

1

Where would a draft schedule for a project most likely be found?

['project buffer']

['project charter']

['resource breakdown structure']

['project's dummy activities list']

b

2

Describe the concept of a systems approach.

The term systems approach emerged in the 1950s to describe a holistic and analytical approach to solving complex problems that includes using a systems philosophy, systems analysis, and systems management. A systems philosophy is an overall model for thinking about things as systems.

Systems are sets of interacting components working within an environment to fulfill some purpose. For example, the human body is a system composed of many subsystems, including the nervous system, the skeletal system, the circulatory system, and the digestive system.

Systems analysis is a problem-solving approach that requires defining the scope of the system, dividing it into its components, and then identifying and evaluating its problems, opportunities, constraints, and needs. Once this is completed, the systems analyst then examines alternative solutions for improving the current situation, identifies an optimum, or at least satisfactory, solution or action plan; and examines that plan against the entire system.

Systems management addresses the business, technological, and organizational issues associated with creating, maintaining, and modifying a system.

3

In Scrum, a(n) \_\_\_\_\_ is a useful object created by people.

artifact

4

Systems analysis addresses the business, technological, and organizational issues associated with creating, maintaining, and modifying a system.

错

5

Sprint planning is part of the basic \_\_\_\_\_.

Scrum framework

6

In Rizzati Corp, vice presidents in departments such as engineering, manufacturing, IT, and human resources report directly to the chief executive officer and undertake their tasks independently of each other. The staffs of these departments have specialized skills in their respective disciplines. Which type of organizational structure does Rizzati Corp have?

['Symbolic']

['Matrix']

['Project']

['Functional']

d

7

Which statement best describes the difference between an activity list and an activity attribute?

['As opposed to an activity attribute, an activity list provides resource requirements and constraints related to activities.']

['An activity attribute is a tabulation of activities to be included on a project schedule whereas an activity list is not.']

['An activity attribute provides more schedule-related information about each activity than an activity list.']

['An activity list provides a more concrete list of milestones for a project than an activity attribute.']

c

8

Maturity models, statistical methods, and test plans are examples of tools used in quality management.

对

9

The scope of a project is clear and specific from the start.

错

10

A \_\_\_\_ is an organizational group responsible for coordinating the project management function throughout an organization.

['Project Management Office']

['Project Management Center']

['Portfolio Group']

['Project Management Professional']

a

11

Which approach to product development is currently used by many organizations so a predictive set of steps is used as an overall means to coordinate more detailed steps that are adaptively managed?

['Hybrid']

['Predictive']

['Adaptive']

['Incremental']

a

12

Kick-off meeting agendas are usually recorded in a Word document.

对

13

Initiating processes take place during each phase of a project.

对

14

A(n) \_\_\_\_ is a Scrum artifact and consists of the highest-priority items from the product backlog to be completed in a sprint.

sprint backlog

15

Accountants define \_\_\_\_ as a resource sacrificed or foregone to to achieve a specific objective.

cost

16

Every project should have a well-defined objective.

对

17

Describe three tools used in developing a good cost estimate.

Several tools and techniques can be used to create a cost estimate. Three of such tools are as follows:

(1) Analogous estimates use the actual cost of a previous, similar project as the basis for estimating the cost of the current project. This technique requires a good deal of expert judgment and is generally less costly than other techniques, but it is also less accurate. Analogous estimates are most reliable when the previous projects are similar in fact, not just in appearance. In addition, the groups preparing cost estimates must have the needed expertise to determine whether certain parts of the project will be more or less expensive than analogous projects.

(2) Bottom-up estimates involve estimating the costs of individual work items or activities and summing them to get a project total. This approach is sometimes referred to as activity-based costing. The size of the individual work items and the experience of the estimators drive the accuracy of the estimates. Using smaller work items increases the accuracy of the cost estimate because the people assigned to do the work develop the cost estimate instead of someone unfamiliar with the work. The drawback with bottom-up estimates is that they are usually time-intensive and therefore expensive to develop.

(3) Three-point estimates involve estimating the most likely, optimistic, and pessimistic costs for items.

(4) Parametric estimating uses project characteristics (parameters) in a mathematical model to estimate project costs. Parametric models are most reliable when the historical information used to create the model is accurate, the parameters are readily quantifiable, and the model is flexible in terms of the project's size.

18

The \_\_\_\_ of project management includes quality, scope, time, and cost constraints.

quadruple constraint

19

A merge occurs when one node precedes multiple nodes.

错

20

List and briefly describe the four project cost management processes.

The four processes for project cost management are as follows:

21

Which process involves developing an approximation of the costs of resources needed to complete a project?

['finalising the cost baseline']

['estimating costs']

['determining the budget']

['controlling costs']

b

22

Spreadsheets are a common tool for cost estimating, cost budgeting, and cost control.

对

23

In project schedule management, the ultimate goal of which process is to provide a basis for monitoring project progress for the time dimension of the project?

['defining activities']

['sequencing activities']

['developing a schedule']

['estimating activity resources']

c

24

Creating the \_\_\_\_ involves subdividing the major project deliverables into smaller, more manageable components.

WBS

25

Which of the following best describes a kill point in the project life cycle?

['The period of time given to managers during the feasibility phases to decide on the cost, quality, and time constraints for the project']

['A review of the status of a project at each phase of development to determine if it should be continued, redirected, or terminated']

['The point of time in the project lifecycle after which it is impossible to terminate a running project']

['The final submission of the project deliverables after which the project is terminated']

b

26

Earned value management involves calculating three values for each activity or summary  
(1) The planned value (PV) is the authorized budget assigned to scheduled work. Suppose that a project included a summary activity of purchasing and installing a new web server. Suppose further that, according to the plan, it would take one week and cost a total of \$10,000 for the labor hours, hardware, and software. Therefore, the planned value (PV) for the activity that week is \$10,000.

27

How are profits best defined?

['costs plus revenues']

['expenses plus net income']

['revenues plus expenses']

['revenues minus expenditures']

d

28

Some projects have a senior manager called a(n) \_\_\_\_ who acts as a key advocate for a project.

champion

29

To define activities, the project team should start with reviewing the schedule management plan, scope baseline, enterprise environmental factors, and organizational processes.

对

30

What processes include devising and maintaining a workable scheme to ensure that the project addresses the organization's needs?

['Planning']

['Executing']

['Monitoring and controlling']

['Initiating']

a

31

In a project schedule, the variable that has the least amount of flexibility is \_\_\_\_.

time

32

Managing the triple constraint primarily involves making trade-offs between resources and quality.

错

33

The executing tasks of the WBS remain constant from project to project.

错

34

A(n) \_\_\_\_ refers to a product or service, such as a report, a training session, a piece of hardware, or a segment of software code, produced or provided as part of a project.

deliverable

35

Which is true of earned value?

['It is an estimate of the value of the physical work actually completed.']

['It is based solely on the total cost estimate to be spent on an activity.']

['It is also known as the planned value.']

['It is the actual cost plus the planned cost.']

a

36

Which technique involves network diagramming and is used primarily to predict total project duration?

['Gantt chart']

['critical path analysis']

['resource breakdown structure']

['arrow diagramming method']

b

37

\_\_\_\_\_ is the tendency for project scope to keep getting bigger and bigger.

Scope creep

38

Which planning process is within the Project Scope Management knowledge area?

['Quality planning']

['Schedule development']

['Developing a project management plan']

['Creation of a WBS']

d

39

The main disadvantage of crashing is that it lengthens the time needed to finish a project.

错

40

In practice, many people find that using a combination or hybrid approach involving analogous, bottom up, and/or parametric modeling provides the best \_\_\_\_\_.

cost estimates

41

A negative schedule variance means that it took less time than planned to perform the work.

错

42

Critical chain scheduling assumes that resources multitask and maximizes multitasking.

错

43

\_\_\_\_\_ 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.

Stakeholders

44

The main outputs of scope definition are the \_\_\_\_\_ and project document updates.

project scope statement

45

Grey's Infotech sells customized hardware and software solutions for businesses. The salespeople for Grey's have a strict dress code when meeting clients. They are required to wear dark business suits, in order to convey the company's dedication to quality. The meaning conveyed to the clients' through the salespeople's clothing is part of the \_\_\_\_\_ frame of the organization.

['political']

['structural']

['symbolic']

['human resources']

c

46

Which statement best describes scope?

['each level of work that is outlined in a work breakdown structure']  
['tasks that are decomposed into smaller tasks in a work breakdown structure']  
['work involved in creating the products and the processes used to create them']  
['end product created as part of a project that is delivered to the client']

c

47

Project procurement management mainly involves:

['making effective use of the people involved with the project.']  
['buying goods and services for a project from outside the performing organization.']  
['identifying and analyzing stakeholder', 'needs while managing and controlling their engagement.']  
['generating, collecting, disseminating, and storing project information.']

b

48

Parametric models are reliable when the models are flexible in terms of the project's size.

对

49

Which is recommended for the creation of a good WBS?

['Any WBS item should be the responsibility of all the people working on it.']  
['The work content of a WBS item is independent of the WBS items below it.']  
['A unit of work should appear at only one place in the WBS.']  
['Each WBS item should be created assuming that the requirements are inflexible.']

c

50

Which is a similarity between the crashing and fast tracking?

['both spread out tasks over a long period of time to ensure the quality of work is maintained']  
['both can shorten the time needed to finish a project']  
['both invariably result in increases in total project costs']  
['both are network diagramming techniques used primarily to predict total project duration']

b

51

The \_\_\_\_ index is the ratio of earned value to planned value.

schedule performance

52

Newtech Inc. hires John for the position of a software programmer to work on their new project. Salary paid to John by Newtech Inc. would be an example of which type of costs?

['indirect']  
['direct']  
['sunk']  
['intangible']

b

53

A(n) \_\_\_\_ is a schematic display of the logical relationships among project activities and network diagram

54

What tool provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance?

['work breakdown structure']

['scope statement']

['project charter']

['cost management plan']

a

55

Joe is a project manager in an IT company and has over the years, gained substantial knowledge in his area of work. However, while managing his team, he often loses his temper. In addition, he fails to be an active listener when his team members approach him with work related challenges. In which of the following areas does Joe need to develop his skills in?

['Standards and regulations']

['Human relations skills']

['Project environment knowledge']

['Application area knowledge']

b

56

An important tool for project scope management is \_\_\_\_.

['fast tracking']

['a Gantt chart']

['a work breakdown structure']

['a kickoff meeting']

c

57

Describe each of the three major types of organizational structure.

