

1. During project proposal negotiations for an industrial plant, the customer informs the project manager that a change is required to improve performance. What should the project manager do?
- A. Ask the project sponsor for additional funding.
 - B. Call senior management for advice.
 - C. Update the work breakdown structure (WBS).
 - D. Revise the risk response plan.

Answer: B

2.

Earned value (EV)	US\$600
Actual cost (AC)	US\$100
Planned value (PV)	US\$150
Budget at completion (BAC)	US\$1,800
Estimate to complete (ETC)	US\$300

Project stakeholders want to understand the performance of a project that is 80 percent complete. Assuming the project continues at the same rate, and using the numbers in the table, what is the project's estimate at completion (EAC)?

- A. US\$100
- B. US\$300
- C. US\$380
- D. US\$400

Answer: D

3. After customer acceptance of the final deliverable, the project manager distributes the final project reports, gathers project documents for archiving, and conducts a lessons learned session with the team. What activity still needs to be completed?
- A. Capturing work performance information
 - B. Updating the issue log
 - C. Measuring and recording customer satisfaction
 - D. Documenting corrective actions

Answer: C

4. A project by ineffective weekly team meetings. Some more vocal team members are turning the meetings into lengthy discussions of areas they view as problematic.

To improve the meetings' effectiveness, what should the project manager do?

- A. Increase the length of the meetings.
- B. Exclude the more vocal team members from the meetings.
- C. Ensure that no team members' feelings are hurt.
- D. Set clear agendas with specific time limits for each item.

Answer: D

5. A customer is concerned when inclement weather results in schedule slippage. When should the

project manager have **executed appropriate contingency response** strategies?

- A. When funding was made available for additional resources
- B. When the customer agreed to a schedule extension
- C. When the inclement weather was **forecasted**
- D. Immediately after the inclement weather occurred

Answer: C

6. A project is nearing completion when the project team learns of new regulations for the region .where the product is to be installed. The project manager determines that a **new feature will have to be added to ensure compliance**, which will impact the resources, schedule, and budget.

What is needed to communicate and apply the activities required to comply with these new regulations?

~~A. Risk breakdown structure (RBS)~~

B. Change control

- C. Issue log
- D. Process analysis

Answer: B

7. A project manager's multidisciplinary teams are spread over several countries. Each team has prepared its budget and resource needs, **which now must be integrated into and compared with the project charter's estimated budget.**

What should the project manager do next?

~~A. Seek sponsor approval.~~

B. Conduct a kick-off meeting.

C. Gather the information and finalize the budget.

D. Review the plan and document the costs.

Answer: C

8. A project manager assigned to an existing project learns that team A collects requirements team B implements these requirements, and team C develops the test plan.

Where should this be documented?

~~A. Functional matrix~~

B. Staffing management plan

C. Organizational breakdown structure (OBS)

D. Responsible, accountable, consult, and inform (RACI) matrix

Answer: D

9. During project execution, the **project team misunderstands** how to use a new technology. As a result, significant rework is required, which increases overall costs.

From what source can the project manager obtain additional funds for the rework?

A. Key stakeholder

B. Management reserve

~~C. Contingency reserve~~

D. Project sponsor

Answer: B

10. During the execution of a project that is at risk of falling behind schedule, the project manager learns that the company's most skilled resource will be available from a project that finished early. The project manager insists that the resource be immediately assigned to their project team, with the expectation of a positive impact on the project.

What strategy did the project manager apply?

A. Share

B. Accept

~~C. Transfer~~

D. Exploit

Answer: D

11. Project manager A realizes that additional resources are required to complete their project on time and asks project manager B for assistance with resources. If project manager B agrees, what document should be reviewed?

~~A. Project staff assignment~~

B. Resource calendar

C. Project organization chart


D. Team performance assessments

Answer: B

12. While working on an assembly line, a team member reports the high failure rate of a product. What should the project manager use to support this evidence?

A. Kaizen approach

B. Nominal group technique

 Quality metrics

~~D. Force field analysis~~

Answer: C

13. For a system implementation project in country A, a manager completes the deliverables defined in the scope and customer accepts them. This system was successfully implemented in several other countries, but the users in country A are dissatisfied with some of the functions. What should the project manager do next to close the Project?

A. Consult the risk register for mitigation strategies.

~~B. Conduct meetings with the users to understand their dissatisfaction.~~

C. Organize a lessons learned meeting to capture feedback for the lessons learned knowledge

D. Provide the customer and users with all supporting project documentation to establish that project objectives were met and accepted.

Answer: C

14. A project team is working on the **scope baseline component of the project management plan**. What document should be included?

- A. Work breakdown structure (WBS) dictionary**
- B. Risk management plan
- C. Cost management plan
- D. Scope management plan

Answer: A

15. The following are the project tasks:

Task A (duration 4 days);

Task B (duration 3 days);

Task C (duration 4 days);

Task D (duration 2 days);

Task E (duration 3 days);

Task F (duration 4 days).

Tasks D and F cannot start until task C is complete. Tasks A and B can start any time after task C starts, but must complete before the end of the project. Task E cannot start until task D is complete. During the execution of task B, Which was started one day after task C had started, An exception happened which will cause a 2-day delay for this task.

What action should be taken to ensure the project is completed on time?

