## 1    Scope Management 34

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| 1. | Rolling wave or moving window planning provides the project team with: <br> A. An immediate detailed description of the work in each project life cycle phase <br> B. A highly developed WBS <br> C. A preliminary description of work to be done in later phases <br> D. A method for quality control <br> C |
| 2. | Work authorization forms are needed in order to: <br> A. Authorize line organizations to charge against the project <br> B. Establish a need for more resources from the functional areas <br> C. Develop a structured methodology for release of documents <br> D. Define the project methodology and life cycle phases <br> A |
| 3. | The scope statement, once established and approved, is used: <br> A. As the sole basis for making future decisions <br> B. To identify dependencies between groups of tasks and deliverables <br> C. To develop a common understanding of the project scope among all stakeholders <br> D. As a static mechanism that never changes <br> C |
| 4. | To ensure that the project team and other stakeholders fully understand and buy in to the project, the objectives must be: <br> A. General rather than specific <br> B. Established without considering resource bounds <br> C. Realistic and attainable <br> D. Measurable, intangible, and verifiable <br> C |
| 5. | To ensure that the right work is done at the right time by the right organization, the project manager may utilize a _____ <br> A. Work authorization form <br> B. Scope change form <br> C. Work breakdown template <br> D. Responsibility assignment matrix <br> A |
| 6. | Susan has just been named the project manager of a complex software development project. She has prepared the preliminary scope statement and has started gathering requirements. To help identify the risks in the project, she could utilize: <br> A. A bill of materials <br> B. A contingency plan <br> C. A risk breakdown structure <br> D. A probability and impact analysis <br> C |

| 7. | The project manager and project team create work packages as part of the planning processes to:<br>A. Represent how the work can be aggregated into the overall project budget<br>B. Clearly distinguish work to be accomplished by a specific performing group<br>C. Limit the work to be performed to 160 person hours of effort or 4 weeks of duration<br>D. Get the team members excited about the project so they will perform well<br>B |
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| 8. | Egon is managing a large-scale AI software development project. His client has just asked for new functionality in the software. Which of the following is the preferred chain of events?<br>A. Acknowledge request, discuss with project steering committee, estimate cost of changes, have marketing add markup, agree to changes, bill the client and make the changes<br>B. Agree to changes, update schedule and budget, let team members know what needs to be altered, complete the changes and bill the client<br>C. Understand the request, explain to the client that any change requests should go through the formal change control process, obtain approvals and notify team<br>D. Verify terms of agreement, analyze impacts to schedule and budget, prepare client proposal, obtain approvals, update project documents and communicate changes to stakeholders<br>D |
| 9. | Completion of a product scope is measured against:<br>A. Product Management Plan<br>B. Project Management Plan<br>C. WBS & WBS Dictionary<br>D. Product Requirements<br>C |
| 10. | All of the below are inputs to Define Scope process EXCEPT:<br>A. Project Charter<br>B. Requirements Document<br>C. Organizational process assets<br>D. Project Management Plan<br>D |
| 11. | "Validated deliverables" is an input to which of the following processes?<br>A. Collect Requirements<br>B. Define Scope<br>C. Create WBS<br>D. Validate Scope<br>D |
| 12. | Project Charter is an input to all of the following processes EXCEPT:<br>A. Collect requirements<br>B. Define Scope<br>C. Create WBS<br>D. Develop Project Management Plan |

| | C |
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| 13. | Work Performance Information is an output of which process:<br>A. Define Scope<br>B. Create WBS<br>C. Validate Quality<br>D. Control Scope<br>D |
| 14. | If the project is terminated early, the level and extent of completion should be documented. This is done as a part of:<br>A. Define Scope<br>B. Create WBS<br>C. Validate Scope<br>D. Control Scope<br>C |
| 15. | Validate Scope can be BEST described as the process of<br>A. Validating that the project quality requirements have been met<br>B. Obtaining stakeholder's formal acceptance of the project deliverables<br>C. Controlling changes to the scope of the project<br>D. Validating that all of the project's objectives have been met<br>B |
| 16. | Which of the following can be BEST described as a characteristic of Work Package?<br>A. May or may not be cost estimated<br>B. Can be scheduled<br>C. Can be further decomposed into work packages<br>D. May be monitored subject to nature of the project<br>B |
| 17. | The team has attempted to get sign off from the customer for the last month on the AI project. The main deliverable and results of the test plan were sent to the customer, but so far after one month, the customer has not acknowledged receiving it. Which of the following is the best action to take?<br>A. Communicate to Senior Management for assistance<br>B. Ask the customer's supervisor why they haven't acknowledged it<br>C. Document the issue in the issue log<br>D. Stop work on the project until the customer acknowledges and approves the deliverable<br>A |
| 18. | Several new functions are going to be added into 12306 system. It is impossible to shut down 12306 during weekdays. It can be shut down only during the evenings after midnight or on weekends. This is an example of what?<br>A. Successful buyer negotiations<br>B. Constraints<br>C. Assumptions<br>D. Negotiation points<br>B |
| 19. | Which of the following best describes a milestone used on a project? |