A functional organizational structure is the hierarchy most people think of when picturing an organizational chart. Functional managers or vice presidents in specialties such as engineering, manufacturing, IT, and human resources (HR) report to the chief executive officer (CEO). Their staffs have specialized skills in their respective disciplines. For example, most colleges and universities have very strong functional organizations. Only faculty in the business department teach business courses; faculty in the history department teach history; faculty in the art department teach art, and so on.

A project organizational structure also is hierarchical, but instead of functional managers or vice presidents reporting to the CEO, program managers report to the CEO. Their staffs have a variety of skills needed to complete the projects within their programs. An organization that uses this structure earns their revenue primarily from performing projects for other groups under contract. For example, many defense, architectural, engineering, and consulting companies use a project organizational structure. These companies often hire people specifically to work on particular projects.

A matrix organizational structure represents the middle ground between functional and project structures. Personnel often report to both a functional manager and one or more project managers. For example, IT personnel at many companies often split their time



between two or more projects, but they report to their manager in the IT department. Project managers in matrix organizations have staff from various functional areas working on their projects. Matrix organizational structures can be strong, weak, or balanced, based on the amount of control exerted by the project managers.

58

Start-to-finish relationships are the most frequently used dependencies between activities.

错

59

Standards and guidelines to follow when performing project management must be devised by top management.

对

60

What is the main technique used in creating a WBS, which involves subdividing project deliverables into smaller pieces?

['decomposition']

['conglomeration']

['catalyzation']

['accumulation']

a

61

A drawback of the precedence diagramming method is that it cannot be used unless dummy activities are employed.

错

62

Martha works as a project manager at a bank. Due to certain changes in external factors, Martha needs to make a few alterations in the tactical goals of her project. In such a scenario, which of the following will best help Martha cope with the change?

['Negotiation']

['Project environment knowledge']

['Motivation']

['Soft skills']

b

63

Initiating and closing tasks are usually the longest and require the most amount of resources and time.

错

64

Which tool can best help in efficient communication management?

['Fast tracking']

['Impact matrices']

['Requests for quotes']

['Kick-off meetings']

d

65

Which law states that work expands to fill the time allowed?

- ['Einstein's Law']
- ['Murphy's Law']
- ['Miller's Law']
- ['Parkinson's Law']

d

66

Which term describes a product produced as part of a project?

- ['deliverable']
- ['variance']
- ['scope']
- ['work package']

a

67

Which type of dependencies are inherent in the nature of work being performed on a project?

- ['external']
- ['random']
- ['discretionary']
- ['mandatory']

d

68

The burndown chart is a Scrum created artifact that provides a list of features prioritized by business value.

错

69

High-end tools are generally licensed on a(n) \_\_\_\_ basis.

per-user

70

The project scope statement should reference supporting documents, such as product specifications that will affect what products are produced or purchased, or corporate policies, which might affect how products or services are produced.

对

71

\_\_\_\_ is the difference between planned and actual performance.

Variance

72

Which method is used for determining the estimated annual costs and benefits for a project?

- ['Requirements analysis']
- ['Cash flow analysis']
- ['Critical path analysis']
- ['Present value analysis']

b

73

In which systems development life cycle do model developers use a model to generate

functional requirements and physical design specifications simultaneously?

['Prototyping life cycle']

['Spiral life cycle']

['RAD life cycle']

['Waterfall\ life cycle']

a

74

Project scope management includes the processes involved in defining and controlling what is or is not included in a project.

对

75

Leadership style has no impact on the success of virtual teams.

错

76

Which are outputs of the executing process of project integration management?

['Resource calendars']

['Deliverables']

['Enterprise environmental factor updates']

['Issue logs']

b

77

The project management plan, project documents, enterprise environmental factors, and organizational process assets are the primary inputs for creating a WBS.

对

78

Earned value management is a tool primarily used in resource management.

错

79

Which process involves identifying and modeling business events, who initiated them, and how the system should respond to them?

['Use case modeling']

['Prototyping']

['JAD']

['RAD']

a

80

Which is an output of the process of controlling costs?

['cost forecasts']

['basis of estimates']

['scope baselines']

['project funding requirements']

a

81

Which knowledge area involves defining and managing all the work required to complete

the project successfully?

['Project resource management\xa0']

['Project time management\xa0']

['Project cost management\xa0']

['Project scope management']

d

82

A(n) \_\_\_\_ Gantt chart compares planned and actual project schedule information.

Tracking

83

In what type of organizational structure do project managers have the least amount of authority?

['Functional']

['Project']

['Circular']

['Matrix']

a

84

Which is an output of schedule control?

['resource requirements']

['milestones lists']

['change requests']

['activity attributes']

c

85

Select an example of external stakeholders for an organization.

['Competitors']

['Functional managers']

['Employees']

['Top managers']

a

86

A cost management plan can include organizational procedures links, control thresholds, and process descriptions.

对

87

In project schedule management, which process generates the main outputs of an activity list, activity attributes, and a milestone list?

['defining activities']

['resource estimating activities']

['estimating activity durations']

['sequencing activities']

a

88

A sprint review is a meeting in which the team demonstrates to the product owner what it has completed during the sprint.

对

89

A budgetary estimate is the most accurate of the three types of estimates.

错

90

Which characteristic of organizational culture describes the degree to which management's decisions take into account the effect of outcomes on people within the organization?

['Unit integration']

['People focus']

['Group emphasis']

['Member identity']

b

91

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?

['executing']

['closing']

['monitoring']

['planning']

b

92

When using project management software, estimates of work time should be entered only at the work package level; the rest of the WBS items are just groupings or \_\_\_\_ tasks.

summary

93

The importance of stakeholders' needs and expectations is limited to the beginning of a project.

错

94

\_\_\_\_ involves controlling changes to the project scope while keeping project goals and business strategy in mind.

Scope control

95

In project schedule management, which process involves estimating the number of work periods that are needed to complete individual activities?

['planning schedule management']

['defining activities']

['sequencing activities']

['estimating activity durations']

d

96

Which is true of dummy activities?

['They have long durations.']

['They show logical relationships between activities.']

['They have a large range of resources.']

['They have limited time periods.']

a

97

Which statement is true of a order of magnitude estimate?

['It is a type of estimate that is done in the final stages of a project.']

['Its timeframe is always less than a year prior to project completion.']

['It provides an estimate of what a project will cost.']

['It is used to allocate money into an organization's budget.']

c

98

Which technique involves doing activities in parallel that one would normally do in sequence?

['Critical chain scheduling']

['PERT analysis']

['Fast tracking']

['Crashing']

c

99

In addition to providing input for budgetary estimates, the process of \_\_\_\_\_ provides a cost baseline.

cost budgeting

100

Which process uses highly organized and intensive workshops to bring together project stakeholders—the sponsor, users, business analysts, programmers, and so on—to jointly define and design information systems?

['JAD']

['RAD']

['Prototyping']

['Use case modeling']

a

101

IT project managers must be able to present and discuss project information both in financial and technical terms.

对

102

High-end tools in project management software have enterprise and \_\_\_\_\_ functions that summarize and combine individual project information to provide an enterprise view of all projects.

portfolio management

103

Questions about how a team will track schedule performance is related to a project's scope.

错

104

The format of the WBS dictionary is essentially the same for all projects.

错

105

\_\_\_\_\_ software development can be used for software development or in any environment in which the requirements are unknown or change quickly.

Agile

106

According to the symbolic frame, the most important aspect of any event in an organization is not what actually happened, but what it means.

对

107

After working with key stakeholders to define activities and calculate their resources, what is the next process in project schedule management?

['control the schedule.']

['determine their dependencies.']

['estimate the duration of activities.']

['develop the schedule.']

c

108

Which characteristic is true of virtual teams?

['It is easier for a virtual team to build relationships and trust.']

['It is important to select team members carefully.']

['As they never meet, virtual teams do not have conflicts.']

['Negative incentives do not impact virtual team members.']

b

109

The cost performance index can be used to calculate the \_\_\_\_\_ which gives an approximate cost of completing a project based on performance to date.  
estimate at completion

110

Which statement best defines schedule variance?

['earned value minus the actual cost']

['planned value plus the rate of performance']

['planned value plus the earned value']

['earned value minus the planned value']

d

111

The three spheres of systems management are business, organization, and \_\_\_\_\_.

technology

112

\_\_\_\_\_ refers to all the work involved in creating the products of the project and the processes used to create them.

Scope

113

A drawback of using \_\_\_\_ or sample files is that managers and their teams might rely heavily on them and ignore unique concerns for their particular projects.

templates

114

\_\_\_\_ includes the processes involved in defining and controlling what work is or is not included in a project.

Project scope management

115

An organization's project management plan expresses the vision, mission, goals, objectives, and strategies of the organization.

错

116

A \_\_\_\_ is a tool used in quality management.

['checklist']

['critical path analysis']

['probability matrix']

['request for proposal']

a

117

Which statement is true of project management?

['It is a simple discipline with a limited scope.']

['It does not guarantee successes for all projects.']

['It has specific tools which work universally across all kinds of projects.']

['Its framework consists solely of project management knowledge areas.']

b

118

Many information technology projects also require detailed functional and design specifications for developing software, which also should be referenced in the detailed scope statement.

对

119

Project initiation involves taking the actions necessary to ensure that activities in the project plan are completed.

错

120

An organization that uses a project organizational structure earns their revenue primarily from performing projects for other groups under contract.

对

121

What term is used for the amount of time an activity can be delayed from its early start without delaying the planned project finish date?

['total slack']

['backward pass']



['free float']

['forward pass']

a

122

A(n) \_\_\_\_ is a document that describes detailed information about each WBS item.

WBS dictionary

123

Which statement best defines cost variance?

['earned value minus the actual cost']

['planned value plus actual costs']

['rate of performance minus earned value']

['planned value minus the rate of performance']

a

124

In a network diagram, a(n) \_\_\_\_ is the starting and ending point of an activity.

node

125

Project scope statements must include the project boundaries, constraints, and assumptions.

错

126

The role of a \_\_\_\_ is to provide direction and funding for a project.

['support staff member']

['project sponsor']

['project manager']

['project team']

b

127

Estimates should become more accurate as time progresses.

对

128

In project schedule management, which process primarily involves checking and managing changes to the project schedule?

['controlling the schedule']

['developing the schedule']

['estimating activity durations']

['estimating activity resources']

a

129

Supporting details for an estimate include the ground rules and assumptions used in creating the estimate.