- ~~A. Add more resources to task B~~
- ~~B. Reassign resources to tasks on critical path~~
- C. Add more resources to task D
- D. No action is necessary**

Answer: D

16. A project manager assumes a project for a company that undergoing organizational changes and about to be restructured. What should the project manager do to ensure that the project is **aligned with the company's goals and objectives?**

- A. Obtain project charter approval.**
- B. Reach agreement at the kick-off meeting.
- C. Perform a gap analysis against the business case.
- ~~D. Analyze the project against the company's mission, vision, and values.~~

Answer: A

17. After visiting an ongoing project's operating facilities and meeting with project sponsors, a newly assigned project manager discovers potential risks. In addition, some project team members complained to the project manager that, during execution, unexpected events occurred for which no corrective actions were taken. The project **manager schedules a meeting to address these issues**. What should the project manager include on the agenda?

A. Top risks, risks that have occurred, risk responses, risks identified, risks closed, and an updated risk register

B. Top risks, risks that have occurred, risk responses, new risks, risks closed, and lessons learned

~~C. Top risks, new risks, risk summary, risk responses, and an updated risk register~~

D. Top risks, new risks, trend analysis, risk responses, and lessons learned

Answer: B

18. A contractor is behind schedule and requests the project manager's authorization to work overtime. What should the project manager do first?

A. Approve the contractor's request.

B. Reject the request.

C. Request change control board (CCB) approval.

D. Review the enterprise environmental factors.

D

19. A company decides to sign a firm fixed price (FFP) contract with a provider for the implementation of an online banking system. What risk response strategy is being used?

A. Transfer

B. Avoid

C. Exploit

D. Accept

Answer: A

20. A project manager receives a business case from a company's senior management. This company has a history of abandoning projects midway through the execution phase and not providing sufficient requested resources.

What should the project manager do?

A. Build a work breakdown structure (WBS).

B. Develop a project charter.

C. Build a project management plan.

~~D. Develop a strategic plan.~~

Answer: B

21. The reassignment of personnel will cause a project delay. What should the project manager do?

A. Consult the staffing management plan.

B. Initiate a change request.

C. Acquire a new resource.

~~D. Revise the project schedule.~~

Answer: A

22. During testing, multiple product defects are identified. What tool or technique should the

project manager use to prioritize these defects?

A. Control chart

B. Pareto diagram

C. Variance analysis

D. Rough order of magnitude estimate (ROM)

Answer: B

23. To communicate the project management plan to key stakeholders, **announce the start** of the project, and share relevant information, what communication tool should the project manager use?

A. Status report

B. Daily stand up

C. Focus groups

D. Kick-off meeting

Answer: D

24. A project's cost performance index (CPI) is 0.87 and its schedule performance index (SPI) is

1.3. The project sponsor would now like to **add new functionalities** to the final product.

What should the project manager do?

A. Analyze the time and cost to add the new functionalities.

B. Explain to the sponsor that this is scope creep.

C. Add the functionalities.

D. Ask the sponsor to issue a change request.

Answer: D

25. Six change requests have been submitted for approval because the project's end product is not meeting specifications. The project team checks the records, and all processes are being executed as planned. Initial management expectations were that the entire project could be completed with fewer than three change requests.

What should the project manager do?

A. Review the activity list, as the items may be too detailed.

B. Determine if additional risks need to be added to the risk register.

C. Review inputs to the quality management plan.

~~D. Review the work breakdown structure (WBS) activities, as they may lack detail.~~

Answer: C

26. After receiving vendor proposals, what should a project manager use to ensure that the lowest price is within the current market range?

A. Independent estimates

B. Proposal evaluation techniques

~~C. Expert judgment~~

D. Analytical techniques

Answer: A

27. A project manager reviews the schedule performance and calculates that the actual cost (AC) of work completed is 220, the cost variance (CV) is - 20, and the planned value (PV) is 180 What is the project's schedule variance (SV)?

A.-40

B.-20

C.20

D.40

Answer: C

28. An equipment supplier informs the project manager of a delivery delay. The project manager identifies that this delay will impact the entire project. To maintain the schedule, the project manager decides to shorten the equipment installation time.

What should the project manager do next?

~~A. Determine the project's critical path.~~

B. Manage the supplier's contract.

C. Revise the project schedule.

D. Submit a change request.

Answer: D

29. A project team informs the project manager that a certain risk was mitigated at lower-thanexpected costs. What should the project manager do next?

A. Update the cost management plan.

B. Perform a risk reassessment.

~~C. Revise the contingency reserve.~~

D. Inform the stakeholders.

Answer: B

30. A consultant informs the project manager that an internal customer resource is working on the project and wants to be informed of project status. What document should be updated?

A. Organization chart

B. Procurement contract

C. Communications management plan

D. Meeting minutes

Answer: C

31. A risk assessment for a website project shows that implementing a specific feature is more complex than expected. This could impact project performance from both cost and schedule perspectives.

What should the project manager do next?

A. Initiate a change request to scope, add the feature to the scope exclusion, and update the risk register.

B. Log the risk in the risk register and set up a meeting with key stakeholders to discuss the risk response strategies.

C. Update the risk register, review the scope, and evaluate risk-response strategies with key stakeholders.

D. Log the risk in the risk register and continue with the project.

Answer: C

32. A project manager needs advice about a project's critical task from two key subject matter experts (SMEs). These SMEs have a history of disagreeing while working on past projects.

What should the project manager do?

A. Create a recognition and rewards program.

B. Use conflict management techniques.

C. Review the corporate knowledge base.

D. Issue a change request for a new SME.

Answer: C

33. A project manager is unable to implement a project because the required resources are unavailable. The project manager is concerned that the project is coming to an end without completion of the deliverable.

What should the project manager do?

