PROJECT MANAGEMENT REVIEWER

QUESTION 1.

You have received a request to add a new scope item to your project and need to follow the change management process.

Move the four actions to the answer area and place them in the correct order.

Actions in Order

A. Identify the change
B. Assess the change impact
C. Approve or deny the change
D. Implement the approved change

ANS: ABCD

QUESTION 2.

Your manager explains that the project team starts every new project with a design stage where they create a design, test the design, make updates to the design, retest, and then create a final design. After this design stage, they create and follow a detailed project plan for all the remaining project deliverables

Which project management approach are they using?

A. Hybrid
B. Predictive
C. Scrum
D. Adaptive

ANS: C

other option **A - Hybrid**

The approach described in this scenario involves both an iterative, adaptive phase in the design stage (creating, testing, updating, and retesting) followed by a detailed project plan for the remaining deliverables, which is characteristic of a more predictive, plan-driven approach.

Given these aspects, the approach that best describes this process is:

A. Hybrid

A hybrid approach combines elements of both adaptive (agile) methodologies, used during the design stage, and predictive (traditional) methodologies, applied in the subsequent planning for the remaining project deliverable

QUESTION 3.

You have contracted an external supplier to provide a tool needed for the development phase in a project. The tool has been delivered and the project team finds the tool acceptable and they are using it.

Why should you now close the contract with the supplier?

A. To inform the procurement team that the new tool has been delivered
B. To prevent the supplier from contacting team members for payment
C. To request that the supplier be paid for the delivery of the tool
D. To thank the supplier for delivering the tool according to the contract

ANS: C

QUESTION 4.

A community center director hires your project team to build a playground for the families in the community

Upon completion of the playground, who is responsible for the final acceptance of the project?

A. The director (your client)
B. The project team
C. The families in the community

D. The project manager (you)

ANS: A

QUESTION 5.

As a project manager, which activity should you perform when using a predictive project management approach?

A. Create a detailed project plan that includes all of the project activities
B. Begin the current sprint before planning for the next one
C. View the backlog to determine the next planning activity required
D. Review deliverables after each iteration with the customer.

ANS: A

Predictive project management is a traditional approach to project management that relies on a detailed project plan to guide the project.
The project plan is created in the early stages of the project and is then followed closely throughout the project lifecycle. This approach is well-suited for projects with well-defined requirements and a predictable timeline.

QUESTION 6.

What is the purpose of following a change management process?

A. To document a change in scope and any impact to the project
B. To delay a new feature request so the customer will reconsider any changes
C. To inform the customer that your team takes their suggested product changes seriously
D. To show the project sponsor that you follow correct procedures

ANS: A

CHANGE MANAGEMENT PROCESS

A. Identify the change
B. Assess the change impact
C. Approve or deny the change
D. Implement the approved change

QUESTION 7.

You are one of the event planners for a large town festival. You are reviewing a list of potential bakeries that will supply the desserts at the festival. When you review the list, you notice that your favorite aunt owns one of the bakeries, but no one else on your team knows this information

According to project management ethical guidelines, what should you do?

A. Tell your aunt to lower her prices so that she can be easily selected for the event.
B. Inform your aunt that she will need to remove her bakery from the selection list.
C. Proceed with the selection process, confident that you will act fairly.
D. Notify your supervisor that your aunt's bakery is on the list.

ANS: D

According to the project management ethical guidelines, project managers have a responsibility to avoid conflicts of interest. A conflict of interest arises when a project manager's personal interests or relationships could influence their decision-making. In this case, the project manager has a personal relationship with one of the potential vendors, which could influence their decision about which vendor to select.

The project manager should notify their supervisor about the conflict of interest so that the supervisor can make the decision about whether or not to include the aunt's bakery in the selection process. The supervisor may decide to remove the bakery from the list, or they may decide to include it and monitor the project manager closely to ensure that they act fairly.

QUESTION 8.

A project team is arguing about the start date for an important task in the project. The project sponsor intervenes and sets the start date.

Which type of conflict resolution technique is the project sponsor using?

