

Quiz 2 Study Guide EGS3625

Chapter 4

Practice Exam

1. You are planning communications on a new service development project. Your stakeholder list is large, but not terribly complicated. Not all stakeholders will understand the need for developing an actual communications plan, and you already have good relationships with most stakeholders on this project. What is one of the major driving forces for communication on a project?
 - A. Optimization
 - B. Integrity
 - C. Integration
 - D. Differentiation
2. The customer has accepted the completed project scope. However, the lessons learned required by the project management office have not been completed. What is the status of the project?
 - A. The project is incomplete because it needs to be replanned.
 - B. The project is incomplete until all project and product deliverables are complete and accepted.
 - C. The project is complete because the customer has accepted the deliverables.
 - D. The project is complete because it has reached its due date.
3. Your well-planned project is likely to encounter a number of change requests and approved changes during its life cycle. In the change management plan, you have outlined the processes that you and others will use to understand the impacts of changes. Getting stakeholder acceptance of the decisions related to change on this project is critical, as a failed project could impact shareholder value and the earning projections for the organization. Your attention is best focused on which of the following regarding changes on your project?
 - A. Making changes
 - B. Tracking and recording changes
 - C. Informing the sponsor of changes
 - D. Preventing unnecessary changes
4. The customer on a project tells the project manager they have run out of money to pay for the project. What should the project manager do first?
 - A. Shift more of the work to later in the schedule to allow time for the customer to get the funds.
 - B. Close Project or Phase.
 - C. Stop work.
 - D. Release part of the project team.
5. All the following are parts of an effective change management plan except:
 - A. Procedures
 - B. Standards for reports
 - C. Meeting
 - D. Lessons learned
6. A work authorization system can be used to:
 - A. Manage who does each activity.
 - B. Manage when and in what sequence work is done.
 - C. Manage when each activity is done.
 - D. Manage who does each activity and when it is done.

7. A project is plagued by requested changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?
- A. The project manager
 - B. The project team
 - C. The sponsor
 - D. The stakeholders
8. Effective project integration usually requires an emphasis on:
- A. The careers of the team members
 - B. Timely updates to the project management plan
 - C. Effective communication at key interface points
 - D. Product control
9. Integration is done by the:
- A. Project manager
 - B. Team
 - C. Sponsor
 - D. Stakeholders
10. The project manager's many responsibilities include being of service to the team, integrating new team members as the project progresses, and ensuring that the project meets its objectives within scope, time, budget, and other constraints. Which of the following best describes the project manager's role as an integrator?
- A. Help team members become familiar with the project.
 - B. Put all the pieces of a project into a cohesive whole.
 - C. Put all the pieces of a project into a program.
 - D. Get all team members together into a cohesive whole.
11. Approved corrective actions are an input to which of the following processes?
- A. Validate Scope
 - B. Direct and Manage Project Work
 - C. Develop Project Charter
 - D. Develop Schedule
12. Double declining balance is a form of:
- A. Decelerated depreciation
 - B. Straight-line depreciation
 - C. Accelerated depreciation
 - D. Life cycle costing
13. At various points during project execution, the project manager reviews the project charter. Which of the following best describes what a project charter may be used for when the work is being completed?
- A. To make sure all the team members are rewarded
 - B. To help determine if a scope change should be approved
 - C. To assess the effectiveness of the change control system
 - D. To make sure that all the documentation on the project is completed

20. A project manager is appointed to head a highly technical project in an area with which this person has limited familiarity. The project manager delegates the processes of Develop Schedule, Estimate Costs, Define Activities, and Estimate Activity Resources to various project team members, and basically serves as an occasional referee and coordinator of activities. The results of this approach are likely to be:
- A. A team functioning throughout the project at a very high level, demonstrating creativity and commitment
 - B. A team that initially experiences some amounts of confusion, but that after a period of time becomes a cohesive and effective unit
 - C. A team that is not highly productive, but that stays together because of the work environment created by the project manager
 - D. A team that is characterized by poor performance, low morale, high levels of conflict, and high turnover
21. You are in the middle of leading a major modification project for an existing manufactured product when you learn that the resources promised at the beginning of the project are not available. According to your plans, these resources will be needed soon, and their unavailability will affect your timeline and possibly other aspects of the project. What is the best thing to do?
- A. Show how the resources were originally promised to your project.
 - B. Replan the project without the resources.
 - C. Explain the impact if the promised resources are not made available.
 - D. Crash the project.
22. The primary customer of a project has requested an application change during user testing. As project manager, how should you address this issue?
- A. Develop a risk mitigation plan.
 - B. Create a formal change request.
 - C. Inform the project sponsor of changes to scope, cost, and schedule.
 - D. Ensure the scope change complies with all relevant contractual provisions.
23. The project manager has just received a change request from the customer that does not affect the project schedule and is easy to complete. What should the project manager do first?
- A. Make the change happen as soon as possible.
 - B. Contact the project sponsor for permission.
 - C. Go to the change control board.
 - D. Evaluate the impacts on other project constraints.
24. You are the project manager for an existing year-long project that must be completed. Your company just won a major new project. It will begin in three months and is valued at \$2,000,000. The new project has a greater starting value and is therefore likely to have a higher priority than your project. It may affect your resources. You are concerned about how you will manage your project so that both projects can be implemented successfully. What is the first thing you should do when you hear of the new project?
- A. Ask management how the new project will use resources.
 - B. Resource level your project.
 - C. Crash your project.
 - D. Ask management how the new project will affect your project.