A. Refer to the risk register.

~~B. Update the work breakdown structure (WBS).~~

C. Update the project management plan.

D. Escalate to the project stakeholders.

Answer: A

34. A manufacturing company identifies the need for a new line of products. What should the company do to justify this?

A. Develop a project management plan.

B. Apply for capital.

C. Complete a business case.

D. Market the new product.

Answer: C

35. During project planning, the project manager identifies that there are an extensive number of stakeholders. The project manager asks a team member to classify each stakeholder based on their potential impact or support so that the communications management plan may be updated to meet expectations.

What should be used to conduct this classification?

A. Resource assessment

B. Power/interest grid

C. Resource histogram

D. Stakeholder analysis

Answer: D

36. What system is a part of the project management information system (PMIS)?

A. Configuration management

B. Communication management

C. Change management

D. Contract change control

Answer: A

37. A project manager responsible for developing a two-phase product decides that each phase will be completed by different vendors. Senior management has established that phase two must not finish before phase one.

What should the project manager do to prevent execution problems?

A. Update the risk management plan.

B. Meet with the vendors.

C. Talk to senior management.

D. Update the procurement plan.

Answer: D

38. During a project's execution phase, a new project manager takes over and all project documents are transferred. The new project manager identifies that 50 percent of the budget has been used, the cost performance index (CPI) is 1.05, and the schedule performance index (SPI) is 0.75.

What should the new project manager do next?

A. Issue a change request.

B. Update the change management plan.

C. Crash or fast track the project.

D. Review the scope management plan.

Answer: C

39. Due to personal reasons, a project team member informs the project manager that they will be out of work for two weeks. This team member is the only resource who can perform a critical-path task.

What document should the project manager update first?

A. Work breakdown structure

B. Risk register

C. Human resource management plan

~~D. Project schedule~~

Answer: B

40. During a meeting to obtain project management plan approval, the project manager learns that

a stakeholder is being replaced. Where should the project manager record this?

A. Risk register

B. Stakeholder register

C. Human resource management plan

D. Stakeholder management plan

Answer: B

41. A company decides to implement a new supply chain system that is expected to increase corporate profits by 15 percent. The finance department is concerned that its workload will increase, and strongly opposes the project.

What should the project manager do?

A. Manage the stakeholder's expectations

B. Resolve conflicts to keep the stakeholder satisfied.

C. Negotiate mutual benefits.

~~D. Update the risk management plan.~~

Answer: A

42. During project execution, a team member regularly complains that some information is not provided on a timely basis. What should the project manager do?

A. Check the team member's performance history.

B. Initiate regular information meetings with all team members.

C. Hold a one-on-one meeting with the team member

D. Review the communications management plan.

Answer: D

43. A project manager is struggling to identify the complete scope of a large project. What should the project manager review?

A. Project schedule

B. Work breakdown structure (WBS) and sequence activities

C. Network diagram

D. Project charter and requirements documentation

Answer: D

44. A functional manager needs to know when certain resources allocated to a project will become available for other assignments. What should the project manager provide to the functional manager?

A. Staff release plan

B. Resource calendar

C. Responsibility assignment matrix (RAM)

D. Staff acquisition plan

Answer: B

45. A project manager assesses team performance following a successful project. Overall, the team improved its performance, moving from a stage where there were no clear roles and responsibilities to a well-organized performing unit.

What types of indicators should the team performance assessment include?

A. Staff turnover rate and incentive plan

~~B. Individual skill assessment and training~~

C. Staff turnover rate and individual skill assessment

D. Staff competencies and conflicts

Answer: C

46. A production line is restarted after a lengthy delay. What tool or technique should the project manager use to validate that the product still meets the required specifications?

A. Cause-and-effect diagram

B. Design of experiments

~~C. Expert judgment~~

D. Inspection

Answer: D

47. A company must develop a project management culture to survive in a changing environment. In the past, the organization's vision was driven by the supply department. However, the supply department's vice president (VP), who is a key project stakeholder, refuses to adopt the new culture.

How can alignment with this new culture be obtained?

A. Invite the VP to project meetings.

B. Speak with the VP to determine the issue's root cause.

C. Conduct coaching sessions with the VP.

D. Ask management to schedule a strategic meeting with all project stakeholders.

Answer: B

48. A project manager is leading a team developing a new online banking application. After 23 months, the team has spent US\$100,000 on development and has US\$70,000 of the budgeted cost remaining. The targeted completion date is 12 months away, but the team expects completion in nine months. A team member identifies a proven off-the-shelf product that complies with all project specifications, can be purchased for US\$60,000, and can be implemented within eight months.

What should the project manager consider?

A. The to-complete performance index (TCPI)

B. Customer or project sponsor acceptance

C. The amount already spent on development

D. Make-or-buy analysis

Answer: D

49. A project manager, newly assigned to project A, learns that the project is behind schedule due to insufficient human resources. Economic constraints deter the company from recruiting new staff. However, the project manager discovers that project B is nearing completion.

To ensure the scheduled delivery of project A, what should the project manager do?

~~A. Wait until Project B is complete, then allocate the resources to project A~~

B. Negotiate and influence for the required resources.

~~C. Require project B's team members to work on project A.~~

D. Require project A's team members to work overtime.

Answer: B

50. A company is as a performing organization on an infrastructure development project sponsored by the government. After recent elections, all ongoing, government-sponsored infrastructure projects are put on hold for review.

What project document should the project manager update?

A. Scope management plan

B. Issue log

C. Risk register

~~D. Project schedule~~

Answer: C

51. A project manager receives the approved project charter for a new project. The project manager organizes a meeting with the sales director, human resource manager, and other key team members to check and confirm the roles, responsibilities, and expectations of everyone who may be impacted by the project.

