

MCQs of Project Management for Practice

1. Project managers have the highest level of authority and the most power in which type of organizational structure?
A. Projectized
B. Strong matrix
C. Functional
D. Balanced matrix
2. The Project Management Knowledge Areas _____.
A. include Initiation, Planning, Executing, Monitoring and Controlling, and Closing
B. consist of nine areas that bring together processes that have things in common
C. consist of five processes that bring together phases of projects that have things in common
D. include Planning, Executing, and Monitoring and Controlling processes because these three processes are commonly interlinked
3. Which of the following describes the Executing process group?
A. Project plans are put into action.
B. Project performance measurements are taken and analyzed.
C. Project plans are developed.
D. Project plans are published.
4. According to the *PMBOK Guide*, the project manager is identified and assigned during which process?
A. Prior to beginning the Develop Project Charter process
B. At the conclusion of the Develop Project Charter process
C. Prior to beginning the Planning processes
D. Prior to beginning the Preliminary Scope Statement process
5. The business needs, strategic plan, and product scope description all describe elements of which of the following?
A. Organizational process assets
B. Tools and techniques of the Initiating processes
C. The project statement of work
D. The project charter
6. What is the purpose of the project charter?
A. To recognize and acknowledge the project sponsor
B. To recognize and acknowledge the existence of the project and commit organizational resources to the project

- C. To acknowledge the existence of the project team, project manager, and project sponsor
 - D. To describe the selection methods used to choose this project over its competitors
7. Which of the following are tools and techniques of the Preliminary Scope Statement process?
- A. Project management methodology, project management information system, and expert judgment**
 - B. Project selection methods and expert judgment
 - C. Constraints, assumptions, and expert judgment
 - D. Project charter, project management information system, and project selection methods
8. What are decision models?
- A. Project selection criteria
 - B. Project selection methods**
 - C. Project selection committees
 - D. Project resource and budget selection methods
9. Each of the following statements describes an element of the Develop Project Management Plan process except for which one?
- A. Project management methodology
 - B. Project specifications**
 - C. Configuration management system
 - D. Expert judgment
10. What are the Scope Definition process tools and techniques?
- A. Cost benefit analysis, templates, and expert judgment
 - B. Product analysis, cost benefit analysis, alternatives identification, and expert judgment
 - C. Product analysis, alternatives identification, expert judgment, and stakeholder analysis**
 - D. Alternatives identification, stakeholder analysis, and expert judgment
11. Which of the following statements is true regarding constraints and assumptions?
- A. Constraints restrict the actions of the project team, and assumptions are considered true for planning purposes.**
 - B. Constraints are considered true for planning purposes, and assumptions limit the options of the project team.
 - C. Constraints consider vendor availability and resource availability to be true for planning purposes. Assumptions limit the project team to work within predefined budgets or timelines.
 - D. Constraints and assumptions are inputs to the Initiation process. They should be documented, because they will be used throughout the project Planning process.
12. You've just completed the WBS. Which of the following statements is true?
- A. The WBS breaks the project deliverables down to a level where alternatives identification can be used to determine how level-two assignments should be made.

- B. The WBS breaks the project deliverables down to a level where project constraints and assumptions can be easily identified.
- C. The WBS breaks the project deliverables down to the work package level, where product analysis can be documented.
- D. The WBS breaks the project deliverables down to the work package level, where cost and time estimates can be easily determined.

13. All of the following statements are true regarding risk events except which one? Choose the least correct answer.

- A. Project risks are uncertain events.
- B. If risks occur, they can have a positive or negative effect on project objectives.
- C. Unknown risks are threats to the project objectives, and nothing can be done to plan for them.
- D. Risks that have more perceived rewards to the organization than the consequences of the risk should be accepted.

14. Monte Carlo analysis can help predict the impact of risks on project deliverables. This is an element of one of the tools and techniques of which of the following processes?

- A. Risk Response Planning
- B. Quantitative Risk Analysis
- C. Risk Identification
- D. Qualitative Risk Analysis

15. All of the following statements are true regarding risks except for which one? Choose the least correct answer.

- A. Risks might be threats to the objectives of the project.
- B. Risks are certain events that may be threats or opportunities to the objectives of the project.
- C. Risks might be opportunities to the objectives of the project.
- D. Risks have causes and consequences.