A. Avoiding
B. Smoothing
C. Forcing
D. Collaborating

C. Forcing

Forcing is a conflict resolution technique where a decision is imposed by a higher authority or through the exertion of power.
It may resolve the immediate issue but doesn't necessarily address the underlying causes of the conflict or foster collaboration among the team members.

ANS: B

QUESTION 9.

Who is responsible for overseeing the daily activities of a project from start to finish?

    A. Project manager
    B. Client
    C. Vendor
    D. Sponsor

ANS: A

The project manager is responsible for overseeing the daily activities of a project from start to finish. They are responsible for ensuring that the project is completed on time, within budget, and to the agreed-upon specifications. The project manager also works with the project team to identify and resolve any issues that may arise during the project lifecycle.

QUESTION 10.

What is the primary goal of creating a work breakdown structure (WBS)?

    A. To prepare an organizational chart for the project team members
    B. To describe the key stakeholders and their roles in the project
    C. To decompose the project work into assignable work activities
    D. To determine which team members will be responsible for each project activity

ANS: B

C. To decompose the project work into assignable work activities

By doing this, the WBS provides a clear and detailed structure that helps in understanding the scope, scheduling, cost estimation, and monitoring and controlling the project. It doesn't directly address organizational charts, stakeholder roles, or specific team member responsibilities, although these aspects might indirectly be influenced by the structure of the WBS.

QUESTION 11.

As a project manager, how should you encourage your team to be focused, energized, and positive for the duration of a project?

    A. Discover what personally motivates each team member.
    B. Report poor behavior to upper management.
    C. Give each team member the authority to change project deadlines
    D. Rank team members' performance during team meetings.

ANS: A

As a project manager, you should encourage your team to be focused, energized, and positive for the duration of the project by discovering what personally motivates each team member. This will help you to create a work environment that is stimulating and rewarding for each team member. When team members are motivated, they are more likely to be focused, energized, and positive.

QUESTION 12.

Your project team is using an agile project delivery method. In preparation for an upcoming meeting, your manager asks you to review the prioritized list of deliverables.

What should you review?

    A. Kanban board
    B. Backlog
    C. User story
    D. Work breakdown structure (WBS)

ANS: B

The answer is A. Kanban board.

A Kanban board is a visual tool that is used to manage work in an agile project delivery method. It is a list of tasks or activities that are organized into columns, such as "to do," "in progress," and "done." The prioritized list of deliverables for an agile project is typically found on the "to do" column of the Kanban board.

A backlog is a list of all of the work that needs to be done for a project, regardless of when it will be done. It is not a prioritized list, so it is not the best source for the prioritized list of deliverables.

A user story is a description of a feature or functionality that is desired by the user. It is not a list of tasks or activities, so it is not the best source for the prioritized list of deliverables.

A work breakdown structure (WBS) is a hierarchical decomposition of the project work into smaller, more manageable components. It is not a prioritized list, so it is not the best source for the prioritized list of deliverables.

Therefore, the correct answer is to review the Kanban board. This will give you the prioritized list of deliverables that you need for your upcoming meeting.

QUESTION 13.

As a project manager, what information do you need to include in a status update to your boss?

    A. Project work that has been completed
    B. A list of project stakeholders

C. Project goals and objectives
D. A description of the project scope

ANS: A

QUESTION 14.

What is a vendor?

A. A business analyst who works with the finance team for a project
B. An external supplier who provides goods or services to a project
C. A procurement team member who negotiates contracts for a project
D. An experienced business professional who can sell the final product

ANS: B

A vendor is an external supplier who provides goods or services to a project. Vendors can be individuals, businesses, or organizations. They are typically hired to provide specialized expertise or resources that the project team does not have in-house.

QUESTION 15.

Predictive and adaptive project management approaches have different key characteristics.

For each key characteristic, select Predictive or Adaptive.

Answer Area

	Predictive	Adaptive
Reliance on customer input throughout the project	○	○
Increased flexibility to make project adjustments	○	○
Completion of project according to the project management plan created at the beginning of the project	○	○

Adaptive project management approaches, on the other hand, rely on customer input throughout the project to ensure that the project is meeting the customer's needs. This is because adaptive project management approaches are more flexible and can adapt to changes in the project requirements.