What will be produced as a result of this meeting?

A. Stakeholder communication channels

B. Stakeholder analysis matrix

C. Stakeholder classification

D. Stakeholder register

Answer: D

52. A project manager takes over a struggling project and learns that the team is frustrated by the way the former project manager interacted with them. The team was concerned that the former project manager made key decisions without involving them.

What motivational theory describes the former project manager?

A. Theory Y

B. Maslow's hierarchy of needs

C. Motivation-hygiene theory

D. Theory X

Answer: D

53. An engineer is conducting a facility upgrade project. During a meeting to explain the intent of

the deliverable, contractors ask multiple questions that the engineer is unable to answer. At the end of the meeting, the engineer asks the contractors to submit proposals based on their own understanding of the deliverable.

What should the project manager have completed to obtain a clearer vision of the deliverable?

- A. Work breakdown structure (WBS)
- B. Project management plan
- C. Project scope
- D. Project charter

Answer: C

54. A stakeholder complains that notification of the project's delayed delivery was not received.

What should the project manager have done to prevent this?

- A. Updated the requirements traceability matrix
- B. Reviewed the communications management plan
- C. Reviewed the risk management plan
- D. Updated the stakeholder register

Answer: B

55. A project manager wants to perform forecasting to determine if a project will meet its cost and schedule goals. What source provides the information to create this forecast?

- A. Work performance information
- ~~B. Work performance reports~~
- C. Work performance data
- D. Work performance baseline

Answer: C

56 A vendor notifies the project manager that a requirement cannot be met. To what document should the project manager refer to determine how change requests are handled for this vendor's contract?

- ~~A. Change management plan~~
- B. Project management plan
- C. Statement of work (SOW)
- D. Procurement agreement

Answer: D

57. A project manager receives three cost estimates for an item:

Optimistic (tO), US\$1,500

Most likely (tM), US\$2,000

Pessimistic (tP), US\$4,000

The project manager uses US\$2,250 in the cost management plan.

What method did the project manager use for this calculation?

- A. Beta distribution

- B. Bottom up estimating
- C. Expert judgment
- D. Triangular distribution

Answer: A

58. New software must be manufactured by a specific, non-negotiable date, and scope and costs cannot be changed. Deliverables from previous phases of the project are already late.

Before manufacturing the software, what should the project manager use to plan the testing phase schedule?

- A. Crashing
- B. Fast tracking
- C. Risk control
- D. Quality control

Answer: B

59. A Project resource is missing assigned task deadlines. The resource complains that additional tasks were assigned by their supervisor.

What should the project manager do?

- A. Provide a written warning to the resource.
- ~~B. Hire additional resources.~~
- C. Analyze the situation with the resource and their supervisor.
- D. Identify project priorities with the project management office (PMO).

Answer: C

60. A company decides to outsource its technical support center. After a proof of concept project, many users complain about miscommunication, so the company discontinues the project to outsource the support center.

What drove this decision?

- ~~A. Acceptance testing~~
- B. Product reviews
- C. Threshold control limit
- ~~D. Customer feedback~~

Answer: B

61. A key stakeholder is concerned about the delivery of the next work package and the costs associated with the next phase. Where should the project manager find this information?

- A. Issue log report
- ~~B. Procurement statement of work (SOW)~~
- C. Work performance report
- D. Control chart

Answer: C

62. During an equipment upgrade project, the project manager requests weekly progress reports from a provider. The provider states that only one final report is required.

What document should be reviewed to validate this?

~~A. Responsible, accountable, consult, and inform (RACI) matrix~~

B. Work breakdown structure (WBS)

C. Communications management plan

D. Agreement

Answer: D

63. A project manager meets with two Key stakeholders who each identify events that will create significant project risks. With only limited resources available, what should the project manager do?

A. Develop a risk-ranking table.

B. Perform a qualitative risk analysis.

C. Perform a quantitative risk analysis.

D. Update the risk management plan.

Answer: B

64. A project manager organizes a group activity to discuss a solution for a recent issue. At the end of the session, several ideas are generated and sorted into groups for review and analysis.

What group creativity technique is being used?

~~A. Brainstorming~~

B. Delphi technique

C. Idea/mind mapping

D. Affinity diagram

Answer: D

65. A contractor requests a change that will impact the client's project and business objectives. The change order requires immediate approval to prevent a shut-down of the project.

What should the project manager do?

A. Negotiate with the contractor to minimize the impact.

B. Approve the change due to its urgency.

C. Discontinue work until other alternatives are explored.

~~D. Request project sponsor approval.~~

Answer: A

66. During a brainstorming session, the project team develops a series of response strategies to mitigate the impact of a power failure during the commissioning phase of a new office building.

What should the project manager consider when choosing the best strategy?

A. Lowest cost

B. Ease of implementation

C. Cost effectiveness

D. Ability to provide quick results

Answer: C

67. A new project manager assumes an ongoing project where 50 percent of project team members are outsourced. The project manager discovers that the outsourced team members are delivering production documentation that is noncompliant with company standards.-

What should the project manager do?

A. Review the human resource management plan to educate the resources on company standards.

B. Follow the actions outlined in the procurement documents.

C. Conduct performance assessments, and then begin the termination process.

D. Reassign the work to team members familiar with company standards.

Answer: B

68. During a project's schedule review, the project manager notices variances in activity late dates that exceed accepted thresholds. The project manager submits a change request to the project owner for an increase in the time to complete.