25. You were just assigned to take over a project from another project manager who is leaving the company. The previous project manager tells you that the project is on schedule, but only because he has constantly pushed the team to perform. What is the first thing you should do as the new project manager?
- A. Check risk status.
 - B. Check cost performance.
 - C. Determine a management strategy.
 - D. Tell the team your objectives.
26. You are assigned as the project manager in the middle of the project. The project is within the baselines, but the customer is not happy with the performance of the project. What is the first thing you should do?
- A. Discuss it with the project team.
 - B. Recalculate baselines.
 - C. Renegotiate the contract.
 - D. Meet with the customer.
27. In the middle of the project, the project manager is informed by her scheduler that the project control limits are secure. That same morning, she receives a note from a team member about a problem he is having. The note says, "This activity is driving me crazy, and the manager of the accounting department won't help me until the activity's float is in jeopardy." In addition, the project manager has emails from a minor stakeholder and 14 emails from team members. While she is reading the emails, a team member walks into the project manager's office to tell her a corrective action was implemented by a team member from the project management office, but was not documented. What should the project manager do next?
- A. Report the documentation violation to the project management office, evaluate the security of the control limits, and review the emailing rules in the communications management plan.
 - B. Clarify the reasoning behind documentation being a problem, get the accounting department to assist the team member, and respond to the minor stakeholder.
 - C. Add the implemented corrective action to the change log, discuss the value of documentation at the next team meeting, and smooth the team member's issue with the accounting department.
 - D. Find out who caused the problem with the accounting department, respond to the minor stakeholder before responding to the other emails, and review the process in the communications management plan for reporting concerns with the team member having the documentation problem.
28. The client demands changes to the product specification that will add only two weeks to the critical path. Which of the following is the best thing for the project manager to do?
- A. Compress the schedule to recover the two weeks.
 - B. Cut scope to recover the two weeks.
 - C. Consult with the sponsor about options.
 - D. Advise the client of the impact of the change.
29. During executing, the project manager determines that a change is needed to material purchased for the project. The project manager calls a meeting of the team to plan how to make the change. This is an example of:
- A. Management by objectives
 - B. Lack of a change management plan
 - C. Good team relations
 - D. Lack of a clear work breakdown structure

30. The project was going well when all of a sudden there were changes to the project coming from multiple stakeholders. After all the changes were determined, the project manager spent time with the stakeholders to find out why there were changes and to discover any more.

The project work had quieted down when a team member casually mentioned to the project manager that he added functionality to a product of the project. "Do not worry," he said, "I did not impact schedule, cost, or quality!" What should the project manager do first?

- A. Ask the team member how the need for the functionality was determined.
 - B. Hold a meeting to review the team member's completed work.
 - C. Look for other added functionality.
 - D. Ask the team member how he knows there is no schedule, cost, or quality impact.
31. You are asked to prepare a budget for completing a project that was started last year and then shelved for six months. All the following would be included in the project budget except:
- A. Fixed costs
 - B. Sunk costs
 - C. Direct costs
 - D. Variable costs

32. Which of the following sequences represents straight-line depreciation?

- A. \$100, \$100, \$100
- B. \$100, \$120, \$140
- C. \$100, \$120, \$160
- D. \$160, \$140, \$120

33. A project is chartered to determine new ways to extend the product life of one of the company's medium-producing products. The project manager comes from the engineering department, and the team comes from the product management and marketing departments.

The project scope statement and project planning are completed when a stakeholder notifies the team that there is a better way to complete one of the work packages. The stakeholder supplies a technical review letter from his department proving that the new way to complete the work package will actually be faster than the old way.

