
1 Communication Management 33

1.	Successful project managers generally spend an inordinate of time, doing what? A. Updating the Project Management Plan B. Managing Risks C. Working Scheduled Activities D. Communicating D
2.	The more stakeholder groups you have, the more communication channels you will have to work with. Which equation helps you calculate the number of communication channels you will have? A. $n(n-1)/2$ B. $(O+4ML+P)/6$ C. $FV = PV (1+i)^n$ D. LF-EF A
3.	The three categories of written media used in organizations are ____, ____, and ____ A. Manuals, letters, guidelines B. Individually-oriented, legally-oriented, organizationally-oriented C. Guidelines, forms, procedures D. Letters, guidelines, brochures B 看哪个更全面
4.	Anything that interferes with transmission and understanding of communication messages is referred to as: A. Encoding B. Feedback C. Noise D. Medium C
5.	Before reporting a perceived violation of an established rule or policy the project manager should do which of the following? A. Determine the risks associated with violation B. Ensure there is a reasonably clear and factual basis for reporting the violation C. Ignore the violation until it actually affects the project results D. Convene a committee to review the violation and determine the appropriate response B
6.	Inputs to the Communications Planning process include all of the following, except: A. Enterprise environment factors B. Project scope statement C. Quality control measurements D. Project management plan assumptions C

7.	<p>How do the project manager and the project team select which communications technology to use to transfer information among project stakeholders?</p> <p>A. They analyze the team member's experience and expertise</p> <p>B. They determine the resource critical path for the project</p> <p>C. They don't analyze the anticipated project environmental impacts</p> <p>D. They determine if they are on track using earned value analysis</p> <p>A</p>
8.	<p>An example of a constraint placed upon communications that might be detailed in the project management plan is:</p> <p>A. An existing conference room that seats 30 individuals with a speakerphone and whiteboard</p> <p>B. A project manager who lacks necessary knowledge in the area of mass communications</p> <p>C. A new, state of the art, video conferencing room with surround sound</p> <p>D. Technological limitations placed on a geographically diverse project team</p> <p>D</p>
9.	<p>The sender of project information is not responsible for making the information:</p> <p>A. Complex</p> <p>B. Understandable</p> <p>C. Complete</p> <p>D. Clear</p> <p>A</p>
10.	<p>A communication plan includes all of the following, except:</p> <p>A. Individual responsible for creating the communication</p> <p>B. Frequency of the communication</p> <p>C. The total cost of each communication channel</p> <p>D. Medium to be used in the communication</p> <p>C</p>
11.	<p>Susan is putting together a Communications Management Plan and is considering how information should be provided to stakeholders. Which of the following is not a dimension of communication?</p> <p>A. Written</p> <p>B. Legacy</p> <p>C. Informal</p> <p>D. Vertical</p> <p>B</p>
12.	<p>What type of report would the team member read to show what was completed in the last month on the project?</p> <p>A. Progress Report</p> <p>B. Variance Report</p> <p>C. Status Report</p> <p>D. Earned Value Report</p> <p>A</p>
13.	<p>In the user of the communications model, all of the following would be considered by the</p>

	<p>Project Manager except:</p> <ul style="list-style-type: none"> A. Sender B. Receiver C. Language D. Message <p>C</p>
14.	<p>The Project Manager has been working with six influential stakeholders to determine their communication requirements. All of the following could be expected as communication requirements on a project except:</p> <ul style="list-style-type: none"> A. The name of the human resources manager for the company B. Names and contact information for the members of the project change control board C. Steps to take regarding a project change request D. Project status meeting time and location <p>A</p>
15.	<p>You are the Project Manager on a medical management system project. You have been analyzing project data from the last two week reporting period. The main data you have been looking at involves the value of the work that should have been done, what was done, and what was paid for it. What type of report format are you looking at?</p> <ul style="list-style-type: none"> A. Progress report B. Status report C. Performance report D. Variance report <p>A</p>
16.	<p>You are the Project Manager for a global point of service upgrade project that is utilizing an offshore development company. There have been a number of communication challenges with misinterpretation of requirements and failure to follow through with things associated with the store rollout that the Project Manager felt needed attention. What type of communication would help improve these problems?</p> <ul style="list-style-type: none"> A. Verbal B. Informal Verbal C. Formal Written D. Formal <p>C</p>
17.	<p>The Project Manager is planning the project. He is meeting with project stakeholders to determine their communication needs for the project. He is finding out what type of information they need, when it is needed, and in what format. When done this will be added to the Project Management Plan. What will he create as a result of this work?</p> <ul style="list-style-type: none"> A. Staffing plan B. Information Distribution Plan C. Team list D. Communication Management Plan <p>D</p>
18.	<p>What type of report would the Project Manager use to compare what has been completed to what was scheduled to be done?</p>