What analysis should the project manager perform to support this request?

~~A. Earned value management (EVM)~~

B. Trend

C. Reserve

D. Baseline

Answer: B

69. A project team member reports a potential risk during project execution. What tool or technique supports risk control?

A. Quantitative risk analysis

B. Risk register

C. Risk audit

D. Qualitative risk analysis

Answer: C

70. A project manager recently removed a difficult team member from a project, yet team morale has not improved. What should the project manager do next?

A. Reward individual high performers.

B. Set up an emergency meeting with team members.

C. Temporarily disengage unmotivated team members.

D. Reward team performance.

Answer: D

71. During a team meeting, a team member states that a previously identified risk should be dosed. What should the project manager do?

A. Use expert judgment.

B. Schedule periodic risk reassessments.

~~C. Conduct a root cause analysis.~~

D. Perform a qualitative risk analysis.

Answer: B

72 A third-party vendor is required to provide expert support on an innovative project with a poorly defined scope and an uncertain duration. What is a **possible result** of using a firm fixed price (FFP) contract with the vendor?

~~A. The contract could include rates for unit labor or material that may impact costs~~

B. The contract price could increase with any change in scope.

C. The contract price could be adjusted by inflation.

D. The contract price could include cost reimbursements.

Answer: B

73. A company plans to invest US\$1 million in the development of a new product. According to a feasibility study, the new product will create revenues of US\$300,000 in the first year and US\$400,000 in each of the two subsequent years.

Based on the assumption that the discount rate is 10 percent, what are the statuses of the project's net present value (NPV) and feasibility?

A. NPV is positive and feasibility is negative.

B. NPV is negative and feasibility is negative

C. NPV is positive and feasibility is positive

D. NPV is negative and feasibility is positive.

Answer: B

74. A project manager transitions the final product to the client and releases the project team. The client later calls the project manager and states that a new feature is required.

What should the project manager do?

A. Create a change request.

B. Recall the project team members.

C. Advise the client to initiate a new project.

~~D. Inform the project steering committee.~~

Answer: C

75. In a virtual organization, what should be done to manage the flow of project information **during the planning** stage?

~~A. Develop a structured communications management plan.~~

B. Establish a formal channel for communications.

C. Assemble a team of people that work in the same time zone.

D. Review lessons learned from previous virtual projects.

Answer: D

76. A project team consists of some team members who are actively involved and some who are passive. What tool or technique should the project manager use to obtain the best outcome to identify risks?

~~A. Expert judgment~~

B. Delphi

C. Three-point

D. Survey

Answer: B

77. A team member is inconsistent with the delivery of tasks and has been late for the last three project status meetings. This impacts the project's critical path. What should the project manager do?

A. Speak privately with the team member.

B. Remove the team member from critical-path tasks.

C. Address the issue during the next project status meeting.

D. Ignore the issue.

Answer: A

78. To understand the requirements of a new project, what should a project manager review first?

~~A. Business case~~

B. Statement of work (SOW)

C. Agreements

D. Organizational process assets

Answer: B

79. A dedicated, specialized resource for a critical activity asks to work from home beginning next month. The project requires this team member to work on site for the next three months.

What should the project manager do?

A. Ask management for a replacement.

B. Discuss this issue with the team member's manager.

C. Analyze the impact of the team member working off site.

D. Immediately discuss this issue with the team member.

Answer: C

80. A project manager will communicate with three community members and three internal customers. How many communication channels will the project have?

A.10

~~B.15~~

C.21

D.36

Answer: C

81. A new product requires an extensive recall that incurs costs. What should the project manager have done to reduce the chance of a recall?

A. Held in-process product inspections

B. Instituted rigorous procurement processes

C. Obtained insurance

D. Adhered to the risk management process

Answer: A

82. A project manager receives a project charter and schedules an initial kick-off meeting.

However the meeting is poorly attended by company resources.

What should the project manager have considered to avoid this?

A. Organizational process assets

B. Enterprise environmental factors

C. Agreements

~~D. Communications management plan~~

Answer: B

83. A project manager identifies and documents the specific actions that produce project deliverables by breaking down work packages into activities. What document will be produced as a result?

A. Resource breakdown structure (RBS)

~~B. Activity resource requirements~~

C. Milestone list

D. Activity duration estimates

Answer: C

84. A project manager plans to deploy a global project in one month. However, several managers have contacted the project sponsor indicating a lack of awareness of project deliverables.

What should the project manager have done during planning?

A. Conducted a project impact analysis, scheduled activities, and taken actions

~~B. Reviewed project charter to clarify scope~~

C. Scheduled weekly risk review meetings

D. Identified project stakeholders and included them in the communications management plan

Answer: D

85. During project implementation, the project manager used icebreaker exercises in which multiplies conflicts arose due to team members' behavioral differences. Now, team members are adjusting to each other's work habits, beginning to resolve issues, and working well together.

What stage of team development is the team experiencing now?

~~A. Forming~~

B. Storming

C. Norming

D. Performing

Answer: C

86. At a weekly meeting during project implementation, a project manager presents the programming manager with an updated, **departmental-resource expense report**. What helped the project manager obtain this information?

A. Responsibility assignment matrix (RAM)

B. Organizational breakdown structure (OBS)

C. Work breakdown structure (WBS)

~~D. Resource breakdown structure (RBS)~~

Answer: B

87. **At the end of a project**, the project manager discovers that several regulatory requirements went omitted from the approved scope and, therefore, not addressed. What should the project manager do next?