对

130

The main outputs of the \_\_\_\_ process are a cost performance baseline, project funding requirements, and project document updates.

cost budgeting

131

A major element of good practice concerns \_\_\_\_, which addresses the authority and control for key IT activities in organizations, including IT infrastructure, IT use, and project management.

IT governance

132

Duration estimates can be provided as a discrete number, a range, or as a(n) \_\_\_\_.

three-point estimate

133

Which is most likely to be a reason for inaccuracies in information technology cost estimates?

['People lack estimating experience.']

['Human beings are biased toward overestimation.']

['Only software development provides the scope for estimates to be accurate.']

['Estimates take a long time to be worked out.']

a

134

Which process includes measuring progress toward project objectives and taking corrective action to match progress with the plan?

['Planning']

['Executing']

['Monitoring and controlling']

['Initiating']

c

135

Which approach for constructing a WBS involves refining the work into greater and greater levels of detail?

['analogy']

['mind mapping']

['bottom-up']

['top-down']

d

136

What is the Theory of Constraints? Describe critical chain scheduling, an application of the Theory of Constraints.

The Theory of Constraints (TOC) is a management philosophy developed by Eliyahu M. Goldratt and is based on the metaphor of a chain and its weakest link: Any complex system at any point in time often has only one aspect or constraint that limits the ability to achieve more of the system's goal. For the system to attain any significant improvements, that constraint must be identified, and the whole system must be managed with it in mind.

137

A work package must always represent less than 80 hours of work.

错

138

List and briefly describe five approaches for creating work breakdown structures.  
If guidelines for developing a WBS exist, it is very important to follow them. Some organizations—the U.S. Department of Defense (DOD) for example—prescribe the form and content for WBSs for particular projects.

139

A \_\_\_\_ is a tool used in risk management.

['work breakdown structure']

['probability matrix']

['project organizational chart']

['critical path analysis']

b

140

Which is a similarity between scope control and schedule control?

['Both are initial processes of project time management.']

['Both of their primary goals is to define project goals and milestones.']

['Both are portions of the integrated change control process under project integration management.']

['Both of these processes should occur before estimating activity durations.']

c

141

Which goal distinguishes project management and portfolio

['Portfolio management asks questions like, "Are we carrying out projects efficiently?" whereas project management asks questions such as "Are we investing in the right areas?"]

['Portfolio management is an easy task whereas project management is a more difficult task.']

['Project management involves making wise investment decisions whereas portfolio management does not.']

['Project management addresses specific, short-term goals whereas portfolio management focuses on long-term goals.']

d

142

Which perspective on organizations assumes that organizations are coalitions composed of varied individuals and interest groups?

['Symbolic frame']

['Political frame']

['Structural frame']

['Human resources frame']

b

143

Project managers should lead projects in isolation in order to truly serve the needs of the organization.

错

144

Many project management activities occur as part of the planning process group.

对

145

In which of the following areas of management is payback analysis most likely to be used?

['Quality']

['Communication']

['Cost']

['Resource']

c

146

Given the project management software that is available, it is relatively easy to create a good WBS.

错

147

Ethics is a set of principles that guides decision making based on \_\_\_\_ of what is considered right and wrong.

personal values

148

A disadvantage of using Gantt charts is that they do not provide a standard format for displaying planned project schedule information.

错

149

\_\_\_\_ costing helps to see a big-picture view of the cost of a project throughout its life cycle.

Life cycle

150

Network diagrams are the preferred technique for showing activity sequencing.

对

151

The best way to sustain a project is to withhold the required money, human resources, and visibility for the project.

错

152

The pre-initiation phase of a project using the Scrum method does not involve project charters, stakeholder management strategy, and kick-off meetings.

错

153

Milestones are easy to achieve and are always achieved through one main activity.

错

154

\_\_\_\_ refers to the degree to which rules, policies, and direct supervision are used to oversee employee behavior.

Control

155

In the activity defining process, the project team should review the \_\_\_\_ and activity attributes with project stakeholders before moving on to the next step in project schedule management.

activity list

156

Until the 1980s, project management primarily focused on providing \_\_\_\_ and resource data to top management in the military, computer, and construction industries.

schedule

157

The activity list should include the \_\_\_\_, an activity identifier, and a brief description of the activity.

activity name

158

Which dependencies involve relationships between project and non-project activities?

['inherent']

['mandatory']

['discretionary']

['external']

d

159

A(n) \_\_\_\_ is a deliverable-oriented grouping of the work involved in a project that defines its total scope.

WBS

160

What is the main purpose of project plans?

['schedule management plans']

['define project scope']

['guide project execution']

['estimate activity resources']

c

161

List and describe each of the ten project management knowledge areas.

Project management knowledge areas describe the key competencies that project managers

(1) Project scope management involves defining and managing all the work required to complete the project successfully.

(2) Project schedule management (formerly called project time management) includes estimating how long it will take to complete the work, developing an acceptable project schedule, and ensuring timely completion of the project.

(3) Project cost management consists of preparing and managing the budget for the project.

(4) Project quality management ensures that the project will satisfy the stated or implied needs for which it was undertaken.

(5) Project resource management is concerned with making effective use of the people and physical resources involved with the project.

(6) Project communications management involves generating, collecting, disseminating, and storing project information.

(7) Project risk management includes identifying, analyzing, and responding to risks related to the project.

(8) Project procurement management involves acquiring or procuring goods and services for a project from outside the performing organization.

(9) Project stakeholder management includes identifying and analyzing stakeholder needs while managing and controlling their engagement throughout the life of the project.

(10) Project integration management is an overarching function that affects and is affected by all of the other knowledge areas.

162

The \_\_\_\_ life cycle model is used when risk must be tightly controlled and when changes must be restricted after the requirements are defined.

waterfall

163

\_\_\_\_ refer to "conditions or capabilities that must be met by the project or present in the product, service, or result to satisfy an agreement or other formally imposed specification."

Requirements

164

Analogous estimates are the most accurate technique to estimate costs.

错

165

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.

kick-off meeting

166

To be a successful manager, the only skills an IT project manager needs to possess are excellent technical skills.

错

167

If the cost performance index (CPI) is less than 100 percent, the project is under budget.

错

168

Which type of estimate should be used if the cost estimate for a project is used a basis for contract awards and performance reporting?

['rough order of magnitude']

['budgetary']

['analogous']

['definitive']

d

169

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?

['monitoring and controlling']

['executing']

['planning']

['closing']

a

170

Team building exercises and motivation techniques are tools used in \_\_\_\_ management.

['procurement']

['cost']

['resource']

['scope']

c

171

The main outputs of \_\_\_\_ include work performance information, schedule forecasts, change requests, project management plan updates, and project documents updates.

schedule control

172

Soles is a footwear company which has recently set up its store in Ambrosia. To manufacture its products, Soles incurs a range of different costs. Which would be an example of an indirect cost?

['Electricity used to run its factories']

['Cost of machines to produce shoes']

['Salary paid to factory workers']

['Cost of leather used to manufacture shoes']

a

173

In a(n) \_\_\_\_ organizational structure, project managers have little or no authority.

functional

174

What does the process of controlling costs primarily involve?

['determining a basis for estimates']

['finalising the procedures for project costs']

['managing changes to the project budget']

['determining the policies for project costs']

c

175

A hierarchy is used to show the levels of \_\_\_\_ in the WBS.

task

176

\_\_\_\_ is a process for identifying and modeling business events, who initiated them, and how the system should respond to them.

Use case modeling

177

Mind mapping allows people to write and even draw pictures of ideas in a nonlinear format.

对

178

The project schedule management knowledge area maps to which process group through the activity of schedule control?

['monitoring and controlling']

['initiating']

['executing']

['planning']

a

179

Which of the following refers to a set of principles that guides decision making based on personal values of what is considered right and wrong?

['Ethics']

['Laws']

['Civics']

['Politics']

a

180

Which task is at the lowest level of the WBS?

['work package']

['deliverable']

['variance']

['objective']

a

181

Which characteristic of organizational culture refers to the degree to which employees identify with the organization as a whole, rather than with their types of job or profession?

['Member identity']

['People focus']

['Group emphasis']

['Unit integration']

a

182

In a bottom-up estimate, the size of the individual work items is one of the factors that drives the accuracy of the estimates.

对

183

What is often the most difficult and unappreciated process in project management?

['initiating']

['planning']

['executing']

['monitoring and controlling']

b

184

What is another term used for budget?

['planned value']

['indirect cost']

['actual cost']

['earned value']



a

185

Which technique is used for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost?

['critical chain scheduling']

['crashing']

['feeding buffers']

['dependency']

b

186

Which project management knowledge area ensures that the project will satisfy the stated or implied needs for which it was undertaken?

['Project cost management \xa0']

['Project quality management\xa0']

['Project time management\xa0']

['Project risk management \xa0']

b

187

A difference between operations and projects is that operations end when their objectives have been reached, whereas projects do not.

错

188

The question, "What unique product, service, or result does the customer or sponsor expect from the project?" is an example of a(n) \_\_\_\_\_ constraint.

scope

189

Which tool is most likely to be used in project schedule management?

['Impact matrices']

['Fishbone diagrams']

['Payback analysis']

['Gantt charts']

d

190

In a \_\_\_\_\_ organizational structure, personnel often report to both a functional manager and one or more project managers.

['functional']

['symbolic']

['project']

['matrix']

d

191

Enterprise project management software is also known as a \_\_\_\_\_ tool of project management software.

['midrange']

['low-end']  
['baseline']  
['high-end']  
d

192

In project schedule management, which process involves analyzing activity sequences, activity resource estimates, and activity duration estimates to create the project schedule?

['controlling the schedule']  
['defining activities']  
['developing the schedule']  
['planning schedule management']

c

193

Project management \_\_\_\_ describe the key competencies that project managers must develop.

knowledge areas

194

Which action involves defining and documenting the features and functions of the products produced during the project as well as the processes used for creating them?

['Validating scope']  
['Defining scope']  
['Controlling scope']  
['Collecting requirements']

d

195

Analogous estimates are called activity-based costing.

错

196

The organization recognizes that a new project exists and completes a project charter during which processes for a new project?

['initiating']  
['opening']  
['planning']  
['controlling']

a

197

Responsibility assignment matrices and project organizational charts are examples of tools used in procurement management.

错

198

Effective program managers recognize that managing a project is much more complex than managing a program.

错

199

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.

Scrum team

200

A(n) \_\_\_\_ determines the early start and early finish dates for each activity in a project.

forward pass

201

Which systems development life cycle model assumes that requirements will remain stable after they are defined?