	<p>A. Earned Value Report</p> <p>B. Status Report</p> <p>C. Variance Report</p> <p>D. Progress Report</p> <p>C</p>
19.	<p>The Project Manager is reporting performance on a project to the stakeholders. She is reporting status on the scope, cost, and schedule of the project. What type of report is this?</p> <p>A. Earned Value Report</p> <p>B. Status Report</p> <p>C. Variance Report</p> <p>D. Progress Report</p> <p>A</p>
20.	<p>What type of report will the Project Manager use to see what has been completed so far on the software project?</p> <p>A. Earned Value Report</p> <p>B. Status Report</p> <p>C. Variance Report</p> <p>D. Progress Report</p> <p>B</p>
21.	<p>Which of the following is not provided by the communications management plan?</p> <p>A. Person responsible for communicating the information</p> <p>B. Stakeholders communication requirements</p> <p>C. Frequency of communication</p> <p>D. Desired and current engagement levels of key stakeholders</p> <p>D</p>
22.	<p>Which of the following is not among the processes of Project Communications Management?</p> <p>A. Monitor Communications</p> <p>B. Plan Communications Management</p> <p>C. Identify Stakeholders</p> <p>D. Manage Communications</p> <p>C</p>
23.	<p>Which of the following would a Project Manager need to create a project progress report?</p> <p>A. Work results</p> <p>B. Change Request</p> <p>C. Project archives</p> <p>D. Status reports</p> <p>A</p>
24.	<p>What is the equation used to figure out the number of potential communication channels among team members?</p> <p>A. $n(n-2)/2$</p> <p>B. $n+3$</p> <p>C. $n(n-1)/2$</p> <p>D. $(n+2)/2$</p>

	C
25.	<p>When communicating project objectives to the project team, the project manager might do all of the following except?</p> <p>A. Attach a timetable for the objectives</p> <p>B. Make the objectives easy to attain</p> <p>C. Make the objectives realistic</p> <p>D. Be concise and specific</p> <p>B</p>
26.	<p>Project management software:</p> <p>A. Cannot be used as a communication tool</p> <p>B. Is not considered a class of computer applications</p> <p>C. Can assist with both planning and controlling project costs and schedules</p> <p>D. Guarantees on time and under budget project completion</p> <p>C</p>
27.	<p>The essential elements of project communications management are:</p> <p>A. Planning communication management, manage communication and monitor communications</p> <p>B. Communications requirements, performance reporting and lessons learned</p> <p>C. Communications management plan, information distribution and administrative closure</p> <p>D. Organizational planning, information retrieval system, communications management and format acceptance</p> <p>A</p>
28.	<p>Which one of the following represents a performance information management system?</p> <p>A. Employment contracts</p> <p>B. Templates for project documents</p> <p>C. Random access memory</p> <p>D. Project management software</p> <p>D</p>
29.	<p>Formal written communication is least important for which one of the following?</p> <p>A. Scope changes not part of the original project scope</p> <p>B. Taking exception to a specification</p> <p>C. Procurement of raw materials</p> <p>D. Individual meeting time change</p> <p>D</p>
30.	<p>Assuming the project manager has thoroughly completed the communications management plan, we would expect the plan would include all but which of the following?</p> <p>A. A collection of methods used to gather and store project information</p> <p>B. The distribution details of where the information will flow</p> <p>C. A description of the project information</p> <p>D. A description of the human resources on the project</p> <p>D</p>
31.	<p>Project communication with the customer is crucial to a project's success. This</p>

	<p>communication takes place between the executives, project managers, and employees of both the customer and the contractor. A key to project success is that the formal communication should go through:</p> <ul style="list-style-type: none"> A. The project manager B. The project sponsor C. An executive D. Functional managers <p>A</p>
32.	<p>Misperceptions, miscommunications and poor inter-relationships among team members have beset the project. This condition would most likely have been avoided if the project manager had created a:</p> <ul style="list-style-type: none"> A. Project charter B. Project information database C. Project communications management plan D. Project information retrieval system <p>C</p>
33.	<p>Egon has been managing a project to develop a software application for an existing customer. The project has proceeded well to this point, but now Egon and the customer have been locked in an argument about the customer's request for a certain feature. Egon believes that this is out of scope, but the customer believes it is part of the contract. Finally, the customer agrees to a follow on contract to add the feature. This is an example of:</p> <ul style="list-style-type: none"> A. Resolving an issue and is an output of managing stakeholders B. Poor management because Egon should never have let this discussion get this far C. How to lose business because Egon should have acquiesced to the customer's need right away D. Transferring a risk to the customer to avoid cost overrun. <p>A</p>