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| | A. It has a duration of no more than one day. |
| | B. It has value in the Charter but not in the plan. |
| | C. It has a duration of zero (0). |
| | D. It is used to define the phase of a project. |
| | C |
| 20. | In creating a Work Breakdown Structure (WBS) on the project, the team would consider all of the following applicable except ... |
| | A. The team and the Project Manager should be involved in creating it. |
| | B. It will resemble an organizational chart in appearance when complete. |
| | C. The Activity Sequencing of the WBS can be done only in parallel. |
| | D. It is a Decomposition of the work of the project. |
| | C |
| 21. | Project A is four months long, has four Stakeholders, and has completed planning. Project B is 12 months long, has 10 Stakeholders, and is in execution. Project C is 12 months long, has four Stakeholders, and is in planning. Which project is most likely to experience Scope creep? |
| | A. Project A |
| | B. Project B |
| | C. Project C |
| | D. Not enough Information |
| | B |
| 22. | A new call center is being built to support a new product at a satellite Internet company. The company doesn't have any data associated with the time frames needed to complete a customer order. This data is important because it will help determine the number of employees needed in the call center. The company performs some tests to try to determine how long it will take to complete a customer order. This test data is then incorporated into the projections and planning. What has the company just created? |
| | A. Staff acquisition |
| | B. Constraints |
| | C. Assumptions |
| | D. Team development |
| | C |
| 23. | The Project Manager is utilizing a new set of planning tools that are a great deal more detailed than he has used before. One tool he uses is a WBS dictionary. What can a WBS dictionary do for the project? |
| | A. Control Gold Plating |
| | B. Provide task definitions |
| | C. Verify the Scope of the project |
| | D. Define the work of the project |
| | A |
| 24. | A new blockchain tracking system is being built for a big e-commerce company. The project to create it is nearing completion and will soon begin to enter the closing phase. This will involve a number of people, but who will ultimately approve the work of the project? |
| | A. The customer |

| | B. Stakeholders |
| | C. Senior Management |
| | D. Project Manager |
| | A |
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| 25. | The project team has just started breaking down the components of the Web development project into smaller pieces that are can be easier managed. After doing this, what level of decomposition will they ultimately stop at?<br>A. Scope Verification<br>B. Scope Definition<br>C. Activity Definition<br>D. Work Package<br>C |
| 26. | The project team is involved in created the Work Breakdown Structure of the project. Which of the following best describes a WBS that will be created?<br>A. If the work is not listed in the WBS, it is not in the project.<br>B. All of the answers<br>C. The accumulation of the work in the WBS should be equal to the work of the project.<br>D. The work should be decomposed to a realistic level of detail.<br>B |
| 27. | Midway through the Collect Requirements process, a project manager finds that there are lots of unresolved issues. Which of the following is usually the best way to discover and resolve issues?<br>A. Interviewing<br>B. Facilitated workshops<br>C. Use of a stakeholder register<br>D. Questionnaires<br>B |
| 28. | Which of the following Project Scope Management processes documents a configuration management system?<br>A. Verify Scope<br>B. Define Scope<br>C. Control Scope<br>D. Plan Scope Management<br>D |
| 29. | If you are creating a new WBS for your project, what should you consider to save time during the creation process?<br>A. Skip the WBS process<br>B. Use a previous WBS from a similar project as a template<br>C. Delegate the WBS creation since it is not an important process<br>D. Create a less detailed WBS<br>B |
| 30. | Which of the following documents will help trace the requirements to product design?<br>A. Project scope statement<br>B. Product traceability matrix |

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| | C. Design traceability matrix |
| | D. Requirements traceability matrix |
| | D |
| 31. | A project team member finds that the color scheme of the webpage he is designing appears too gaudy and decides to change it to a mellowed down color scheme. The independent testing team flags this as a defect and there is a heated discussion between the team member and the testing team. What is your view? |
| | A. The testing team is correct in flagging this down. The team member should have sent a note along with the work product indicating that the color scheme change had been made. |
| | B. The testing team is correct. Even though the new color scheme is more pleasing than the old one, the appropriate change management process has not been followed and the work product is not as per design. |
| | C. The testing team is incorrect in flagging this as a defect. This is an example of expert judgement, wherein historical expertise is being brought into the project. |
| | D. The testing team is not right in flagging this down. The color scheme is a simple matter and the new colors are definitely more pleasing than the old ones |
| | B |
| 32. | Which of the following is an approach used to optimize project life cycle costs, save time, increase profits, improve quality, expand market share, solve problems, and/or use resources more effectively. |
| | A. Efficiency Engineering (EE) |
| | B. Cost Engineering (CE) |
| | C. Project Engineering (PE) |
| | D. Value Engineering (VE) |
| | D |
| 33. | As the Project Manager for BikeSharing, you are starting off on the Define Scope process. Which of the following is a key input to the process? |
| | A. Staffing Management Plan |
| | B. Quality Management Plan |
| | C. Risk Management Plan |
| | D. Project Charter |
| | D |
| 34. | Which of the following correctly depicts the most common order in which the project management processes are executed? |
| | A. Control Quality is done before Validate Scope |
| | B. Validate Scope is done before Control Quality |
| | C. Perform Quality Assurance is done after Validate Scope |
| | D. Control Quality is done after Close Project or Phase |
| | A |