A. Initiate a change request to address these requirements.

~~B. Instruct team members to make the changes before closing the project.~~

C. Start a new project with these requirements as the scope.

~~D. Use the management reserve to address these requirements.~~

Answer: A

88. A project manager is planning a new multi-company project that has several stakeholders per company. What communication method should the project manager use?

A. Interactive

B. Push

C. Pull

D. Selective

Answer: C

89. A new project manager takes on an ongoing, multi-phase project. What inputs should the project manager use to **identify the project's risks and assumptions**?

A. Project costs, project schedule, and project documents

B. Project charter, organizational process assets, and enterprise environmental factors

C. Cost management, schedule management, and quality management plans

~~D. Risk register, stakeholder register, and expert judgment~~

Answer: C

90. A company is working to create an innovative product to address an identified business opportunity. A senior manager is trying to determine what risks could be faced during implementation. The senior manager asks the plant manager if there is sufficient plant capacity and then speaks with the vice president (VP) of finance regarding the available budget and the financial performance of a previous similar project.

What is the project manager doing?

- A. Determining the position of the main stakeholders to develop an influence/impact grid
- B. Gathering information to develop a risk management plan
- C. Applying expert judgment to develop a work breakdown structure (WBS) and a schedule
- D. Gathering information to develop a project charter

Answer: D

91. A project manager planning a large procurement activity wants to communicate with all prospective vendors before submitting a proposal. What tool or technique should the project manager use?

- A. Bidder conference
- B. Vendor bid analysis
- C. Make-or-buy analysis
- D. Procurement audit

Answer: A

92. A project manager defines the acceptance criteria for project deliverables. Where should these be recorded?

- A. Project charter
- B. Project scope statement
- C. Requirements management plan
- D. Work breakdown structure (WBS)

Answer: B

93. A small project with a short duration requires the procurement of steel rods from an outside supplier. While the unit price of the steel rods is mutually agreed to by both parties, it is impossible to determine the quantity of steel or the project's duration with any degree of confidence.

What type of contract should be used?

- A. Firm fixed price (FFP)
- B. Cost-plus fixed fee (CPFF)
- C. Cost plus incentive fee (CPIF)
- D. Time and material (T&M)

Answer: D

94. A project manager discovers a new risk that may impact the project's schedule. What should the project manager do first?

- A. Create mitigation and contingency plans.
- B. Determine the risk's probability and impact.
- C. Schedule a team meeting.
- D. Determine how to monitor the risk.

Answer: B

95. A construction company is contracted by the local government to build a bridge. The project manager completed the work breakdown structure (WBS) and now must estimate the budget. What tool or technique should the project manager use?

- A. Cost aggregation
- B. Reserve analysis
- C. Funding limit reconciliation
- ~~D. Historical relationships~~

Answer: A

96. A client has an issue with a member of the project team- Once the issue has been addressed and the client approves the resolution, what should the project manager do next?

- A. Review the number of communication channels.
- B. Request a meeting with the client.
- C. Update the issue log.
- D. Update the client communications requirements.

Answer: C

97. What should a project manager use to archive contract and procurement documentation?

- A. Records management system
- B. Project management plan
- C. Lessons learned documentation
- D. Contract change control system

Answer: A

98. Company A wins a bid to deploy a new enterprise resource planning (ERP) system at company B. After all major work on the project is complete, company B's production manager states that the ERP system does not meet the company's requirements.

What should the project manager review?

- A. Request for proposal (RFP)
- B. Change management plan
- C. Statement of work (SOW)
- D. Procurement agreement

Answer: D

99. Due to organizational changes, a project sponsor requests a shorter timeline for the final project deliverable. What should the project manager do?

- A. Inform the sponsor that the request is not in the approved project plan.
- ~~B. Review the human resource management plan to determine if extra resources may be hired.~~
- C. Review the change management plan for approved changes.
- D. Hire more resources.

Answer: C

100. A project manager discovers that a project's earned value (EV) is smaller than its planned value (PV), and that its EV is more than its actual cost (AC). To meet planned schedule and budget requirements, what should the project manager do?

- A. Release some resources.
- B. Submit scope change request.
- C. Apply resource smoothing.
- D. Consider fast tracking.

Answer: D

101. What should the project manager do to meet expectations with future deliverables?

- A. Review the quality management plan.
- ~~B. Perform quality assurance.~~
- C. Implement a change request.
- D. Execute quality control.

Answer: A

102. A project in the execution phase has been on hold for three months due to the project manager's resignation. When a new project manager is assigned, what should they do first?

- A. Review the schedule management plan.
- B. Review the project management plan.
- C. Obtain customer feedback on needs and expectations.
- D. Refer to the milestone schedule.

Answer: B

103. A project manager assigned to a large construction project receives a request to increase the size of the building by 10 floors. The project manager conducts the Perform Integrated Change Control process and the change request is approved.

What should the project manager do next?

- A. Notify the project sponsor and invoice the customer.
- B. Perform a qualitative risk assessment and update the risk register.
- C. Assess the impact of the change and communicate with the project team.
- D. Update the project management plan and implement the change.

Answer: D

104. While testing the new software for an implementation project, two departments realize they will need to adjust their operational procedures. What tool or technique should be used to accomplish

- A. Control chart
- B. Delphi technique
- C. Ishikawa diagram
- D. Process flow chart

Answer: D

105. What tools or techniques may be used to control risks?

- A. Reserve analysis, issue log, and risk audits
- B. Risk audits, reserve analysis, and quality audits
- C. Brainstorming, risk reassessment, and status meetings
- D. Risk audits, variance and trend analysis, and reserve analysis

Answer: D

106. During project execution, a project team finds repeated defects with a supplier's deliverables. What should the project manager do?