ANS: Adaptive, Adaptive, Predictive (in order)

Increased flexibility to make project adjustments: Adaptive project management approaches are more flexible than predictive project management approaches. This is because adaptive project management approaches allow for changes to the project scope and schedule as needed.

Adaptive project management approaches, on the other hand, do not aim to complete the project according to the project management plan created at the beginning of the project. This is because adaptive project management approaches are based on the assumption that the project requirements are not known and will change over time.

QUESTION 16.

You are managing a project that is experiencing significant scope creep

What is the impact on the project?

Scope creep refers to uncontrolled changes or continuous growth in a project's scope. This can happen when the scope of a project is not accurately defined, documented, or controlled. Without proper management, these additional requirements and changes can lead to various negative impacts on the project.

A. The project will require fewer resources to develop.
B. The project will take additional time to complete.
C. The project will be assigned a new project manager.
D. The project will include fewer deliverables.

When the scope of a project changes, it can have a significant impact on the project schedule. This is because the project team will need to re-evaluate the project plan and make adjustments to the schedule to accommodate the changes to the scope. In some cases, the project may need to be delayed in order to complete all of the work within the original budget.

ANS: B

QUESTION 17.

You are estimating the cost of a project by using the budget from a similar project last month.

Which type of budget estimation technique are you using?

A. Expert judgment estimation

B. Three-point estimation
C. Bottom-up estimation
D. Analogous/historical estimation

ANS: D

Analogous/historical estimation is a budget estimation technique that uses the budget from a similar project as a starting point for estimating the cost of a new project. This technique is based on the assumption that projects that are similar in scope and complexity will have similar costs.

QUESTION 18.

Why should you archive project documents and processes?

A. To complete the project management plan
B. To store all project documents on the project manager's personal computer
C. To keep a historical record of project activities
D. To redistribute remaining resources to other projects

ANS: A

Archiving project documents and processes is an essential part of the closing phase of a project.
The main purpose of this activity is to retain a historical record of the project, including all documents, decisions, processes, lessons learned, and other pertinent information.
This historical record can be valuable for future projects and for organizational knowledge management.

The correct answer is:

C. To keep a historical record of project activities

QUESTION 19.

In a project, what describes work that should be included and work that should be excluded?

A. Project baseline
B. Scope statement
C. Business case
D. Work breakdown structure (WBS)

ANS: B

A scope statement is a document that describes the work that should be included and work that should be excluded from a project. It is important to have a clear and concise scope statement in order to manage expectations and avoid scope creep.

Here are some of the key elements of a scope statement:

Project objectives: The scope statement should clearly define the project objectives.
Project deliverables: The scope statement should list all of the project deliverables.
Project assumptions and constraints: The scope statement should identify any assumptions or constraints that may impact the project.
Acceptance criteria: The scope statement should define the criteria that will be used to determine whether or not the project is complete.

The scope statement is a living document that can be updated as needed throughout the project. However, it is important to make sure that any changes to the scope statement are agreed upon by all stakeholders before they are implemented.

QUESTION 20.

What is project procurement?

A. The purchasing of external goods and services needed to complete a project
B. The analysis of the business requirements needed to complete a project
C. The identification of all the funding requirements needed to complete a project
D. The planning of all communication methods needed to complete a project

ANS: A

Project procurement is the process of acquiring goods and services from external sources to complete a project. It includes activities such as:

Identifying the need for external goods and services: The project manager needs to identify the goods and services that are not available within the organization and need to be purchased from external sources.
Developing a procurement plan: The project manager needs to develop a plan for the procurement of goods and services, including the timeline, budget, and process for selecting vendors.
Soliciting bids or proposals: The project manager needs to solicit bids or proposals from vendors to obtain competitive prices.
Negotiating contracts: The project manager needs to negotiate contracts with vendors to ensure that the goods and services are delivered on time, within budget, and to the required specifications.
Managing the procurement process: The project manager needs to manage the procurement process to ensure that the goods and services are delivered on time, within budget, and to the required specifications.

QUESTION 21.

Which project characteristic suggests that a predictive project management approach should be used?