['Spiral life cycle']

['Waterfall life cycle']

['Prototyping life cycle']

['RAD life cycle']

b

202

Most colleges and universities have very strong functional organizations.

对

203

A(n) \_\_\_\_ is a temporary endeavor undertaken to create a unique product, service, or result.

project

204

Soft skills are also known as \_\_\_\_ skills.

human relations

205

In a critical path analysis, the shortest path is what drives the completion date for the project.

错

206

The critical path on a project can change as the project progresses.

对

207

In a \_\_\_\_ organizational structure, program managers, rather than functional managers or vice presidents, report to the CEO. Their staffs have a variety of skills needed to complete all required tasks within their programs.

['matrix']

['functional']

['symbolic']

['project']

d

208

In what type of organizational structure do project managers have the most authority?

['Project']

['Matrix']

['Circular']

['Functional']

a

209

A project's sponsor is also known as a(n) \_\_\_\_.

primary customer

210

The \_\_\_\_ life cycle model is suitable for projects in which changes can be incorporated with reasonable cost increases or acceptable time delays.

spiral

211

The level of activity and length of each process group varies for every project.

对

212

In project schedule management, the main goal of which process is to ensure that the project team has complete understanding of all the work they must do as part of the project scope so they can start scheduling the work?

['estimating activity resources']

['controlling the schedule']

['estimating activity durations']

['defining activities']

d

213

Which activity is a part of the Scrum planning process?

['Creating sprint backlog']

['Completing tasks each day during sprints']

['Demonstrating the product during a sprint review meeting']

['Determining how many sprints will compose each release']

a

214

It is important for project managers to focus on indirect costs because they can be easily controlled.

错

215

Scope refers to all the work involved in creating the products of the project and the processes used to create them.

对

216

Which action involves reviewing the project charter, requirements documents, and organizational process assets to create a scope statement, adding more information as requirements are developed and change requests are approved?

['Validating scope']

['Creating scope']

['Controlling scope']

['Defining scope']

d

217

In a network diagram, it is mandatory for every item on the WBS to be shown instead of only those activities with dependencies.

错

218

The \_\_\_\_ is based on the fact that any complex system at any point in time often has only one aspect or constraint that limits its ability to achieve more of its goal.

Theory of Constraints

219

Which is true of a finish-to-finish dependency?

[It is a dependency in which the "from" activity must start before the "to" activity can be finished.]

[It is a dependency in which in which the "from" activity must finish before the "to" activity or successor can start.]

[It is a dependency in which the "from" activity must be finished before the "to" activity can be finished.]

[It is a dependency in which the "from" activity cannot start until the "to" activity or successor is started.]

c

220

Project schedules grow out of basic documents such as the project charter.

对

221

The project cost management knowledge area maps to which process group through the activities of estimating costs and budget determination?

['executing']

['monitoring and controlling']

['planning']

['initiating']

c

222

The final process in project schedule management is developing the schedule.

错

223

Which process in project schedule management involves identifying the specific tasks that the project team members and stakeholders must perform to produce the project deliverables?

['estimating activity durations']

['sequencing activities']

['defining activities']

['developing the schedule']

c

224

The scope baseline in a WBS consists of the requirements documentation and enterprise

environmental factors.

错

225

The \_\_\_\_ model uses an approach in which developers work with an evolving prototype, using tools such as computer-aided software engineering, joint requirements planning, and joint application design to facilitate rapid prototyping and code generation.

['RAD life cycle']

['waterfall life cycle']

['spiral life cycle']

['prototyping life cycle']

a

226

It is important for the activity list and activity attributes to be in agreement with the work breakdown structure.

对

227

The project stakeholder management knowledge area maps to which process group by identifying stakeholders?

['planning']

☐

☐

☐

b

228

The project scope management knowledge area maps to which process group through the activities of scope validation and scope control?

['monitoring and controlling']

['planning']

['initiating']

['executing']

a

229

Passing the CPA exam is a standard for accountants. Similarly, passing the PMP exam is becoming a standard for \_\_\_\_.

project managers

230

The primary role of project stakeholder management is to ensure that the project will satisfy the stated needs for which it was undertaken.

错

231

The main outputs of \_\_\_\_ are the project scope statement and updates to project documents.

scope definition

232

\_\_\_\_ is a project performance measurement technique that integrates scope, time, and cost

data.

Earned value management

233

A(n) \_\_\_\_ is a document that includes stakeholders' roles, names, organizations, and contact information.

stakeholder register

234

The \_\_\_\_ is a tabulation of activities to be included on a project schedule.

activity list

235

Intangible costs can be easily measured in monetary terms.

错

236

Variances are calculated by subtracting the actual cost from which value?

['planned value']

['rate of performance']

['schedule variance']

['earned value']

d

237

Project \_\_\_\_ management includes estimating how long it will take to complete the work, developing an acceptable project schedule, and ensuring timely completion of a project.

schedule

238

Discuss the PMI Code of Ethics and Professional Conduct.

PMI approved a Code of Ethics and Professional Conduct that took effect in January 2007. This code applies not only to PMPs, but to all PMI members and individuals who hold a PMI certification, apply for a PMI certification, or serve PMI in a volunteer capacity. It is vital for project management practitioners to conduct their work in an ethical manner. Even if one is not affiliated with PMI, these guidelines can help one conduct their work in an ethical manner, which helps the profession earn the confidence of the public, employers, employees, and all project stakeholders. The PMI Code of Ethics and Professional Conduct includes short chapters addressing vision and applicability, responsibility, respect, fairness, and honesty.

239

The main tool for performing scope validation is \_\_\_\_ and group decision making techniques.

inspection

240

A(n) \_\_\_\_ is a framework for describing the phases of developing information systems.

SDLC

241

A dependency pertains to the sequencing of project activities or tasks.

对

242

Some organizations prescribe the form and content for WBSs for particular projects. These

are known as \_\_\_\_.

guidelines

243

The \_\_\_\_ includes the approved project scope statement and its associated WBS and WBS dictionary.

scope baseline

244

What is a work breakdown structure? What are the inputs and tools used for creating one?  
A work breakdown structure (WBS) is a deliverable-oriented grouping of the work involved in a project that defines the total scope of the project. Because most projects involve many people and many different deliverables, it is important to organize and divide the work into logical parts based on how the work will be performed. The WBS is a foundation document in project management because it provides the basis for planning and managing project schedules, costs, resources, and changes. Since the WBS defines the total scope of the project, some project management experts believe that work should not be done on a project if it is not included in the WBS. Therefore, it is crucial to develop a good WBS.

245

In project management, the three limitations of scope, time, and cost are referred to as the \_\_\_\_.

triple constraint

246

Work performance information and cost forecasts are main outputs of which process?

['cost control']

['cost pricing']

['cost estimating']

['cost budgeting']

a

247

What are some of the suggestions for improving the requirements process?

1. Develop and follow a requirements management process that includes procedures for initial requirements determination.

248

Describe the process of initiating a project and the issues involved.

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.

249

\_\_\_\_ involves developing a working replica of the system or some aspect of the system.



Prototyping

250

SMART criteria are guidelines suggesting that milestones should be \_\_\_\_.

Specific, Measurable, Assignable, Realistic, Time-framed

251

What term is used for analogous estimates?

['budgetary']

['bottom-up']

['parametric']

['top-down']

d

252

Projects should be developed in increments.

对

253

\_\_\_\_ addresses the business, technological, and organizational issues associated with creating, maintaining, and modifying a system.

Systems management

254

Why is top management commitment crucial for project managers?

Project managers need adequate resources. The best way to kill a project is to withhold the required money, human resources, and visibility for the project. If project managers have top management commitment, they will also have adequate resources and not be distracted by events that do not affect their specific projects.

Project managers often require approval for unique project needs in a timely manner. For example, on large IT projects, top management must understand that unexpected problems may result from the nature of the products being developed and the specific skills of the people on the project team. The team might need additional hardware and software halfway through the project for proper testing, or the project manager might need to offer special pay and benefits to attract and retain key project personnel. With top management commitment, project managers can meet these needs.

Project managers must have cooperation from people in other parts of the organization. Because most IT projects cut across functional areas, top management must help project managers deal with the political issues that often arise. If certain functional managers are not responding to project managers' requests for necessary information, top management must step in to encourage functional managers to cooperate.

Project managers often need someone to mentor and coach them on leadership issues. Many IT project managers come from technical positions and are inexperienced as managers. Senior managers should take the time to pass on advice on how to be good leaders. They should encourage new project managers to take classes to develop leadership skills and allocate the time and funds for managers to do so.

255

A(n) \_\_\_\_ is a time-phased budget that project managers use to measure and monitor cost performance.

cost baseline

256

Which characteristic highlights a difference between projects and operations?

['Projects are undertaken to sustain an organization's business whereas operations are not.']

['Operations have well-defined objectives whereas projects do not need to have a unique purpose.']

['Projects are temporary endeavors whereas an organization's operations are ongoing in nature.']

['Operations are undertaken to create unique products, services, or results whereas projects are not.']

c

257

In order to be realistic, a project manager should always set discrete goals instead of a range of objectives.

错

258

What type of management includes the processes required to ensure that a project team completes a project within an approved budget?

['project scope management']

['project time management']

['project quality management']

['project cost management']

d

259

Until the 1980s, project management primarily focused on providing schedule and resource data to top management in the military, computer and construction industries.

对

260

Describe the triple constraint. What are the three components and what is the relationship between them?

Every project is constrained in different ways, often by its scope, time, and cost goals. These limitations are sometimes referred to in project management as the triple constraint. To create a successful project, a project manager must consider scope, time, and cost and balance these three often-competing goals.

Scope: This goal involves questions such as, "What work will be done as part of the project? What unique product, service, or result does the customer or sponsor expect from the project? How will the scope be verified?"

Time: This goal encompasses questions such as, "How long should it take to complete the project? What is the project's schedule? How will the team track actual schedule performance? Who can approve changes to the schedule?"

Cost: This goal deals with questions such as, "What should it cost to complete the project? What is the project's budget? How will costs be tracked? Who can authorize changes to the budget?"

Managing the triple constraint involves making trade-offs between scope, time, and cost

goals for a project. Experienced project managers know that they must decide which aspect of the triple constraint is most important. If time is most important, one must change the initial scope and/or cost goals to meet the schedule. If scope goals are most important, one may need to adjust time and/or cost goals.

261

In which development life cycle do stakeholders define and approve the detailed scope before the start on an iteration?

['Hybrid']

['Incremental']

['Adaptive']

['Iterative']

c

262

The project management plan and project funding requirements are inputs of the process of controlling costs.