16. Project managers spend what percentage of their time communicating?

- A. 90
- B. 85
- C. 75
- D. 50

17. You need to convey some very complex, detailed information to the project stakeholders. What is the best method for communicating this kind of information?

- A. Verbal
- B. Vertical

C. Horizontal

D. Written

18. You know that $PV = 470$, $AC = 430$, $EV = 480$, $EAC = 500$, and $BAC = 525$. What is VAC?

A. 70

B. 20

C. 25

D. 30

19. All of the following are outputs of the Integrated Change Control process except for which one?

A. Approved corrective actions

B. Validated defect repair

C. Requested changes

D. Project scope statement updates

20. Every status meeting should have time allotted for Risk Monitoring and Control. Which of the following sentences is not true?

A. Risk identification and monitoring should occur throughout the life of the project.

B. Risk audits should occur throughout the life of the project and are specifically interested in measuring the team's performance in the Risk Identification and Risk Monitoring and Control processes.

C. Risks should be monitored for their status and to determine whether the impacts to the objectives have changed.

D. Technical performance measurement variances may indicate that a risk is looming and should be reviewed at status meetings.

21. The primary function of the Closing processes is to perform which of the following?

A. Formalize lessons learned and distribute this information to project participants.

B. Perform audits to verify the project results against the project requirements.

C. Formalize project completion and disseminate this information to project participants.

D. Perform post-implementation audits to document project successes and failures.

22. Which of the following statements is true regarding Close Project?

A. Close Project occurs at the end of a project phase and at the end of the project.

B. Close Project occurs at the end of the project phase only.

C. Close Project occurs at the end of the project only.

D. Close Project is performed after Contract Closure.

23. What type of organization experiences the least amount of stress during project closeout?

A. Projectized

B. Functional

C. Weak matrix

D. Strong matrix

24. All of the following statements are true of the project Closing processes except for which one?

- A. Probability for success is greatest in the project Closing processes.
- B. The project manager's influence is greatest in the project Closing processes.
- C. The stakeholders' influence is least in the project Closing processes.
- D. Risk is greatest in the project Closing processes.

25. As a PMP, one of your responsibilities is to ensure integrity on the project. When your personal interests are put above the interests of the project or when you use your influence to cause others to make decisions in your favor without regard for the project outcome, this is considered which of the following?

- A. Conflict of interest
- B. Using professional knowledge inappropriately
- C. Culturally unacceptable
- D. Personal conflict issue

26. Name the ethical code you'll be required to adhere to as a PMP.

- A. *Project Management Policy and Ethics Guide*
- B. *Project Management Professional Standards and Ethics*
- C. *Project Management Code of Professional Ethics*
- D. *Project Management Professional Code of Professional Conduct*

27. Which organization has set the de facto standards for project management techniques?

- A. PMBOK
- B. PMO
- C. PMI
- D. PMA

28. A project is considered successful when

- A. the product of the project has been manufactured
- B. the project sponsor announces the completion of the project
- C. the product of the project is turned over to the operations area to handle the ongoing aspects of the project
- D. the project meets or exceeds the expectations of the stakeholders

29. Which of the following brings together a set of tools and techniques used to describe, organize, and monitor the work of project activities?

- A. Project managers
- B. The *PMBOK Guide*

C. Project management

D. Stakeholders

30. The Project Integration Management Knowledge Area consists of some of the following processes. Which of these belong to Project Integration Management?

- A.** Scope Definition, Close Project, and Integrated Change Control
- B. Develop Project Management Plan, Direct and Manage Project Execution, and Integrated Change Control**
- C.** Preliminary Scope Statement, Direct and Manage Project Execution, and Manage Stakeholders
- D.** Preliminary Scope Statement, Scope Planning, and Close Project

31. The amount of authority a project manager possesses can be related to

- A.** the project manager's communication skills
- B. the organizational structure**
- C.** the amount of authority the manager of the project manager possesses
- D.** the key stakeholder's influence on the project

32. What is one of the advantages of a functional organization?

- A. All employees report to one manager and have a clear chain of command.**
- B.** All employees report to two or more managers, but project team members show loyalty to functional managers.
- C.** The organization is focused on projects and project work.
- D.** Teams are co-located.