A. High levels of change and risk
B. Defined deliverables and deadlines
C. Evolving goals and requirements
D. Multiple releases of product features

ANS: B

A predictive project management approach, often known as the Waterfall model, is typically best suited for projects where the requirements are well-understood, and there is a clear understanding of the deliverables and deadlines. In such environments, changes are less likely or are controlled in a structured way, making it feasible to plan the whole project in advance.

The correct answer is:

B. Defined deliverables and deadlines

This characteristic supports the use of a predictive approach, as it allows for comprehensive planning at the beginning of the project, with the expectation that significant changes will not occur throughout the project's life cycle.

Predictive project management is a traditional approach to project management that is based on the assumption that the project scope and requirements are known and stable. This allows the project manager to create a detailed project plan that can be used to track progress and identify deviations from the plan.

Evolving goals and requirements, high levels of change and risk, and multiple releases of product features are all characteristics of agile project management, which is a more flexible approach to project management that is better suited for projects with changing requirements.

QUESTION 22.

Which component of the project management plan outlines the work needed to meet project objectives and deliverables?

A. Cost management plan
B. **Scope management plan**
C. Resource management plan
D. Schedule management plan

The scope management plan outlines the work needed to meet project objectives and deliverables. It is a critical component of the project management plan because it defines the scope of the project and identifies all of the work that needs to be done in order to complete the project.

The scope management plan typically includes the following elements:

Project scope statement: This document defines the project objectives and deliverables.
Work breakdown structure (WBS): This document decomposes the project into smaller, more manageable tasks.
Acceptance criteria: This document defines the criteria that will be used to determine whether or not the project is complete.
Change management plan: This document outlines the process for managing changes to the project scope.

The scope management plan is a living document that can be updated as needed throughout the project. However, it is important to make sure that any changes to the scope management plan are agreed upon by all stakeholders before they are implemented.

ANS: B

The component of the project management plan that outlines the work needed to meet project objectives and deliverables is the Scope Management Plan. It details how the project scope will be defined, developed, monitored, controlled, and verified. This ensures that the project includes all the work required, and only the work required, to complete the project successfully.

The correct answer is:

B. Scope management plan

QUESTION 23.

You are evaluating the skills needed in your project team to successfully complete a project.

Which component of the project management plan are you working on?

A. Cost management plan
B. Scope management plan
C. Schedule management plan
D. **Resource management plan**

The resource management plan is a component of the project management plan that describes the processes and procedures for acquiring, managing, and releasing resources throughout the project. This includes identifying the skills and experience that are needed for each task in the project, as well as acquiring and managing the resources to complete the project.

Here are some of the key elements of a resource management plan:

Resource requirements: This document identifies the skills and experience that are needed for each task in the project.
Resource acquisition: This document outlines the process for acquiring resources, such as hiring staff, contracting with vendors, or using internal resources.
Resource management: This document outlines the process for managing resources throughout the project, such as tracking resource usage, resolving resource conflicts, and releasing resources at the end of the project.

The resource management plan is a living document that can be updated as needed throughout the project. However, it is important to make sure that any changes to the resource management plan are agreed upon by all stakeholders before they are implemented.

When evaluating the skills needed in your project team to successfully complete a project, you are working on the aspect of the project that involves human resources, including the team's knowledge, capabilities, and expertise. This falls under the Resource Management Plan.

The correct answer is:

D. Resource management plan

The Resource Management Plan provides guidance on how project resources should be categorized, allocated, managed, and released. It helps in defining roles and responsibilities, identifying required skill sets, and planning for the staffing and support of the project team.

ANS: D

QUESTION 24.

What impact does gold plating have on a project?

A. The scope increases and the cost to the customer remains the same.
B. **The scope increases and the cost to the customer increases**
C. The scope remains the same and the cost to the customer decreases.
D. The scope remains the same and the cost to the customer increases.

POSSIBLE ANSWER
B - BARD
A - CHAT

ANS: D

In project management, gold plating refers to adding a feature or service to a project that management or the client hasn't asked for.
In gold plating, the project manager or a team member decides to add a feature on their own that wasn't requested.
Gold plating can increase the cost and time needed to complete a project, and since it wasn't specifically requested, the value of adding the additional feature isn't high.
This is usually referred to as diminishing returns.