- A. Perform a quality audit.
- B. Discuss the problem with the supplier's senior management.
- C. Review the procurement agreement.
- D. Create a change request with the supplier.

Answer: C

107. During a project site meeting, the project manager informs the company of a variation in the agreed scope. By the next meeting, the company has still not addressed this issue. What should the project manager do?

- A. Update the progress schedule to indicate the correct status.
- B. Update the work performance report
- ~~C. Verify the communications management plan.~~
- D. Reassign the issue to the company.

Answer: B

108. A project manager decides to subcontract some tasks to an external service provider. What process ensures that the service provider's performance meets contractual requirements?

- A. Control Charts
- B. Control Procurements
- ~~C. Procurement Negotiations~~
- D. Contracts Change Control System

Answer: B

109. A new resource from a competing company is added to a project team. The new project team member attempts to incorporate different processes than those that are approved. What should the project manager do to help the new employee conform to approved processes?

- A. Gather relevant information to address the issue.
- B. Explain the employee's roles and responsibilities.
- C. Conduct a performance appraisal.
- D. Ask another project team member to coach the new employee during work hours

Answer: C

110. A project manager completes the development of the project charter and reviews it with key stakeholders. What should the project manager do next?

- A. Develop the project management plan.
- B. Conduct a kick-off meeting with the project team.
- C. Obtain project charter approval from the sponsor.
- D. Obtain project charter approval from the stakeholders.

Answer: C

111. The project sponsor wants a project status update. What method should the project manager use

- A. Critical path method
- B. Procurement data flow analysis
- C. Expected monetary value (EMV) analysis
- D. Earned value management (EVM)

Answer: D

112. A project manager advises the project sponsor of an issue with a project's external dependency. A project partner needs to upgrade its point-of-sale system, which appears unlikely to occur prior to the go-live date. Although this will incur additional costs, the project sponsor decides to move forward with the project.

What type of response is this?

- A. Expected monetary value (EMV) analysis
- B. Third-party risk transfer
- C. Monetary modeling and simulation analysis
- D. Risk acceptance

Answer: D

113. When defining and documenting a project's scope, what documentation should the project manager consult first?

- A. Project charter
- B. Enterprise environmental factors
- C. Functional requirements
- D. Business requirements

Answer: A

114. An engineer working on projects A and B is losing motivation for project A. What should the project manager of project A do?

- A. Discuss the issue with project
- B. Discuss the issue with the project manager.
- C. Ask team members to provide encouragement to the engineer.
- D. Meet with the engineer to identify a satisfactory solution.

Answer: D

115. Midway through project execution, the project manager determines that part of the scope necessary to produce the deliverable was omitted during estimating and planning. After the change control board (CCB) approves the request to add items to the scope statement, what should the project manager do next?

- A. Update the project documentation.
- B. Review work performance reports.
- C. Update the lessons learned database.
- D. Review the impact with the client.

Answer: A

116. A project manager is leading a status meeting and confirms the delivery date for a key deliverable with the contractor. A contract letter must be drafted stating that all financial, legal, and procurement aspects are closed out.

This letter will form part of what process?

- A. Control Procurements
- B. Close Procurements
- C. Conduct Procurements
- ~~D. Close Project or Phase~~

Answer: A

117. During project execution, an earthquake causes minor damage that will not impact the schedule.

What should the project manager do next?

- A. Follow the risk response plan.
- B. Call the insurance company.
- C. Ask the project sponsor for instructions.
- D. Stop the project and order damage repair.

Answer: A

118. A Project manager is assigned a project where, due to regulatory agreements, the timeline is non-negotiable. To what should the project manager refer to ensure alignment among the project stakeholders and the project team, and to obtain approval to start the project?

- A. Change management plan
- B. Communications management plan
- C. Project management plan
- D. Project scope statement

Answer: C

119. Two team members on a construction project disagree on the installation of protective windows. According to the weather forecast, a thunderstorm is expected at the project's location

within 24 hours. If the installation is not completed, the entire project will be jeopardized.

What conflict resolution technique should the project manager use?

~~A. Collaborate/problem solve~~

B. Smooth/accommodate

C. Compromise/reconcile

D. Force/direct

Answer: D

120. While creating a work breakdown structure (WBS), a project manager must decompose a task titled "solicit bids." What can the project manager use to further subdivide the task?

A. Ishikawa diagram

B. Critical chain method (CCM)

C. Expert judgment

D. Analogous estimating

Answer: C

121. In reviewing a project's status, a project manager discovers that they are not being informed about customer changes accepted by team members. This leads to redundant work flows and undocumented changes.

What should the project manager do?

A. Reject the changes and implement the original scope.

B. Change the project scope to include the changes.

C. Accept the changes and modify the scope, schedule, and cost baselines.

D. Review the situation and conduct the Perform Integrated Change Control process.

Answer: D

122. A project manager receives a request to include a security feature for a new product launch.

This feature was not included in the project management plan or the schedule. The project manager identifies that it can be implemented **without impacting the project schedule or budget.**

What should the project manager do next?

A. Issue a change request according to the change management plan.

B. Ask the security analyst to implement the feature as soon as possible.

C. Reject the request.

D. Update the project management plan and lessons learned document.

Answer: A

123. A project manager resigns midway through a project. What document should the project sponsor use to transfer project authority to the new project manager?