对

263

The \_\_\_\_ frame of the organization is the one that is usually depicted in an organizational chart.

structural

264

What is a difference between low-end and midrange tools of the project management software?

['Midrange tools are designed to handle larger projects than low-end tools.']

['Midrange tools provide basic project management features whereas low-end tools offer enterprise and portfolio management functions.']

['Low-end tools provide robust capabilities to handle dispersed workgroups whereas midrange tools do not.']

['Low-end tools are designed to handle primarily multiple users whereas midrange tools are created to handle single users.']

a

265

List and briefly describe the six main processes involved in project scope management.

266

The term "\_\_\_\_" refers to work done in organizations to sustain the business.

Operations

267

A schedule management plan includes information which describes the format and frequency of schedule reports required for the project.

对

268

What is one of the main outputs of the initiation process?

['identifying the project sponsor']

['selecting the project manager']

['creating the work breakdown structure']

['developing the project charter']

d

269

\_\_\_\_\_ are short descriptions written by customers of what they need a Scrum system to do for them.

User stories

270

Project managers must take adequate time to identify, understand, and manage relationships with all project stakeholders.

对

271

Which term is used for a significant event on a project that normally has no duration?

['schedule baseline']

['activity sequence']

['milestone']

['activity attribute']

c

272

The only responsibility of a project manager is to meet the specific scope, time, and cost goals of a project.

错

273

\_\_\_\_\_ is a technique that uses branches radiating out from a core idea to structure thoughts and ideas when creating a WBS.

Mind mapping

274

Deliverables are only product-related, such as a piece of hardware or software.

错

275

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.

product owner

276

In an AOA network diagram, what occurs when two or more activities follow a single node?

['mergers']

['bursts']

['combinations']

['buffers']

b

277

Individual projects always address strategic goals whereas portfolio management addresses tactical goals.

错

278

If cost variance is a positive number, it means that performing the work costs more than planned.

错

279

Which is one of the main outputs of estimating activity resources process?

['milestone list']

['breakdown structure']

['project documents update']

['activity duration estimate']

c

280

The two main items for monitoring and controlling in the Scrum framework are the daily

对

281

A(n) \_\_\_\_ estimate is done very early in a project or even before a project is officially started. rough order of magnitude (ROM)

282

The main output of the planning cost management process is a(n) \_\_\_\_.  
cost management plan

283

Which objective is true of projects?

['They are permanent in nature.']

['They are developed using regressive elaboration.']

['They have a unique purpose.']

['They have an indefinite beginning and end.']

c

284

Which of the following is true of a matrix organizational structure?

['In a strong matrix organizational structure, the project manager controls the project budget and has moderate to high authority.']

['In a matrix organizational structure, employees are organized into departments according to their skills, and there is little interaction between employees from different departments.']

['Project managers in matrix organizations have staff from only a single functional area working\xa0']

['A matrix organizational structure is hierarchical, but instead of functional\xa0']

a

285

Project managers must have cooperation from people in other parts of the organization.

对

286

In project schedule management, which process primarily involve identifying and documenting the relationships between project activities?

['sequencing activities']

['estimating activity durations']

['defining activities']

['planning schedule management']

a

287

A white diamond on a Tracking Gantt chart represents a(n) \_\_\_\_.

slipped milestone

288

One of the reasons why project cost estimates are inaccurate is because human beings are biased toward underestimation.

对

289

In the \_\_\_\_ approach to creating a WBS, team members first identify as many specific tasks related to the project as possible.

bottom-up

290

What is scope creep?

['subdividing project deliverables into smaller pieces']

['a task at the lowest level of the WBS']

['the approved project scope statement and its associated WBS.']

['the tendency for project scope to keep getting bigger and bigger']

d

291

Which type of estimate uses the actual cost of a previous, similar project as the basis for estimating the cost of the current project?

['parametric estimates']

['definitive estimates']

['analogous estimates']

['bottom-up estimates']

c

292

One of the main reasons why project management is challenging is because of the factor of uncertainty.

对

293

In the Scrum method, team members work as a self-directed group coached by the ScrumMaster.

对

294

Which problem-solving approach requires defining the scope of a system, dividing it into its components, and then identifying and evaluating its problems, opportunities, constraints, and needs?

['Linear programming']

['Principal component analysis']

['Independent component analysis']

['Systems analysis']

d

295

Which statement best describes outsourcing?

['An organization's acquisition of goods and services from an outside source']

['An organization selling its products in a market outside its domestic market']

['An organization's use of virtual teams with employees located in different countries']

['An organization setting up manufacturing and retailing facilities in a new country']

a

296

developing a working replica of the system or some aspect of the system?

['Decomposition']

['Prototyping']

['Variance']

['Use case modeling']

b

297

It is mandatory for project managers working on large information technology projects to be experts in the field of information technology.

错

298

The ultimate goal of developing a realistic project schedule is to provide a basis for monitoring project progress for the \_\_\_\_ dimension of the project.

time

299

Budgetary estimates are made even before a project is officially started.

对

300

The most time and money should be spent on \_\_\_\_.

executing

301

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.

sprint

302

In an earned value chart, when the actual cost line is right on or above the earned value line, it indicates that costs are less than planned.

错

303

An organization usually commits more money as a project continues, therefore a management review should occur after each phase to evaluate progress, potential success, and continued compatibility with organizational goals.

对

304

One of PERT's main disadvantages is that it does not address the risk associated with duration estimates.

错

305

The project organizational structure is the most efficient choice for most IT projects.

错

306

What is the purpose of a cost performance index (CPI)?

['indicate that the planned and actual costs are equal if CPI is more than one']

['estimate the ratio of earned value to planned value']

['estimate the projected cost of completing the project']

['indicate that a project is under budget if CPI is less than one']

c

307

What is a table that lists requirements, their various attributes, and the status of the requirements to ensure that all are addressed referred to as?

['entity-attribute-value model']

['Gantt chart']

['requirements traceability matrix']

['state transition table']

c

308

After defining project activities, the next step in project schedule management is developing the schedule.

错

309

Which statement is true regarding indirect costs?

['not directly related to the products or services of a project.']

['those that can be easily controlled by managers.']

['those that cannot be allocated to projects.']

['directly related to performing the project.']

a

310

During which approach do team members first identify as many specific tasks related to the project as possible and then aggregate the specific tasks and organize them into summary activities, or higher levels in the WBS?

['analogy']

['mind mapping']

['top-down']

['bottom-up']

d

311



The last phase of the traditional project life cycle is the implementation phase.

错

312

In project schedule management, the process of \_\_\_\_ involves deciding how many people, equipment, and materials a project team should use to perform project activities.

estimating activity resources

313

Project resource management is concerned with making effective use of the people involved with a project.

对

314

Describe critical path analysis. How is the critical path calculated?

Critical path analysis is a network diagramming technique used to predict total project duration. This important tool can help combat project schedule overruns. A critical path for a project is the series of activities that determine the earliest time by which the project can be completed. It is the longest path through the network diagram and has the least amount of slack or float.

315

"What is the project's budget?" This is an example of a project's \_\_\_\_ constraint.

cost

316

Many organizations provide different guidelines and templates for developing WBSs.

对

317

It is important for project managers to understand that every cost estimate is unique.

对

318

Initiating processes are not required to end a project.

错

319

Project managers and their teams must recognize the effects of any project on the interests and needs of the entire system or organization instead of focusing on the immediate concerns of the project.

对

320

The nature of hardware development projects is more diverse than software-oriented projects.

错

321

Which attribute best defines the role of leaders?

['They focus on short-term objectives.']

['They work on achieving primarily tactical goals.']

['They inspire people to reach goals.']

['They work solely toward day-to-day details of meeting specific tasks.']

c

322

In project schedule management, what is the next step after defining project activities?

['controlling the schedule']

['estimating activity duration']

['determining their dependencies']

['planning schedule management']

c

323

Which of the following is true of the project life cycle?

['In the later phases of the project life cycle, the level of uncertainty is usually the highest.']

['It is much more expensive to make major changes to a project during the earlier phases than the latter phases.']

['More resources are usually needed during the initial phases of a project']

['In the early phases of a project life cycle, resource needs are usually lowest.']

d

324

A(n) \_\_\_\_ for a project is the series of activities that determine the earliest time by which the project can be completed.

critical path

325

Which attribute is true of low-end tools of project management software?

['They are referred to as enterprise project management software.']

['They provide basic project management features.']

['They are designed for especially large projects with multiple users.']

['Their main advantage is that they have unlimited functionality.']

b

326

Which planning process is associated with project scope management?

['Performing qualitative risk analysis']

['Collecting requirements']

['Planning schedule management']

['Estimating costs']

b

327

The scope management plan can be informal and broad or formal and detailed, based on the needs of the project.

对

328

Mind mapping can be used for developing WBSs using which approach?

['top-down or bottom-up approach']

['analogy approach only']

['any approach']

['bottom-up or analogy approach']

a

329

\_\_\_\_\_ involves the processes required to ensure timely completion of a project.

Project schedule management

330

What are the three basic types of cost estimating? Describe each type.

The three basic types of cost estimating are as follows:

(1) A rough order of magnitude (ROM) estimate provides an estimate of what a project will cost. This type of estimate is done very early in a project or even before a project is officially started. Project managers and top management use this estimate to help make project selection decisions. The timeframe for this type of estimate is often three or more years prior to project completion. A ROM estimate's accuracy is typically -50 percent to +100 percent, which means that the project's actual costs could be 50 percent below the ROM estimate or 100 percent above. For information technology project estimates, this accuracy range is often much wider.

(2) A budgetary estimate is used to allocate money into an organization's budget. Many organizations develop budgets at least two years into the future. Budgetary estimates are made one to two years prior to project completion. The accuracy of budgetary estimates is typically -10 percent to +25 percent, meaning the actual costs could be 10 percent less or 25 percent more than the budgetary estimate.

(3) A definitive estimate provides an accurate estimate of project costs. Definitive estimates are used for making many purchasing decisions for which accurate estimates are required and for estimating final project costs. Definitive estimates are made one year or less prior to project completion. A definitive estimate should be the most accurate of the three types of estimates. The accuracy of this type of estimate is normally -5 percent to +10 percent, meaning the actual costs could be 5 percent less or 10 percent more than the definitive estimate.

331

What process provides enterprise environmental factors as an output?

['project procurement management']

['project human resource management']

['project integration management']

['project quality management']

b

332

A cost management plan is a subsidiary of the \_\_\_\_\_ plan.

project management

333

Which statement is true of analogous estimates?