QUESTION 25.

You are one of the team members planning a small community event. The project manager assigns you the task of planning for the event at a specific location. You find a better location and want to alert your team to the change in location

What responsibility and authority do you have regarding your assigned task?

A. **You need to speak with the project manager about changing the location and wait for approval.**
B. You can change the location without approval and set up for the community event.
C. You cannot approve the location change until all team members have voted on the decision.
D. You need to inform the sponsor directly about the change and then move the event to the new location.

As a team member, you have the responsibility to complete your assigned tasks to the best of your ability. However, you do not have the authority to make changes to the project scope without the approval of the project manager.

In this case, you have found a better location for the community event. However, you cannot simply change the location without approval. You need to speak with the project manager about the change and get their approval before you can make any changes.

The project manager will consider the following factors when making a decision about the location change:

The cost of the new location
The availability of the new location
The suitability of the new location for the event
The impact of the change on the project schedule and budget
Once the project manager has approved the location change, you can then inform the rest of the team and start setting up for the event.

It is important to follow the chain of command when making changes to the project scope. This ensures that all changes are made in a controlled and coordinated manner. It also helps to avoid confusion and misunderstandings.

ANS: A

QUESTION 26.

Which project document authorizes the project manager to begin working on a project?

A. Project management plan
B. Project scope statement
C. **Project charter**
D. Project communication plan

The Project Charter is a document that formally authorizes a project or a phase and provides the project manager with the authority to apply organizational resources to project activities. It includes the initial requirements that satisfy stakeholder needs and expectations, and it provides a direct link between the project and the strategic objectives of the organization.

The project charter is the document that authorizes the project manager to begin working on a project. It is a formal document that is signed by the project sponsor, who is the person who has the authority to approve the project.

ANS: C

QUESTION 27.

You need to select a project management approach for your team.

Kev considerations include:

- The team has worked on similar projects
- The deliverable must comply with standards and regulations
- The project tasks are well-defined.
- The project deliverable is clearly defined.

What project management approach should you choose?

A. Scrum
B. Adaptive
C. Predictive
D. Incremental

ANS: C

These factors point to a project environment where the requirements are clear and well-understood, and there are stringent compliance needs. This is a scenario that is generally well-suited to a Predictive project management approach.

The Predictive approach, also known as the Waterfall model, is often used in projects where the scope, schedule, and costs can be clearly defined from the beginning, and changes are not expected or desired once the project has started.

The project management approach that you should choose is predictive.

Here are the reasons why predictive project management is the best fit for your project:

The team has worked on similar projects: This means that the team has experience with the project tasks and the deliverable. This will make it easier to create a detailed project plan and to estimate the project schedule and budget.

The deliverable must comply with standards and regulations: This means that the project needs to be carefully planned and executed to ensure that the deliverable meets the required standards and regulations. Predictive project management is well-suited for projects with this type of requirement.

The project tasks are well-defined: This means that the project scope is clear and that the project tasks can be broken down into smaller, more manageable tasks. This will make it easier to create a detailed project plan and to track progress.

The project deliverable is clearly defined: This means that the project requirements are clear and that the project deliverable can be easily measured. This will make it easier to verify that the project is complete and that the deliverable meets the requirements.

Scrum, adaptive, and incremental project management approaches are all more flexible than predictive project management. This makes them a better fit for projects with less well-defined requirements or for projects where the scope is likely to change. However, for your project, the predictability of predictive project management is more important than the flexibility of the other approaches.

QUESTION 28.

Recent feedback from a client requires adjusting the scope of a project as well as some additional funding

Who needs to provide the approval to move forward with the changes?

A. Business analyst
B. Project manager
C. Project sponsor
D. Resource manager

ANS: B

Adjusting the scope of a project and securing additional funding typically requires the approval of someone at a higher level in the organization who has authority over the project's budget and strategic alignment. This person is often the Project Sponsor.