33. What are the five project management process groups, in order?

- A.** Initiating, Executing, Planning, Monitoring and Controlling, and Closing
- B.** Initiating, Monitoring and Controlling, Planning, Executing, and Closing
- C.** Initiating, Planning, Monitoring and Controlling, Executing, and Closing
- D. Initiating, Planning, Executing, Monitoring and Controlling, and Closing**

34. During which project management process are risk and stakeholder's ability to influence project outcomes the highest at the beginning of the process?

- A.** Planning
- B.** Executing
- C. Initiating**
- D.** Monitoring and Controlling

35. You are a project manager working on gathering requirements and establishing estimates for the project. Which process group are you in?

- A. Planning**
- B.** Executing

- C. Initiating
- D. Monitoring and Controlling

36. When a project is being performed under contract, the SOW is provided by which of the following?

- A. The buyer
- B. The project sponsor
- C. The project manager
- D. The contractor

37. Which of the following is true regarding NPV?

- A. NPV assumes reinvestment at the cost of capital.
- B. NPV decisions should be made based on the highest value for all the selections.
- C. NPV assumes reinvestment at the prevailing rate.
- D. NPV assumes reinvestment at the NPV rate.

38. Which of the following is true regarding IRR?

- A. IRR assumes reinvestment at the cost of capital.
- B. IRR is the discount rate when NPV is greater than zero.
- C. IRR is a constrained optimization method.
- D. IRR is the discount rate when NPV is equal to zero.

39. Mathematical models using linear, dynamic, integer, or algorithm models are considered

- A. Project selection criteria
- B. A form of expert judgment
- C. Project selection methods
- D. A form of historical information

40. Which of the following is true?

- A. Discounted cash flow analysis is the least precise of the cash flow techniques, because it does not consider the time value of money.
- B. NPV is the least precise of the cash flow analysis techniques, because it assumes reinvestment at the discount rate.
- C. Payback period is the least precise of the cash flow analysis techniques, because it does not consider the time value of money.
- D. IRR is the least precise of the cash flow analysis techniques, because it assumes reinvestment at the cost of capital.

41. Which of the following is true regarding the project charter?

- A. The project charter should be published under the name of a manager external to the project.
- B. The project charter should be published under the project sponsor's name.

- C. The project charter should be published under the name of the project manager.
- D. The project charter should be published under the name of the project champion.

42. Which of the following is true regarding the project scope statement?

- A. The project scope statement includes a change control system that describes how to make changes to the project scope.
- B. The project scope further elaborates the Initiating processes and serves as a basis for future project decisions.
- C. The project scope statement describes how the team will define and develop the work breakdown structure.
- D. The project scope statement assesses the reliability of the project scope and describes the process for verifying and accepting completed deliverables.

43. Which of the following statements is true regarding brainstorming and lateral thinking?

- A. They are forms of expert judgment used to help define and develop the project scope statement.
- B. They are used to elaborate the product scope description, which is an element of the output of the Scope Planning process.
- C. They are organizational process assets that are used to help define and develop the project management plan.
- D. They are an alternatives identification technique, which is a tool and technique of the Scope Definition process.

44. Your company has asked you to be the project manager for the product introduction of its new DeskTop Rock media system. You recently published the project scope statement. Which of the following is not contained in the project scope statement?

- A. Constraints
- B. Project specifications
- C. Requested changes
- D. Project configuration management requirements

45. All of the following are true regarding stakeholder analysis except for which one?

- A. It's a tool and technique of the Scope Definition process.
- B. It determines communication needs and methods for updating stakeholders.
- C. It documents the needs, wants, and expectations of the stakeholders.
- D. It prioritizes and quantifies needs and wants to create project requirements.