['They are most reliable when previous projects are similar in fact with current projects.']

['Their main disadvantage is that they cost more than other techniques.']

['They use project characteristics in a mathematical model to estimate project costs.']

['They are the only technique which do not require expert judgement.']

a

334

The critical path is the \_\_\_\_ path through a network diagram, and it represents the \_\_\_\_ amount of slack or float.

['shortest; longest']

['longest; shortest']

['longest; longest']

['shortest; shortest']

b

335

Which perspective of an organization focuses on different groups' roles and responsibilities in order to meet the goals and policies set by top management?

['Human resources frame']

['Symbolic frame']

['Political frame']

['Structural frame']

d

336

Which processes include acquiring and developing the project team, performing quality assurance, distributing information, managing stakeholder expectations, and conducting procurements?

['monitoring and controlling']

['planning']

['executing']

['initiating']

c

337

Fast tracking is an example of a tool used in \_\_\_\_ management.

['risk']

['communication']

['quality']

['schedule']

d

338

List and describe the five process management groups.

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.

339

A schedule performance index of one means that the project is on schedule.

对

340

The same organization can have different subcultures.

对

341

Information from the project charter provides a basis for further defining the project scope.

对

342

The introduction of new software makes basic tools, such as Gantt charts and network diagrams, inexpensive and easy to create.

对

343

In which product life cycle the scope, schedule, and cost are determined early, and changes to scope are carefully managed?

['Incremental']

['Predictive']

['Iterative']

['Adaptive']

b

344

What is a systems development life cycle? What are some of the predictive models associated with the systems development life cycle?

A systems development life cycle (SDLC) is a framework for describing the phases of developing information systems.

The waterfall life cycle model has well-defined, linear stages of systems development and support. This life cycle model assumes that requirements will remain stable after they are defined.

The spiral life cycle model was developed based on refinements of the waterfall model as applied to large government software projects. It recognizes the fact that most software is developed using an iterative or spiral approach rather than a linear approach.

345

In the Scrum method, what role is played by the ScrumMaster?

The ScrumMaster facilitates four ceremonies or meetings when using Scrum methods:

346

Which process helps develop an accurate projection of a project's financial expenses and benefits?

['fast tracking']

['crashing']

['critical path analysis']

['life cycle costing']

d

347

What process involves formal acceptance of the completed project scope by the

stakeholders?

['Scope baseline']

['Scope control']

['Scope validation']

['Scope planning']

c

348

In the Scrum method, during which meeting is the improvement of the product and process discussed?

['daily Scrum']

['sprint review']

['kick-off']

['sprint retrospective']

d

349

Which observation is true of the agile approach to software development?

['An agile approach sets scope goals, but leaves time and cost goals flexible.']

['In the agile approach, requirements must be clearly expressed early in the life cycle.']

['In the agile method, requirements and xao']

['Agile is a predictive model of software development.']

c

350

What processes include defining and authorizing a project or project phase?

['Executing']

['Monitoring and controlling']

['Initiating']

['Planning']

c

351

A drawback of the project management software is that it does not have the capacity to calculate the critical path(s) for a project.

错

352

Contingency reserves are also known as unknown unknowns.

错

353

What is the latest possible time an activity might begin without delaying the project finish date?

['early start date']

['late finish date']

['late start date']

['early finish date']

c

354

Project managers must conduct cash flow analysis to determine net present value.

对

355

In project schedule management, the primary output of defining activities is a schedule management plan.

错

356

If done well, the \_\_\_\_\_ can produce several releases of useful software.

agile approach

357

Key outcomes of the executing process group are formal acceptance of the work and creation of closing documents.

错

358

An organizational process assets update is the output of which closing process?

['project procurement management']

['project time management']

['project integration management']

['project quality management']

c

359

A(n) \_\_\_\_\_ is an overall model for thinking about things as systems.  
systems philosophy

360

The \_\_\_\_\_ is the measure of work performed expressed in terms of the budget authorized for that work.

earned value

361

The tasks in a WBS must be developed as a sequential list of steps.

错

362

\_\_\_\_\_ occurs when a resource works on more than one task at a time.

Multitasking

363

Which approach for constructing a WBS starts with the largest items of the project and breaks them into subordinate items?

['analogy']

['mind mapping']

['bottom-up']

['top-down']

d

364

Which costs are difficult to measure in monetary terms?

['Intangible costs']

['Direct costs']

['Fixed costs']

['Tangible costs']

a

365

Which dependencies do AOA network diagrams use?

['finish-to-start']

['finish-to-finish']

['start-to-start']

['start-to-finish']

a

366

\_\_\_\_\_ tools, a step up from low-end tools, are designed to handle larger projects, multiple users, and multiple projects.

Midrange

367

Which document contains a deliverable-oriented grouping of the work involved in a project that defines the total scope of the project?

['project charter']

['project scope statement']

['business case']

['work breakdown structure']

d

368

Scope creep if not managed well can lead to the failure of information technology projects.

对

369

Discuss the PMP certification. What are the advantages of obtaining PMP certification?

The Project Management Institute (PMI) provides certification as a Project Management Professional (PMP)—someone who has documented sufficient project experience and education, agreed to follow the PMI code of professional conduct, and demonstrated knowledge of the field of project management by passing a comprehensive examination.

Organizations that support PMP certification see the value of investing in programs to improve their employees' knowledge in project management. Many employers today require specific certifications to ensure their workers have current skills, and job seekers find that they often have an advantage when they earn and maintain marketable certifications.

Passing the PMP exam is becoming a standard for project managers. Project management certification is also enabling professionals in the field to share a common base of knowledge. Sharing a common base of knowledge is important because it helps advance the theory and practice of project management. PMI also offers additional certifications, including agile techniques, scheduling, risk,

370

Project managers in matrix organizations have staff from various functional areas working on their projects.



对

371

Which approach for constructing a WBS uses a similar project's WBS as a starting point?

['top-down']

['analogy']

['bottom-up']

['mind-mapping']

b

372

What is a work breakdown structure?

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.

373

Which process involves generating ideas by comparing specific project practices or product characteristics to those of other projects or products inside or outside the performing organization?

['decomposition']

['benchmarking']

['prototyping']

['variance']

b

374

The cost incurred for the work performed on an activity during a specific time period is known as the \_\_\_\_.

actual cost

375

\_\_\_\_ refers to the process in which organizations group and manage projects and programs as a portfolio of investments that contribute to the entire enterprise's success.

Project portfolio management

376

Agile methods are

错

377

Project costs, like project schedules, grow out of the basic documents that initiate a project, like the \_\_\_\_.

project charter

378

What term is used for the amount of time an activity can be delayed without delaying the early start date of any immediately following activities?

['backward pass']

['free slack']

['fast tracking']

['forward pass']

b

379

In project schedule management, the next step after sequencing activities is to define these activities.

错

380

Which technique is used for creating a WBS uses branches radiating from a core idea to structure thoughts and ideas instead of writing down tasks in a list or immediately trying to create a structure for tasks?

['analogy']

['top-down']

['mind mapping']

['bottom-up']

c

381

The symbolic perspective of an organization:

['focuses on different groups' roles and']

['views the organization as coalitions composed of varied individuals and interest groups.']

['focuses on providing harmony between the needs of the organization and the needs of people.']

['focuses on the meanings of the culture, language, traditions, and image of the organization.']

d

382

What type of estimate is a cost estimation tool that involves estimating individual work items or activities and summing them to get a project total?

['bottom-up']

['analogous']

['parametric']

['budgetary']

a

383

Knowing the amount of float allows project managers to know whether a project schedule is flexible.

对

384

What are milestones? Describe.

Milestones are the most important and visible events in a project and normally have no duration. It often takes several activities and a lot of work to complete a milestone, but the milestone itself is like a marker to help in identifying necessary activities. Milestones are also useful tools or setting schedule goals and monitoring progress. Not every deliverable or output created for a project is really a milestone.

385

Creating the WBS is a subprocess associated with which process in project scope

management?

['monitoring and controlling']

['planning']

['closing']

['executing']

b

386

What is an accurate difference between the Program Evaluation and Review Technique (PERT) and critical path method (CPM)?

['Unlike CPM, PERT estimates only when there is no risk of uncertainty.']

['PERT uses different duration estimates whereas CPM uses one specific duration estimate.']

['CPM addresses the risk associated with duration estimates whereas PERT does not.']

['CPM involves more work than PERT because it requires several duration estimates.']

b

387

\_\_\_\_\_ are a means of measuring software size based on what the software does for end users.

Function points

388

Which of the following is true of program managers?

['They are responsible solely for the delivery of project results.']

['They recognize that managing a program is simpler than managing a project.']

['They report to project managers who represent the next level in the hierarchy.']

['They provide leadership and direction for project managers heading the projects within a program.']

d

389

A Tracking Gantt chart is based on the percentage of work completed for project tasks or the actual start and finish dates.

对

390

\_\_\_\_\_ theory states that when many items are produced repetitively, the unit cost of those items decreases in a regular pattern as more units are produced.

Learning curve

391

Three general classifications of organizational structures are \_\_\_\_\_, project, and matrix.

functional

392

A(n) \_\_\_\_\_ describes how things should be done.

methodology

393

\_\_\_\_\_ refers to the degree to which work activities are organized around teams, rather than individuals.

Group emphasis

394

The project management plan is the output of which project planning process?

- ['integration management']
- ['scope management']
- ['quality management']
- ['procurement management']

a

395

The output of the stakeholder management strategy results is a project charter.

错

396

Definitive estimates are made one year or less prior to project completion.

对

397

The WBS provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance.

对

398

Most people believe that the underlying causes of many companies' problems can be traced to its organizational structure.

错

399

Steve, an engineer in a construction company, is at present working on a home construction project. The home is being built for the Robinson family, the owners of the home. Steve is working with his project team and support staff to ensure the project is completed on time. In such a scenario, the project sponsor is \_\_\_\_.

- ['the project team']
- ['the Robinson family']
- ['Steve']
- ['the support staff']

b

400

One of the first reality checks on scheduling that a project manager should make is to review the \_\_\_\_.

draft schedule

401

The arrows in a network diagram represent missed milestones in a project.

错

402

\_\_\_\_ is a project management methodology that defines 45 separate subprocesses and organizes these into eight process groups.

PROjects IN Controlled Environments

403

Overrun is the additional percentage amount by which estimates exceed actual costs.

错

404

Which provide a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a calendar format?