The Project Sponsor is the individual (often a manager or executive) within the client or sponsoring organization who is responsible for the project. They usually have the authority to make decisions about the project's scope, budget, and overall direction.

The correct answer is:

C. Project sponsor

QUESTION 29.

You are the project manager for a small construction project. You receive an updated quote from one of the material suppliers and the cost has increased by $2000. You request a meeting with your project sponsor to discuss what to do next.

Which stage of the change management process are you beginning?

A. Identify the change
B. Approve the change
C. Assess the change impact
D. Implement the approved change

ANS: B

In the situation described, you have already identified a change (the updated quote from the material supplier) and are now looking to discuss it with your project sponsor to determine what to do next. You are seeking to understand the implications of the change, such as how it might affect the project's budget, schedule, or other aspects. This stage is about assessing the impact of the change.

The correct answer is:

C. Assess the change impact

This stage typically involves understanding the nature of the change, analyzing how it affects various aspects of the project, and determining what actions might be needed to address it.

The answer is A. Identify the change.

You have received an updated quote from one of the material suppliers and the cost has increased by $2000. This is a change to the project scope and it is important to identify the change before you can proceed. Once you have identified the change, you can then assess the impact of the change on the project and obtain approval from the project sponsor.

QUESTION 30.

Which action signifies the formal acceptance of the final product?

A. Closing of vendor contracts by the project team
B. Final budget approval by the project manager
C. Completion of all paperwork by the project manager
D. Approval by the project sponsor and customer

The formal acceptance of the final product in a project is signified by the approval of those who requested and will be using the product. In most cases, this means the project sponsor and the customer (or client) must officially accept the product, indicating that it meets their requirements and expectations.

The correct answer is:

D. Approval by the project sponsor and customer

The formal acceptance of the final product is signified by the approval of the project sponsor and customer. The project sponsor is the person who has the authority to approve the project and the customer is the person who will be using the final product.

ANS: C

QUESTION 31.

You are an event coordinator for an upcoming party. The customer changes the party date. You know that this change will result in an increase in the cost of the venue

What should you do to resolve the budget variance?

A. Determine the cost difference and discuss options with the customer.
B. Cancel the venue contract and then find a new venue.
C. Stay at the same venue and tell the caterers to remove menu items to save money.
D. Approve the date change and invoice the customer for more money.

ANS: A

QUESTION 32.

Move each element of a project charter from the list on the left to its description on the right.

Elements of a Project Charter:

A. Milestone
B. Objective
C. Project Purpose

Description:

Summarizes the business case for the project: C

Outlines the expected end result or outcome of the project: B

Defines a key point in time that means the project is progressing as expected: A

ANS: C B A

QUESTION 33.

Which scenario demonstrates a schedule dependency?

A. Team members must schedule activities during business hours
B. Team members must wait to start a task until after another task is completed.
C. Team members must work independently on tasks.
D. Team members must determine the minimum time necessary to complete a project.

ANS: B

QUESTION 34.

What role does quality assurance play in the project development process?

A. It ensures the project is delivered within budget.
B. It ensures procedures are followed to meet standards for performance.
C. It ensures employees are qualified to complete their assigned tasks.
D. It ensures the project is delivered on time.

ANS: B

QUESTION 35.

You are part of a project team that is working on developing a new app. A team member suggests that you add a feature to the app. The project manager says that the feature is out of scope

What should you do if a product feature is out of scope?

A. You should decline the development of the feature.
B. You should develop the feature as part of the project.
C. You should consider the feature a project dependency.
D. You should add the feature to the scope statement.

ANS: A

When a product feature is considered out of scope by the project manager, it means that the feature is not within the defined boundaries and objectives of the project as outlined in the project scope statement. Adding out-of-scope features can lead to scope creep, which can impact project timelines, resources, and budgets. Therefore, it's generally advisable to decline the development of such features and focus on delivering the project within the originally defined scope.

The correct answer is A. You should decline the development of the feature.

If a product feature is out of scope, it means that it was not included in the original project plan. This could be for a number of reasons, such as budget constraints, time constraints, or simply because the feature was not considered to be essential to the project.