46. What limits the options of the project team?

- A. Technology
- B. Constraints
- C. Deliverables
- D. Assumptions

47. Which of the following makes up the project scope baseline?
- A. The project scope statement
 - B. The scope management plan and WBS
 - C. The WBS, project scope statement, and WBS dictionary
 - D. The scope management plan, the WBS, and the WBS dictionary
48. All of the following are true regarding Communications Planning except for which one?
- A. It's the only output of the Communications Planning process.
 - B. It should be completed as early in the project phases as possible.
 - C. It's tightly linked with enterprise environmental factors and organizational influences, and lessons learned and historical information are two inputs that should get a lot of attention during this process.
 - D. Communications requirements analysis, communications technology, and PMIS are tools and techniques of this process.
49. The process of assessing the probability and consequences of identified risks to the project objectives, assigning a risk score to each risk, and creating a list of prioritized risks describes which of the following processes?
- A. Quantitative Risk Analysis
 - B. Risk Identification
 - C. Qualitative Risk Analysis
 - D. Risk Management Planning
50. Each of the following statements is true regarding the risk management plan except for which one?
- A. The risk management plan is an output of the Risk Management Planning process.
 - B. The risk management plan includes a description of the responses to risks and triggers.
 - C. The risk management plan includes thresholds, scoring and interpretation methods, responsible parties, and budgets.
 - D. The risk management plan is an input to all the remaining risk-planning processes.
51. The information-gathering techniques used in the Risk Identification process include all of the following except _____.
- A. root cause identification
 - B. the Delphi technique
 - C. SWOT analysis
 - D. checklist analysis
52. Which of the following processes assesses the likelihood of risk occurrences and their consequences using a numerical rating?
- A. Qualitative Risk Analysis

B. Risk Identification

C. Quantitative Risk Analysis

D. Risk Response Planning

53. All of the following are elements of inputs of the Risk Identification process that you should evaluate except for which one?

A. Assumptions analysis

B. Historical information

C. Roles and responsibilities

D. Industry information

54. All of the following statements are true regarding the Risk Breakdown Structure (RBS) except for which one?

A. The RBS is contained in the risk management plan.

B. It describes risk categories, which are a systematic way to identify risks and provide a foundation for understanding for everyone involved on the project.

C. The lowest level of the RBS can be used as a checklist, which is a tool and technique of the Risk Identification process.

D. The RBS is similar to the WBS in that the lowest levels of both are easily assigned to a responsible party or owner.

55. All of the following are true regarding the Qualitative Risk Analysis process except which one?

A. Probability and impact and expert interview are used to help correct biases that occur in the data you've gathered during this process.

B. The probability and impact matrix is used during this process to assign red, yellow, and green conditions to risks.

C. Qualitative Risk Analysis is an easy method of determining risk probability and impact that usually takes a good deal of time to perform.

D. Risk urgency assessment is a tool and technique of this process used to determine which risks need near-term response plans.

56. All of the following statements are true regarding the Human Resource Planning process except for which one?

A. Human Resource Planning involves determining roles and responsibilities.

B. One of the Human Resource Planning outputs includes project organization charts that show the project's reporting relationships.

C. The staffing management plan created in this process describes how and when resources will be acquired and released.

D. A RAM (or RACI chart) is an output of this process that allows you to see all the people assigned to an activity.

57. Which of the following are constraints that you might find during the Human Resource Planning process?

- A. Organizational structures, collective bargaining agreements, and economic conditions**
- B. Organizational structures, technical interfaces, and interpersonal interfaces
- C. Organizational interfaces, collective bargaining agreements, and economic conditions
- D. Organizational interfaces, technical interfaces, and interpersonal interfaces

58. All of the following statements describe the activity list except which one?

- A. The activity list is an output of the Activity Definition process.
- B. The activity list includes all activities of the project.
- C. The activity list is an extension of and a component of the WBS.**
- D. The activity list includes an identifier and description of the activity.

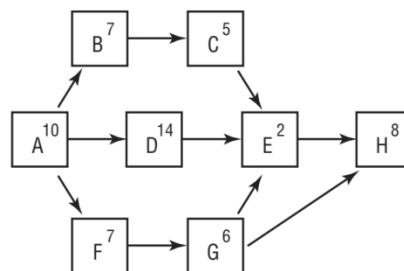
59. This process can directly influence the project schedule.