['Critical path analysis']

['PERT analysis']

['Arrow diagramming method']

['Gantt charts']

d

405

\_\_\_\_\_ the project includes work required to introduce any new hardware, software, and procedures into normal operations.

Executing

406

Identify several of the qualities of a good project manager.

Project managers often take on the role of both leader and manager. Good project managers know that people make or break projects, so they must set a good example to lead their team to success. They are aware of the greater needs of their stakeholders and organizations, so they are visionary in guiding their current projects and in suggesting future ones. Companies that excel in project, program, and portfolio management grow project leaders, emphasizing development of business and leadership skills. Therefore, the best project, program, and portfolio managers have leadership and management characteristics; they are visionary yet focused on the bottom line. Above all else, good project managers focus on achieving positive results.

407

The executing process group generally requires the most resources.

对

408

A \_\_\_\_\_ is usually not necessary to the Scrum method, b

['velocity estimate']

['team charter']

['product backlog']

['Gantt chart']

b

409

It is much more expensive to make major changes to a project during the earlier phases.

错

410

The kick-off meeting is always held before the business case and project charter are completed.

错

411

Which is an example of a pre-initiation task?

['Developing a business case for a project']

['Drafting the project charter']

['Identifying stakeholders']

['Drawing up a work breakdown structure']

a

412

A backward pass through the network diagram determines the early start and early finish dates for each activity.

错

413

\_\_\_\_\_ progress from initiation activities to planning activities, executing activities, monitoring and controlling activities, and closing activities.

Project management process groups

414

Project procurement management primarily involves identifying stakeholder needs while managing their engagement throughout the life of the project.

错

415

When deciding what projects to invest in or continue, one should include sunk costs.

错

416

Which term refers to a product or service, such as a technical report, a training session, a piece of hardware, or a segment of software code, produced or provided as part of a project?

['Input']

['System']

['Deliverable']

['Resource']

c

417

Which type of estimating uses project characteristics in a mathematical model to estimate project costs?

['parametric']

['rough order of magnitude estimating']

['analogous']

['bottom-up']

a

418

The additional percentage or dollar amount by which actual costs exceed estimates is known as a(n) \_\_\_\_\_.

overrun

419

A unit of work should appear at only one place in the WBS.

对

420

Discuss four key issues project managers must address when working on global projects.

Because people work in different time zones, speak different languages, have different cultural backgrounds, and celebrate different holidays, it is important to address how people will communicate in an efficient and timely manner.

421

What is a methodology and what are some methodologies other than the PMBOK Guide do organizations use as a basis for project management methodology?

A methodology describes

422

Monitoring and controlling processes overlap all of the other project management process groups.

对

423

Subdividing the project deliverables into smaller pieces is known as \_\_\_\_.  
decomposition

424

An organizational culture with strong unit integration makes the project manager's job more difficult.

错

425

Galaxy, a construction company, buys a particular brand of tiles manufactured by Tiles and Floors, an eco-friendly tile manufacturing company. However, Tiles and Floors has declared bankruptcy and closed down. At present, Galaxy is facing a crisis because there are no other manufacturers in the market that supplies eco-friendly tiles. Which constraint is Galaxy currently facing?

['Time']

['Cost']

['Resources']

['Scope']

c

426

Which term refers to the difference between planned and actual performance?

['Scope validation']

['Decomposition']

['Scope creep']

['Variance']

d

427

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.

ScrumMaster

428

A(n) \_\_\_\_ is a series of actions directed toward a particular result.  
process

429

What type of estimate is a cost estimation tool used to allocate money into an organization's budget?

['definitive']

['rough order of magnitude']

['budgetary']

['ballpark']

c

430

In organizational culture, what does control refer to?

['The degree to which employees are encouraged to be aggressive, innovative, and risk seeking']

['The degree to which the organization monitors and responds to changes in the external environment']

['The degree to which rules, policies, and direct supervision are used to oversee employee behavior']

['The degree to which management focuses on outcomes rather than on techniques and processes used to achieve results']

c

431

Which framework is an iterative software development process that focuses on team productivity and delivers software best practices to all team members?

['Agile Unified Process']

['Rational Unified Process']

['Six Sigma']

['Dynamic Systems Development Method']

b

432

Which characteristic of organizational culture refers to the degree to which the organization monitors and responds to changes in the external environment?

['Conflict tolerance']

['Open-systems focus']

['Means-ends orientation']

['Risk tolerance']

b

433

An activity is an element of work that has an expected duration, cost, and resource requirements.

对

434

\_\_\_\_\_ are sets of interacting components working within an environment to fulfill some purpose.

Systems

435



Which organization provides certification as a Project Management Professional?

- ['PMI']
- ['PMP']
- ['PMS']
- ['PMC']

a

436

The \_\_\_\_\_ is a very important tool in project management because it provides the basis for deciding how to do the work.

WBS

437

When you separate business and organizational issues from project management planning, you do a better job of ensuring project success.

错

438

After reviewing the project management plan, project charter, enterprise environmental factors, and organizational process assets, the project team uses expert judgment, analytical techniques, and meetings to develop the \_\_\_\_\_ schedule management plan

439

Identifying the project sponsor is a pre-initiation task

对

440

Which is an input of the process of controlling costs?

- ['cost forecasts']
- ['work performance data']
- ['scope baseline']
- ['change requests']

b

441

A project's stakeholders include its customers, users, and suppliers.

对

442

The technique of fast tracking can result in lengthening the project schedule.

对

443

Which process involves allocating the overall cost estimate to individual work items to establish a baseline for measuring performance?

- ['estimating costs']
- ['controlling costs']
- ['finalizing policies for project costs']
- ['determining the budget']

d

444

Which is true about the agile method?

- ['It is often used when a project team can express the scope early in the product life cycle.']
- ['It is used when a project team wants to provide a potentially shippable product earlier rather than later.']
- ['It uses several iterations or deliveries of software instead of waiting until the end of the project to provide a product.']
- ['It is used when project teams want to use the predicative approach to a project.']

c

445

The time frame for a(n) \_\_\_\_ estimate is often three or more years prior to project completion.

rough order of magnitude (ROM)

446

\_\_\_\_ is "the application of knowledge, skills, tools, and techniques to project activities to meet project requirements."

Project management

447

Using a systems approach is critical to successful project management.

对

448

A(n) \_\_\_\_ is a table that lists requirements, their various attributes, and the status of the requirements to ensure that all are addressed.

requirements traceability matrix

449

Which output documents how project needs will be analyzed, documented, and managed?

- ['WBS']
- ['requirements traceability matrix']
- ['requirements management plan']
- ['project scope statement']

c

450

Which statement is true of bottom-up estimates?

- ['They are most accurate when they involve large, extensive work items.']
- ['They are based on the actual cost of a previous, similar project.']
- ['They are also known as parametric estimating.']
- ['They are time-intensive and expensive to develop.']

d

451

The question, "What is the project's schedule?" is an example of a(n) \_\_\_\_ constraint.

time

452

What important Scrum artifact is used to graphically display progress on each sprint during the monitoring and controlling process?

['burndown chart']

['product backlog']

['WBS']

['sprint backlog']

a

453

Which project would be compatible with the use of the agile approach?

['Projects that have more flexible scheduling']

['Projects with inexperienced and dispersed teams']

['Projects that have a fairly rigid completion date']

['Projects with clear-up front requirements']

a

454

The \_\_\_\_ frame of an organization focuses on providing harmony between the needs of the organization and the needs of people.

['structural']

['political']

['symbolic']

['human resources']

d

455

If an important supplier goes out of business, management reserves can be set aside to cover the resulting costs.

对

456

Describe the process of scope validation.

Scope validation involves formal acceptance of the completed project deliverables. This acceptance is often achieved by a customer inspection and then sign-off on key deliverables. To receive formal acceptance of the project scope, the project team must develop clear documentation of the project's products and procedures to evaluate whether they were completed correctly and satisfactorily. Recall from Chapter 4 that configuration management specialists identify and document the functional and physical characteristics of the project's products, record and report the changes, and audit the products to verify conformance to requirements. To minimize scope changes, it is crucial to do a good job of configuration management and validating project scope.

The project management plan, project documents, verified deliverables, and work performance data are the main inputs for scope validation. The main tools for performing scope validation are inspection and decision-making techniques. The customer, sponsor, or user inspects the work after it is delivered and decides if it meets requirements. The main outputs of scope validation are accepted deliverables, change requests, work performance information, and project documents updates.

457

A risk register is the output of \_\_\_\_.

risk management

458

Internal stakeholders include groups affected by the project such as government officials or concerned citizens.

错

459

Which of the following questions reflects the strategic goals of project portfolio management?

['Are projects on time and on budget?']

['Are we carrying out projects well?']

['Do stakeholders know what they should be doing?']

['Are we investing in the right areas?']

d

460

The formulas for variances and indexes start with EV, the earned value.

对

461

The team members of a virtual team are all of the same nationality.

错

462

A milestone list is an output associated with the Project Scope Management knowledge area.

错

463

Which project management knowledge area primarily involves generating, collecting, disseminating, and storing project information?

['Project cost management']

['Project communications management']

['Project time management']

['Project procurement management']

b

464

Which dependencies are sometimes referred to as soft logic and should be used with care because they may limit later scheduling options?

['mandatory']

['inherent']

['discretionary']

['external']

c

465

The main outputs of the \_\_\_\_ process are activity cost estimates, basis of estimates, and project document updates.

cost estimating

466

How does critical chain scheduling protect tasks on the critical chain from being delayed?

['fast tracking']

['critical paths']

['feeding buffers']

['dummy activities']

c

467

A work package is a task at the \_\_\_\_ level of the WBS.

lowest

468

Which type of tool is usually recommended for small projects and single users?

['Upper range']

['High-end']

['Low-end']

['Midrange']

c

469

What is the first step in project cost management?

['plan how costs will be managed']

['develop several estimates of costs for different types of resources']

['control project costs and monitor cost performance']

['allocate project cost estimates to individual material resources']

a

470

\_\_\_\_ are revenues minus expenditures.

Profits

471

Which is a disadvantage for virtual teams compared to traditional teams?

['Limited flexibility in team working hours']

['Increased costs for office space and support']

['Reduced opportunities for informal transfer of information']

['Reduced dependence on technology and processes for accomplishing work']

c

472

A difference between strategic and tactical goals is:

['strategic goals are long-term in nature whereas tactical goals are short-term.']

['strategic goals are more specific than tactical goals.']

['tactical goals encompass broader dimensions than strategic goals.']