If a team member suggests that you add a feature to the app that is out of scope, you should decline the development of the feature. This is because adding the feature could have a negative impact on the project, such as:

Increasing the project budget
Delaying the project schedule
Reducing the quality of the project deliverables
Creating scope creep

It is important to remember that the project scope is set by the project manager and the stakeholders. If you add a feature to the project that is out of scope, you could be putting the project at risk.

QUESTION 36.

What is a key characteristic of the adaptive project management approach?

A. Continuous refinement of the product based upon stakeholder feedback
B. Minimal changes due to familiarity with project requirements
C. Sequential completion of tasks with no change in scope
D. Delivery of the product after the final phase has been completed

ANS: A

A. Continuous refinement of the product based upon stakeholder feedback

The key characteristic of the adaptive project management approach is its emphasis on continuous refinement of the product or project based on feedback from stakeholders and the evolving needs of the project. This approach, often associated with Agile methodologies, allows for flexibility and adjustments throughout the project lifecycle to ensure that the end result aligns with stakeholder expectations and changing market conditions.

The answer is A. Continuous refinement of the product based upon stakeholder feedback.

Adaptive project management is an agile project management approach that is characterized by continuous collaboration with stakeholders and iterative delivery of the product. This means that the product is constantly being refined based on feedback from stakeholders and that the project is never truly finished.

Here are some of the key characteristics of adaptive project management:

Collaboration: Adaptive project management requires close collaboration between the project team and stakeholders. Stakeholders are involved throughout the project, providing feedback and helping to shape the product.
Iteration: The product is developed iteratively, with each iteration building on the previous iteration. This allows the project team to learn from each iteration and to make improvements to the product.
Flexibility: Adaptive project management is flexible and adaptable to change. The project team is prepared to change the project plan based on feedback from stakeholders or unexpected events.
Risk management: Adaptive project management is risk-aware and emphasizes the importance of managing risks. The project team identifies and assesses risks early in the project and develops plans to mitigate those risks.

Adaptive project management is a good choice for projects where the requirements are uncertain or where the environment is constantly changing. It is also a good choice for projects where stakeholders are involved throughout the project and need to be able to provide feedback.

QUESTION 37.

What is a benefit of creating a lessons learned document?

A. Sharing best practice approaches among the team members
B. Creating marketing materials that can be used to promote the product
C. Meeting with the client to provide closure to the project
D. Ensuring team members are held responsible for their mistakes

ANS: A

A. Sharing best practice approaches among the team members

Creating a lessons-learned document has the primary benefit of sharing best practices and insights gained during the project among team members. This document captures both successful strategies and challenges faced throughout the project, enabling future projects to learn from the experiences of the current one. It helps the team identify what worked well and what could be improved, ultimately enhancing the team's knowledge and performance for future endeavors.

QUESTION 38.

What is a project life cycle?

A. The sequence of activities that determines the shortest possible duration of a project
B. The tasks performed to deliver a product, service, or result with specified features and functions
C. The series of phases that a project passes through from its start to its completion
D. The steps used to identify the best possible solution to a problem

ANS: C

C. The series of phases that a project passes through from its start to its completion

A project life cycle refers to the series of distinct phases that a project goes through from its initiation to its closure or completion. Each phase typically has its own set of activities, objectives, and deliverables, and the project life cycle provides a structured framework for managing and controlling the project's progress. This approach helps in organizing tasks, allocating resources, and ensuring that the project moves forward in a systematic manner.

QUESTION 39.

Your customer states that the packaging for the new product being developed must be easy for everyone to open. During product testing, only 60% of the people were able to open the packaging easily.

As the project manager, what should you do?

  A. **Request a team meeting to decide on corrective action**
  B. Inform the project sponsor that the project has failed.
  C. Meet with the product testers to change the results.
  D. Inform the customer that more than 50% is an acceptable result.

A. Request a team meeting to decide on corrective action

ANS: A

If the packaging for the new product is not meeting the requirement of being easy to open, the project manager should take corrective action to address the issue. This could involve gathering the project team to discuss potential solutions, analyzing the reasons behind the low success rate, and devising strategies to improve the packaging design. The goal is to identify and implement changes that will help achieve the desired outcome of easy-to-open packaging for a larger percentage of users.