The project manager has had similar experiences with this department on other projects, and was expecting this to happen on this project. What is the first thing the project manager should do?

- A. Contact the department and complain again about their missing the deadline for submission of scope.
 - B. Determine how this change will impact the cost to complete the work package and the quality of the product of the work package.
 - C. See if there is a way to change from a matrix organization to a functional organization so as to eliminate all the interference from other departments.
 - D. Ask the department if they have any other changes.
34. Project A has an internal rate of return (IRR) of 21 percent. Project B has an IRR of 7 percent. Project C has an IRR of 31 percent. Project D has an IRR of 19 percent. Which of these would be the best project?
- A. Project A
 - B. Project B
 - C. Project C
 - D. Project D

35. An output of the Close Project or Phase process is the creation of:
- A. Project archives
 - B. A project charter
 - C. A project management plan
 - D. A risk management plan
36. All the following occur during the Close Project or Phase process except:
- A. Creating lessons learned
 - B. Formal acceptance
 - C. Performance reporting
 - D. Performing cost-benefit analysis
37. Which of the following is included in a project charter?
- A. A risk management strategy
 - B. Work package estimates
 - C. Detailed resource estimates
 - D. The business case for the project
38. A project manager is trying to convince management to use more formal project management procedures and has decided to start improving the company's project management by obtaining a project charter for each of his projects. Which of the following best describes how a project charter would help the project manager?
- A. It describes the details of what needs to be done.
 - B. It lists the names of all team members.
 - C. It gives the project manager authority.
 - D. It describes the history of similar or related projects.
39. Linear programming is an example of what type of project selection criteria?
- A. Constrained optimization
 - B. Comparative approach
 - C. Benefit measurement
 - D. Impact analysis
40. You have been involved in creating the project charter, but could not get it approved. Your manager and his boss have asked that the project begin immediately. Which of the following is the best thing to do?
- A. Set up an integrated change control process.
 - B. Show your manager the impact of proceeding without approval.
 - C. Focus on completing projects that have signed project charters.
 - D. Start work on only the critical path activities.

41. The engineering department has uncovered a problem with the cost accounting system and has asked the systems department to analyze what is wrong and fix the problem. You are a project manager working with the cost accounting program on another project. Management has issued a change request to the change control board to add the new work to your project.

Your existing project has a cost performance index (CPI) of 1.2 and a schedule performance index (SPI) of 1.3, so you have some room to add work without delaying your existing project or going over budget. However, you cannot see how the new work fits within the project charter for your existing project. After some analysis, you determine that the new work and existing work do not overlap and can be done concurrently. They also require different skill sets. Which of the following is the best thing to do?

- ✖ A. Develop a project charter.
 - B. Reestimate the project schedule with input from the engineering department.
 - ✖ C. Validate the scope of the new work with the help of the stakeholders.
 - D. Identify specific changes to the existing work.
42. All technical work is completed on the project. Which of the following remains to be done?
- A. Validate Scope
 - B. Plan Risk Responses
 - C. Create a staffing management plan
 - D. Complete lessons learned
43. The project manager can help to influence the processes that affect change on projects by creating and using the most appropriate planning strategies and tools. Assuming the project manager has created and is executing the best possible project management plan, the project sponsor should help the project manager to protect the project against unnecessary changes. Which of the following best reflects the phrase, "influencing the factors that affect change?"
- A. Telling people that changes are not allowed after planning is complete
 - B. Determining the sources of changes and fixing the root causes
 - C. Adding more activities to the work breakdown structure to accommodate risks
 - D. Calculating the impact of changes to date on the project
44. The organization is about to begin a series of similar projects. The projects will be managed consecutively. Each project involves developing an online cooking video focused on foods appropriate to the month in which they will be released. For example, the summer videos will include picnic food and cool treats, and the December video will feature holiday foods for Hanukkah, Christmas, and Kwanzaa. The project sponsor is adamant that the management plan for each project includes an emphasis on making the best possible use of the lessons learned register. He believes that other projects have not been successful because they failed to take advantage of lessons learned from previously completed projects. The lessons learned register should be updated:
- A. At the end of each project phase
 - B. Throughout the project
 - C. Weekly
 - D. At the end of the project

45. Knowledge management is a key responsibility of the project manager. This responsibility includes managing two kinds of knowledge on a project: tacit and explicit. Which of the following definitions are correct?
- A. Tacit knowledge is fact-based and can be easily communicated through words and symbols.
 - B. Tacit knowledge may need explanation or context to provide value to recipients of this information.
 - C. Tacit knowledge includes emotions, experience, and abilities.
 - D. Lessons learned are an example of tacit knowledge.