- A. Human Resource Planning
- B. Plan Purchases and Acquisitions**
- C. Activity Sequencing
- D. Plan Contracting

60. The project schedule is used to determine all of the following except which one?

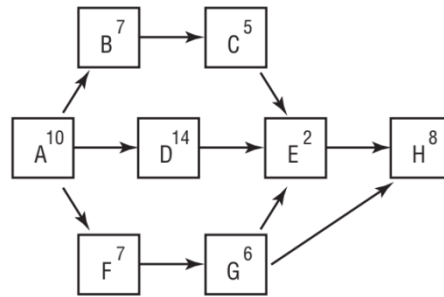
- A. Cost estimates**
- B. Activity start dates
- C. Float times
- D. Activity end dates

61. You are a project manager for Picture Shades, Inc. It manufactures window shades that have replicas of Renaissance-era paintings on the inside for hotel chains. Picture Shades is taking its product to the home market, and you're managing the new project. It will offer its products at retail stores as well as on its website. You're developing the project schedule for this undertaking. Looking at the following graph, which path is the critical path?



- A. A-B-C-E-H
- B. A-D-E-H**
- C. A-F-G-H
- D. A-F-G-E-H

62. Use the following graphic to answer this question. If the duration of activity B was changed to 10 days and the duration of activity G was changed to 9 days, which path is the critical path?



- A. A-B-C-E-H
- B. A-D-E-H
- C. A-F-G-H
- D. A-F-G-E-H**

63. Which of the following statements is true regarding the critical path?

- A. It should never be compressed.
- B. It allows for looping and branching.
- C. The critical path technique is the same as PERT.
- D. It's the duration of all tasks with zero float.**

64. You are a project manager for Move It Now trucking company. Your company specializes in moving household goods across the city or across the country. Your project involves upgrading the nationwide computer network for the company. Your lead engineer has given you the following estimates for a critical path activity: 60 days most likely, 72 days pessimistic, 48 days optimistic. What is the weighted average or expected value?

- A. 54
- B. 66
- C. 60**
- D. 30

65. You are a project manager for Move It Now trucking company. Your company specializes in moving household goods across the city or across the country. Your project involves upgrading the nationwide computer network for the company. Your lead engineer has given you the following estimates for a critical path activity: 60 days most likely, 72 days pessimistic, 48 days optimistic. What is the standard deviation?

- A. 22
- B. 20
- C. 2
- D. 4**

66. If you know expected value is 500 and the standard deviation is 12, you can say with approximately a 95 percent confidence rating which of the following?

- A. The activity will take from 488 to 512 days.
- B. The activity will take from 464 to 536 days.
- C. The activity will take from 494 to 506 days.
- D. The activity will take from 476 to 524 days.

67. If your expected value is 110 and the standard deviation is 12, which of the following is true?

- A. There is approximately a 99 percent chance of completing this activity in 86 to 134 days.
- B. There is approximately a 68 percent chance of completing this activity in 98 to 122 days.
- C. There is approximately a 95 percent chance of completing this activity in 98 to 122 days.
- D. There is approximately a 75 percent chance of completing this activity in 86 to 134 days.

68. You are the project manager working on a research project for a new drug treatment. Your preliminary project schedule runs past the due date for a federal grant application. The manager of the R&D department has agreed to release two resources to work on your project in order to meet the federal grant application date. This is an example of _____.

- A. crashing
- B. fast tracking
- C. resource leveling
- D. adjusting the resource calendar

69. You are the project manager for Rivera Gourmet Adventure Vacations. Rivera combines the wonderful tastes of great gourmet food with outdoor adventure activities. Your project involves installing a new human resources software system. Jason, the database analyst working on this project, is overallocated. Which of the following statements is true?

- A. You should use resource requirements updates to determine availability and smooth out resource overallocation.
- B. You should use crashing to resource level the critical path tasks.
- C. You should use resource leveling to smooth out resource assignments.
- D. You should use fast tracking to resource level the critical path tasks.

