickly. Domain = Process. PMBOK 6th edition, Page 365

21. All of the following are included in the project communications management plan, exc

A. Guidelines and templates for project status meetings

B. The use of a project website and project management software

C. Contact details of each stakeholder

D. Resources allocated for communication activities, including time and budget

Your answer is missing

Explanation: Contact details of each stakeholder are included in the stakeholder register. Domain = Process. PMBOK 6th edition, Page 377 and 514 and and PMBOK 7th edition, Page 186

22. Martin is a project manager for a large construction project. He is having difficulties in project schedule on track. The project is budgeted at $3,000,000, and has 310 human re project duration is three months and has 380 activities. There are 90 activities on the crit project SPI is 0.78 and CPI is 1.09. Under these circumstances. What should the monthl report contain?

A. That the project will need more resources.

B. The issues and options.

C. That the project is doing well.

D. That the project will finish after the required completion date.

Your answer is missing

Explanation: Status report contains the status of the project in accordance to the project management plan and possible options. Domain = Process. PMBOK 6th edition, Page 385

23. Following the shown cumulative flow diagram, what happened at point A?

A. Additional scope was added to the project.

B. Bottleneck

C. Excess WIP

D. More resources were added to the project.

Your answer is missing

Explanation: The total story points were 500 and they increased to 600, so the best answer is that additional scope was added to the project. Domain = Process. Agile Practice Guide, Page 70

24. A project is on its third iteration review. One of the stakeholders has raised a concern product increment of this iteration. Which of the following is the best course of action?

A. Add an entry in the issue log and reassess requirements collection process.

B. Hold a meeting with the team and the product owner to address the stakeholder concern.

C. Ask the product owner to add the stakeholder concern to the next iteration.

D. The agile coach should facilitate a meeting with the stakeholder and the product owner to discuss his concern.

Your answer is missing

Explanation: It is needed to know the stakeholder's concern in more details. So, arranging a meeting with the stakeholder and the product owner to know his concern in details and then the product owner can add the stakeholder's requirement in the product backlog. Domain = Process. Agile Practice Guide, Page 55

25. During developing the communication management plan for your software project, a asks you whether social media can be included as a communication tool to the project c strategy. What would be your answer?

A. Yes, social media can be included in the communication strategy because everyone is using social media in communication.

B. Yes, social media can be included in the communication strategy with respect to cultural, practical, and personal preferences for language, media, content, and delivery.

C. No, social media can't be included in the communication strategy because it is informal communication. You must select a formal communication tool.

D. No, social media can't be included in the communication strategy because it is not

available in some countries.

Explanation: The standard communication strategy for project stakeholder communications embraces and selects from all technologies and respects cultural, practical, and personal preferences for language, media, content, and delivery. When appropriate, social media and other advanced computing technologies may be included. Domain = Process. PMBOK 6th edition, Page 364

26. Tony is a project manager for a complex software project. The project is very large a important to the customer. He has finished the software system, and obtained acceptanc customer, but few days later, the software system was found to give unexpected results. customer is very angry and he needs a solution for this problem. Which of the following b what should he do first?

  A. He should do nothing, the customer has accepted the project.

  B. He should apologize to the customer.

  C. He should review the validate scope process.

  D. He should review the customer's inspection process.

Explanation: Reviewing the customer's inspection process is not the responsibility of the project manager. He may apologize to the customer later when he knows the root cause of the problem. Doing nothing is against the professional and social responsibility of the project manager. So, the best choice is to review the validate scope process during which the product was accepted. Domain = Process. PMBOK 6th edition, Page 164

27. You are a project manager for a large construction project. The project is to build a n project is divided into five phases and it is highly visible in your organization. To ensure f acceptance of the completed project deliverables, you decided to validate scope with the ensure that the project is on track from the customer point of view. When should the Vali process be performed?

  A. At the end of each phase of the project

  B. At the beginning of the project

  C. At the end of the project

  D. During the planning process

Explanation: The scope is validated at the end of each phase to ensure that the phase deliverables are accepted by the customer before moving forward to the next phase. Domain = Process. PMBOK 6th edition, Page 164

28. Product scope management involves the requirements that relate to the product of th
Project scope management involves:

   A. The work the project manager will do to manage the project.

   B. The project management efforts done by the project manager.

   C. All work included in the scope management plan.

   D. The work the project will do to deliver the product scope.

Your answer is missing

Explanation: Project scope is the work performed to deliver a product, service, or result with
the specified features and functions. The term "project scope" is sometimes viewed as
including product scope. Domain = Process. PMBOK 6th edition, Page 131

29. Two team members of your project team are discussing together about the correct or
Monitoring and Controlling processes for Scope Management. One of them said that the
Scope process should be performed first, while the other member said that the Control S
should be performed first. Which of the following is the correct order of Monitoring and C
processes for Scope Management?

   A. First Validate Scope, then Control Scope.

   B. First Control Scope, then Validate Scope.

   C. Both happen simultaneously.

   D. There is not enough information to decide.

Your answer is missing

Explanation: Validate Scope occurs with each deliverable or phase review and Control Scope
is an ongoing process. Domain = Process. PMBOK 6th edition, Page 131

30. Brian has just joined a large construction company as a project manager. He has bee
manage his first project in the company. Midway through the project, he noticed that the
getting frequent change requests implemented by informally approaching the team mem
resulted in work disruption and discontent among team members. What should be his firs
remedy the situation?

   A. Begin creating a detailed project scope statement.

   B. Call for a meeting with the customer and team members to solve the problem.

   C. Modify the project management plan so that all change requests must be approved by
   you.

   D. Ensure proper project scope control.

Your answer is missing

Explanation: Controlling the project scope ensures all requested changes and recommended corrective or preventive actions are processed through the Perform Integrated Change Control process.
 Domain = Process.
 PMBOK 6th edition, Page 168 and PMBOK 7th edition, Page 87.