['tactical goals are more important for a project than strategic goals.']

a

473

\_\_\_\_ costing considers the total cost of ownership, or development plus support costs, for a project.

Life cycle

474

What process group does the project integration management knowledge area map to through the activities of developing project charters?

['initiating']

['monitoring and controlling']

['planning']

['executing']

a

475

Project managers work with the project sponsors to define success for particular projects.

对

476

\_\_\_\_\_ states that if something can go wrong, it will.

Murphy's Law

477

Which action involves normalizing acceptance of the project deliverables and during this phase the key project stakeholders, such as the customer and sponsor for the project, inspect and then formally accept the deliverables?

['Defining scope']

['Validating scope']

['Creating scope']

['Controlling scope']

b

478

In organizational culture, what does means-end orientation refer to?

['The degree to which management focuses on outcomes rather than on techniques and processes used to achieve results']

['The degree to which rules, policies, and direct supervision are used to oversee and control employee behavior']

['The degree to which employees are encouraged to be aggressive, innovative, and risk seeking']

['The degree to which the organization monitors and responds to changes in the external environment']

a

479

The project's size, complexity, importance, and other factors do not affect how much effort is spent on collecting requirements for scope planning.

错

480

Decisions and actions taken in one knowledge area at a certain time rarely affect other knowledge areas.

错

481

Which characteristic of organizational culture refers to the degree to which departments within an organization are encouraged to coordinate with each other?

['Group emphasis']

['Unit integration']

['People focus']

['Member identity']

b

482

Which is true of the schedule performance index (SPI)?

['It can be used to estimate the projected time to complete the project.']

['It means that a project is ahead of schedule if SPI is lesser than one or hundred percent.']

['It means that a project is behind schedule if an SPI is greater than one.']

['It is the ratio of planned value to actual costs.']

a

483

\_\_\_\_\_ include people, hardware, software, or other assets.

Resources

484

In a Gantt chart, thick black bars represent milestones achieved in a project.

错

485

Project managers must conduct cash flow analysis to determine \_\_\_\_.

net present value

486

The main goal of which process is to produce a cost baseline for measuring project performance and project funding requirements?

['cost controlling']

['cost budgeting']

['cost planning']

['cost estimating']

b

487

The enterprise project management software, which aids project and portfolio management, is a low-end tool.

错

488

Project work is most successful in an organizational culture where activities are organized around individuals.

错

489

During which relationship is the "from" activity unable start until the "to" activity is started?

['finish-to-start']

['start-to-start']

['start-to-finish']

['finish-to-finish']

b

490

What are tangible and intangible costs? Distinguish between direct and indirect costs and

give examples of each.

Tangible and intangible costs and benefits are categories for determining how well an  
491

The primary output of the planning cost management process is a change request.  
错

492

\_\_\_\_\_ is the number of workdays or work hours required to complete a task.

Effort

493

\_\_\_\_\_ is an organization's acquisition of goods and services from an outside source.

Outsourcing

494

Which network diagramming technique uses boxes to represent activities?

['ADM']

['CPM']

['PERT']

['PDM']

d

495

A project manager's primary role is to provide the funding for a project.

错

496

Determining the budget involves allocating the project cost estimate to individual work items over time.

对

497

Which process results in a cost baseline as a main output?

['cost controlling']

['cost budgeting']

['cost estimating']

['cost planning']

b

498

In project schedule management, which is an output of controlling the schedule?

['project management plan update']

['activity duration estimate']

['milestones list']

['activity attribute']

a

499

The \_\_\_\_\_ frame of an organization relates to the company's culture.

symbolic

500

What is developed in the Project Integration Management knowledge area?



['project management plan']

['schedule management plan']

['WBS']

['quality management']

a

501

Project \_\_\_\_ management consists of preparing and managing the budget for a project.

cost

502

Program managers are change agents.

对

503

Projects must operate in a broad organizational environment, and project managers need to consider projects within the greater organizational context. Which approach describes the holistic view of carrying out projects within the context of the organization?

['Linear analysis']

['Systems thinking']

['The silo approach']

['Reductionism']

b

504

Which document should list and describe all of the deliverables required for the project?

['scope statement']

['Gantt chart']

['project charter']

['WBS']

a

505

Which project management knowledge area is an overarching function that affects and is affected by the different knowledge areas?

['Project communications management']

['Project stakeholder management']

['Project integration management']

['Project cost management']

c

506

The DMAIC (Define, Measure, Analyze, Improve, and Control) methodology of the Six Sigma projects, is used to improve an existing business process.

对

507

Which document is most likely to include planned project start and end dates which serve as the starting points for a detailed schedule?

['project charter']

['organizational process assets update']

['milestones list']

['resource breakdown structure']

a

508

In organizational culture, what does people focus refer to?

['The degree to which rules, policies, and direct supervision are used to oversee and control employee behavior']

['The degree to which the organization monitors and responds to changes in the external environment']

['The degree to which employees are encouraged to be aggressive, innovative, and risk seeking']

['The degree to which management's decisions take into account the effect of outcomes on employees within the organization']

d

509

The \_\_\_\_ is an international professional society for project managers founded in 1969.  
Project Management Institute

510

Which statement is true of tangible costs?

['They can be easily measured.']

['Their examples include goodwill and prestige.']

['They cannot be calculated in monetary terms.']

['They are difficult to quantify.']

a

511

Which reserves allow for future situations that are unpredictable?

['Cost baseline reserves']

['Contingency reserves']

['Management reserves']

['Known unknowns']

c

512

The main purpose of the WBS is to define all of the work required to complete a project.

对

513

Opponents of a project do not belong to the category of stakeholders.

错

514

List and briefly describe the main processes involved in project schedule management.

The main processes involved in project schedule management are as follows:

(1) Planning schedule management involves determining the policies, procedures, and documentation that will be used for planning, executing, and controlling the project schedule.

(2) Defining activities involves identifying the specific activities that the project team members and stakeholders must perform to produce the project deliverables.

(3) Sequencing activities involves identifying and documenting the relationships between project activities.

(4) Estimating activity durations involves estimating the number of work periods that are needed to complete individual activities.

(5) Developing the schedule involves analyzing activity sequences, activity resource estimates, and activity duration estimates to create the project schedule.

(6) Controlling the schedule involves controlling and managing changes to the project schedule.

515

The Rational Unified Process (RUP) framework is incompatible with the PMBOK process.

错

516

What is a network diagram? Describe two network diagramming methods.

Network diagrams are the preferred technique for showing activity sequencing. They are a schematic display of the logical relationships among project activities and their sequencing.

517

A(n) \_\_\_\_ is "a group of related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits and control not available from managing them individually."

program

518

Stakeholder analyses, work requests, and project charters are tools used in integration management.

对

519

What are the four frames of organizations? Describe each frame.

The structural frame deals with how the organization is structured (usually depicted in an organizational chart) and focuses on different groups' roles and responsibilities in order to meet the goals and policies set by top management. This frame is very rational and focuses on coordination and control. For example, within the structural frame, a key IT issue is whether a company should centralize the IT personnel in one department or decentralize across several departments.

The human resources (HR) frame focuses on producing harmony between the needs of the organization and the needs of the people. It recognizes that mismatches can occur between the needs of the organization and those of individuals and groups, and works to resolve any potential problems. For example, many projects might be more efficient for the organization if personnel worked 80 or more hours a week for several months. However, this work schedule would conflict with the personal lives and health of many employees. Important IT issues related to the human resources frame are the shortage of skilled IT workers within the organization and unrealistic schedules imposed on many projects.

The political frame addresses organizational and personal politics. Politics in organizations take the form of competition among groups or individuals for power and leadership. The political frame emphasizes that organizations are coalitions composed of varied individuals and interest groups. Often, important decisions need to be made based on the allocation of

scarce resources. Competition for resources makes conflict a central issue in organizations, and power improves the ability to obtain those resources. Project managers must pay attention to politics and power if they are to be effective. It is important to know who opposes your projects as well as who supports them. Important IT issues related to the political frame are the differences in power between central functions to operating units or between functional managers to project managers.

The symbolic frame focuses on symbols and meanings. In this frame, the most important aspect of any event in an organization is not what actually happened, but what it means. Was it a good sign that the CEO came to a kick-off meeting for a project, or was it a threat? The symbolic frame also relates to the company's culture. How do people dress? How many hours do they work? How do they run meetings? Many IT projects are international and include stakeholders from various cultures. Understanding those cultures is also a crucial part of the symbolic frame.

520

What is a rough order of magnitude estimate also referred to as?

['definitive']

['ballpark']

['final']

['budgetary']

b

521

What type of estimate is used for making many purchasing decisions for which accurate estimates are required and for estimating final project costs?

['budgetary']

['rough order of magnitude']

['definitive']

['final']

c

522

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.

monitoring and controlling

523

What is the first process involved in project schedule management?

['estimating activity durations']

['sequencing activities']

['planning schedule management']

['defining activities']

c

524

A Gantt chart is a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a \_\_\_\_\_ format.

['calendar']

['bar graph']

['pie chart']

['line graph']

a

525

\_\_\_\_\_ have no duration and no resources but are occasionally needed on AOA network diagrams to show logical relationships between activities.

Dummy activities

526

Good project managers assume that their definition of success is the same as the sponsors.

错

527

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?

['initiating']

['monitoring and controlling']

['closing']

['executing']

c

528

In a(n) \_\_\_\_\_ relationship, the "from" activity must start before the "to" activity can be finished.

start-to-finish

529

\_\_\_\_\_ refers to a set of shared assumptions, values, and behaviors that characterize the functioning of an organization.

['Chain of command']

['Organizational structure']

['Organizational culture']

['Line of control']

c

530

Good Earth, a company manufacturing packaged food products, sets up its stores in Baltonia. However, a year later, the company closes the store down due to high operating costs. In such a scenario, the money spent in paying for the rent of the store in Baltonia would be an example of which costs?

['direct']

['sunk']

['intangible']

['recurring']

b

531

A work package represents one component of the product that the project aims to deliver.

错

532

\_\_\_\_\_ issues often occur during project execution, especially conflicts.

Human resource

533

Which statement is true of contingency reserves?

['They allow for dollar amounts to be used to cover existing, fixed costs.']

['They are not included in a cost baseline.']

['They allow for future situations that can be partially planned for.']

['They are also known as unknown unknowns.']

c

533

Process finished with exit code 0

From 叨辣条闯天涯 or Gabriel  
<https://gabriel-1023.github.io/>  
[https://blog.csdn.net/weixin\\_43529394](https://blog.csdn.net/weixin_43529394)