70. What is one of the problems with project management software?

- A. The project manager manages the software instead of the project.
- B. Project duration calculations are sometimes approximate.
- C. You cannot override the project management software decisions regarding schedules.
- D. It's expensive and difficult to use.

71. Obtaining formal project plan approval and sign-off is important for all of the following reasons except which one?

A. Stakeholders are able to recommend a project Planning methodology to follow throughout the remaining process groups.

B. Stakeholders are aware of the project details, which makes them more likely to participate in future project decisions.

C. Stakeholders will be more likely to cooperate.

D. Stakeholders are aware of the specific details regarding project schedules, budgets, and risks.

72. You are the project manager for a custom home-building construction company. You are working on the model home project for the upcoming Show Homes Tour. The model home includes Internet connections in every room and talking appliances. You are working on the cost budget for this project. All of the following statements are true except which one?

A. This process assigns cost estimates to project activities, including risks and contingency plans.

B. The cost baseline will be used to measure variances and future project performance.

C. This process assigns cost estimates for expected future period operating costs.

D. The cost baseline is the expected cost for the project.

73. Which of the following is displayed as an S curve?

A. Gantt

B. Cost baseline

C. Critical path

D. Schedule baseline

74. Which of the following processes serve as inputs to each other?

A. Executing, and Monitoring and Controlling

B. Executing and Closing

C. Planning, and Monitoring and Controlling

D. Executing and Initiation

75. You are the project manager for a cable service provider. Your team members are amiable with each other and are careful to make project decisions jointly. Which of the following statements is true?

A. They are in the smoothing stage of Develop Project Team.

B. They are in the norming stage of Develop Project Team.

C. They are in the forming stage of Develop Project Team.

D. They are in the forcing stage of Develop Project Team.

76. You are the project manager for a cable service provider. Your project team is researching a new service offering. They have been working together for quite some time and are in the performing stage of team development. A new member has been introduced to the team. Which of the following

statements is true?

- A. The team will start all over again with the storming stage.
- B. The team will continue in the performing stage.
- C. The team will start all over again with the forming stage.
- D. The team will start all over again at the storming stage but quickly progress to the performing stage.

77. Receivers in the communication model filter their information through all of the following except _____.

- A. culture
- B. knowledge of subject
- C. habits
- D. language

78. Which conflict resolution technique do project managers use most often?

- A. Smoothing
- B. Norming
- C. Confronting
- D. Forcing

79. Theory Y managers believe which of the following?

- A. People are motivated only by money, power, or position.
- B. People will perform their best if they're given proper motivation and expectations.
- C. People are motivated to achieve a high level of competency.
- D. People are motivated by expectation of good outcomes.

80. All of the following are tools and techniques of the Performance Reporting process except which one?

- A. Performance measurements
- B. Cost reporting systems
- C. Information presentation tools
- D. Time reporting systems

81. Your project has experienced some changes to the agreed-upon WBS elements. The changes were approved through the proper change control process. The WBS changes might in turn require which of the following?

- A. Scope changes
- B. Cost changes
- C. Schedule revisions
- D. Risk response changes

82. You are the project manager for a top-secret software project for an agency of the United States government. Your mission—should you choose to accept it—is to complete the project using internal resources. The reason is that finding contractors with top-secret clearances takes quite a bit of time, and

waiting for clearances would jeopardize the implementation date. Your programmers are 80 percent of the way through the programming and testing work when your agency appoints a new executive director. Slowly but surely your programmers are taken off this project and reassigned to the executive director's hot new project. Which of the following type of project ending is this?

- A. Starvation
- B. Extinction
- C. Addition
- D. Integration

83. You are a project manager for Cinema Snicker Productions. Your company specializes in producing comedy films for the big screen. Your latest project has just been canceled because of budget cuts. Which of the following statements is true?

- A. This project ended due to starvation because the funding was cut off.
- B. This project ended due to integration because the resources were distributed elsewhere.
- C. This project ended due to starvation because the resources were distributed elsewhere.
- D. This project ended due to integration because the funding was cut off.