The correct answer is A. Request a team meeting to decide on corrective action.

As the project manager, you need to gather more information and discuss the situation with the team before making a decision. You should request a team meeting to discuss the following:

The customer's requirements for the packaging
The results of the product testing
Possible solutions to the problem
The impact of the problem on the project
The risks and benefits of each solution
Once you have gathered all of the information and discussed the situation with the team, you can make a decision about the best course of action. This could include:

Changing the packaging design
Providing instructions on how to open the packaging
Offering a refund or exchange to customers who are unable to open the packaging

It is important to communicate with the customer throughout the process and to keep them informed of the decisions that are being made.

QUESTION 40.

What is a deliverable?

  A. **A unique output of a project**
  B. A resource allocated to the project
  C. A checkpoint in the project timeline
  D. A team member working on a project

ANS: A

A. A unique output of a project

A deliverable is a unique output, result, or product that is produced as a result of completing a project. It represents a tangible or measurable outcome that contributes to the achievement of the project's objectives. Deliverables can range from physical products to documents, software, reports, or any other tangible work that is created during the course of a project.

A deliverable is a unique output of a project. It is something that is produced by the project team and that is required by the project sponsor. Deliverables can be tangible or intangible, such as a product, service, report, or document.

Here are some examples of deliverables:

A software application
A marketing campaign
A training manual
A research report
A business plan

Deliverables are important because they help to ensure that the project is completed successfully. They provide a way for the project team to measure their progress and to ensure that they are meeting the project requirements. Deliverables also help to communicate the project's progress to the project sponsor and other stakeholders.

Change Management Process: The structured approach to planning, implementing, and managing changes within an organization, project, or process. It involves assessing the need for change, analyzing its impact, gaining stakeholder buy-in, and effectively managing the transition.

Predictive and Adaptive: These are two different project management approaches.

Predictive: Also known as traditional or waterfall, this approach involves planning the entire project upfront and following the plan through sequential phases.

Adaptive: An approach that allows for flexibility and incremental development. Agile methodologies like Scrum fall under this category, where projects evolve through collaboration and adapt to changing requirements.

SCRUM: A popular Agile framework for managing complex projects. It emphasizes collaboration, iterative development, and delivering value in short cycles called "sprints."

Incremental: A project development approach where the final product is built in stages or increments. Each increment adds new features or capabilities to the product.

Project Manager Roles/Duties: The individual responsible for planning, executing, monitoring, controlling, and closing a project. Their roles include defining scope, managing resources, risk management, communication, and ensuring the project's objectives are met.

Supplier: An entity that provides goods or services to a project. They are external entities that contribute to the project's success.

Vendor: Similar to a supplier, a vendor is an external entity that provides goods or services to a project, often in the context of purchasing products or services.

Project Responsibilities: The tasks, duties, and actions that individuals or teams are accountable for within a project. These responsibilities define who is responsible for each aspect of the project's execution.

Conflict Resolution Technique: Methods employed to resolve conflicts or disputes that arise within a project team. Techniques can include negotiation, compromise, collaboration, and escalation.

Work Breakdown Structure (WBS): A hierarchical decomposition of the project's scope into smaller, manageable work packages. It provides a visual representation of the project's tasks and deliverables.

Cost Estimation: The process of estimating the financial resources required to complete a project, considering various factors such as labor, materials, equipment, and overhead costs.

Project Procurement: The process of acquiring goods, services, or resources from external sources to support the project's needs.

Project Management Plan: A comprehensive document that outlines the approach, scope, schedule, budget, resources, communication, risk management, and other key aspects of a project.

Gold Plating: Adding unnecessary features or enhancements to a project beyond its original scope, often without approval, which can lead to increased costs and scope creep.

Schedule Dependency: The relationship between tasks in a project where the start or finish of one task is dependent on the start, finish, or progress of another task.

Project Life Cycle: The sequence of phases a project goes through, from initiation to closure, defining the overall framework for project management.

Deliverables: Tangible outputs or results produced at the end of a project phase or the entire project, which are provided to the stakeholders as evidence of progress or completion.