84. Which of the following processes are performed in the Closing process group and in what order?

- A. Contract Closure and then Close Project
- B. Scope Verification and then Close Project
- C. Contract Closure and then Scope Verification
- D. Close Project and then Contract Closure

85. The outputs of the Close Project process include all of the following except for which one?

- A. Administrative closure procedure
- B. Formal acceptance
- C. Lessons learned
- D. Closed contracts

86. Contract documentation is an input to both the Close Project and Contract Closure processes. Contract documentation might include all of the following except for which one?

- A. Supporting documents
- B. Contract changes
- C. Financial documents
- D. Procurement audit documents

87. Procurement audits review which of the following?

- A. The procurement process from Procurement Planning through Contract Administration
- B. The contract administration process from Solicitation Planning through Contract Administration
- C. The procurement process from Procurement Planning through Contract Closure
- D. The contract administration process from Solicitation Planning through Contract Closure

88. As a project manager, you're responsible for maintaining and ensuring integrity for all of the following except which one?

- A. Personal integrity of others
- B. Project management process
- C. Personal integrity
- D. Product integrity

89. Integrity in the project management field is accomplished through all of the following except which one?

- A. Training to learn how to manage relationships with others from different cultures
- B. Adhering to an ethical code
- C. Applying established project management processes
- D. Following the *PMP Code of Professional Conduct*

90. As a project manager, you know that the most important activity to ensure customer and stakeholder satisfaction is which of the following?

- A. Documenting and meeting the requirements
- B. Documenting and meeting the performance measurements
- C. Reporting changes and updating the project plan and other project documents where appropriate
- D. Reporting project status regularly and in a timely manner

91. As a PMP, you will be required to comply with the *PMP Code of Professional Conduct*. This code refers to all of the following except which one?

- A. Reporting conflicts of interest
- B. Reporting experience and PMP status truthfully
- C. Complying with the stakeholder requirements
- D. Complying with the rules and standards of foreign countries

92. As a Project manager, you are required to comply with the *PMP Code of Professional Conduct*. Part of your responsibility concerns applying professional knowledge. All of the following are part of applying professional knowledge except for which one?

- A. Developing relationships based on mutual respect
- B. Staying abreast of project management practices
- C. Keeping up with industry trends and new technology
- D. Honestly reporting your project management experience

93. Your upcoming project includes project team members from a foreign country. To make certain that cultural differences don't interfere with team performance, thereby affecting the success of the project, your first course of action is to do which of the following?

- A. Provide diversity training to all the team members.
- B. Collocate the project team.

- C. Perform team-building exercises.
- D. Inform the team members of the organization's rules and standards.

94. There are three form of organization structure; functional organization, project organization, and matrix organization. The specialization is a feature of which organization structure?

- A. Functional organization
- B. Project organization**
- C. Matrix organization
- D. Weak matrix organization

95. What are the weakness of the matrix organization?

- I. It violates the principle of unity of command as there are two superiors a person has to work for. There may be rise of more conflicts.
- II. Sometime difficult to share resources.
- III. Loyalty to project not organization.
- IV. Lack of customer focus.

- A. I, III and IV
- B. I, II, and IV**
- C. II, III and IV
- D. I and II

96. In the Performing stage the team needs the project manager to:

- A. Guide and support them**
- B. Carefully inspect their work
- C. Adjust the processes the team uses to work together
- D. Give detailed feedback on their deliverables

97. When the project manager (PM) is delegating tasks to team members:

- A. The PM should ignore other demands on the team members' time.
- B. Team members should decide what tasks they want to do.
- C. Team members should be able to do the tasks and be willing to do them.**
- D. The PM should first try to do the tasks to see how long they will take.

98. A WBS:

- A. Shows the sequence of tasks.
- B. Determines the project timeline.
- C. Contains only deliverables.
- D. Shows deliverables and work at various levels of detail.**

99. A Network Diagram:

- A. Shows the relationships and dependencies of tasks.**
- B. Is a tool to show project priorities.
- C. Is used only on technology projects.
- D. Shows milestones of the projects.

100. Float time is:

- A. The total time it takes to do a project.

- B. The fastest time a project can be completed.
 - C. The total amount of time a schedule activity may be delayed.
 - D. Always determined by the team.
-
-