A. Project management plan

B. Business case

C. Project charter

D. Project scope statement

Answer: C

124. Although all steering committee members have interest in a project, they have varying degrees of understanding. In addition, some have more availability to attend project meetings than others

What process should be improved?

- A. Manage Stakeholder Engagement
- B. Identify Stakeholders
- C. Plan Stakeholder Management
- ~~D. Control Stakeholder Engagement~~

Answer: C

125. During project implementation, a technology team member is reassigned. What should the project manager do next?

- A. Initiate a formal change request and inform all stakeholders.
- B. Use expert judgment to determine the impact.
- ~~C. Update the human resource management plan.~~
- D. Update the schedule management plan.

Answer: B

126. During a project, the project manager discovers that project team members lack essential skills to complete their tasks on schedule. What plan will help the project manager resolve this?

- A. Requirements management
- B. Staffing management
- C. Communications management
- D. Schedule management

Answer: B

127. A project's engineering manager has defined a schedule based on standard inputs. The project sponsor requests delaying the start of an activity for one quarter, which will impact resource

What should the project manager do next?

- A. Redefine project activities.
- B. Identify risks.
- C. Develop a schedule.
- D. Perform a quantitative risk analysis.

Answer: B

128. A project manager receives a project costs report from a team member. However, the report was not approved by the appropriate party. It appears that the team member did not follow the procedures and policies for documenting and controlling project costs.

What process is used to determine these policies and procedures?

- A. Plan Cost Management

~~B. Estimate Costs~~

C. Control Costs

D. Determine Budget

Answer: A

129. A previously defined and documented risk is triggered during a project. The identified response for this risk is to contract with one of three possible vendors.

What should the project manager do?

A. Review the project schedule.

B. Check the source selection criteria.

~~C. Refer to the risk register.~~

D. Use expert judgment.

Answer: B

130.

Project Length (months)	8.00	
Budget at Completion (BAC)	US\$20,000	
Actual Cost for Work Performed (ACWP)	US\$8,000	Actual Cost (AC)
Budgeted Cost for Work Performed (BCWP)	US\$7,500	Earned Value (EV)
Budgeted Cost for Work Scheduled (BCWS)	US\$8,500	Planned Value (PV)

Based on the calculated estimate at completion (EAC), what should the project manager do?

A. Adjust the budget downward due to the trend toward cost overruns.

B. Re-baseline the schedule, as the project is under budget.

C. Adjust the budget upward due to the trend toward cost overruns.

~~D. Take actions to accelerate activities, as the project is under budget.~~

Answer: C

131. During a project's initiation phase, the sponsor asks the project manager about identified risks.

What should the project manager reference?

A. Project charter

B. Plan Risk Management process

~~C. Risk register~~

D. Control Risks process

Answer: A

132. A company is awarded a project to construct a town's public transportation system. During stakeholder analysis, the project manager identifies the owners of local manufacturing companies as key stakeholders due to their influence on local government. However, these stakeholders have little interest in the project, since their plants are located outside town limits and the their employees will not use this transportation system.

Based on the power/interest grid, how should the project manager handle these stakeholders?

A. Keep satisfied

~~B. Keep informed~~

C. Manage closely

D. Monitor

Answer: A

133. A project has been completed and final acceptance of project deliverables has been obtained. The project manager then realizes that deliverables ownership cannot be transferred to operations due to a conflict with another ongoing project.

What should the project manager do?

A. Meet with the stakeholders.

B. Inform the program manager.

C. Escalate the issue to the portfolio manager.

D. Close the project.

Answer: C

134. A project manager is assigned to a large construction project in another country. During an initial meeting with the project team, a subject matter expert (SME) expresses concern that the project will not finish on time due to unexpected equipment delays.

What document should the project manager review first to determine stakeholder tolerance of impacts on the project schedule?

A. Project schedule

B. Risk register

C. Risk management plan

D. Communications management plan

Answer: C

135. A one-week delay occurs during project execution. The project manager identifies that authorizing overtime will regain the time lost. However, project management office (PMO) policies prohibit overtime.

What should the project manager do?

A. Submit a change request.

B. Hire additional resources.

C. Inform the project team of the delay.

D. Update the project schedule.

Answer: A

136. One week before the final delivery of a project, the project manager discovers a mistake made by the technical team. This mistake will lead to a three-month delay.

What should the project manager reference to address this issue?

~~A. Project management information system (PMIS)~~

B. Contingency plan

C. Technical performance measurement

D. Change control process

Answer: D

137. A project manager is unsure if a new project is aligned with the company's long-term goals and objectives. What should the project manager do next?

A. Compare the company's project practices to those of comparable projects.

~~B. Review the company's best practices and regulations.~~

C. Consult the company's strategic plan.

D. Run the project based on the company's strategic lessons learned.

Answer: C

138. A project requires strategic material provided by a foreign vendor. The project manager learns that the material is expected to increase in price, which will affect the project budget. The project team identifies a local vendor selling material that will meet project specifications at a reasonable price. What should the project manager do next?

A. Update the cost baseline with the new price.

B. Execute a firm fixed price (FFP) contract.

C. Register a new risk and plan mitigation for the potential price increase

~~D. Submit a change request to acquire the material from the local vendor.~~

Answer: C

139. A senior project manager is overseeing a large team of experts. When disagreements arise within the team, the senior project manager considers each viewpoint and restores order. What conflict resolution technique does this describe?

A. Collaborate/problem solve

B. Force/direct

C. Compromise/reconcile

D. Smooth/accommodate

Answer: A

140. A project manager believes that the timing of employee breaks may have a direct impact on the quality control department's output. What tool or technique should the project manager use to study and identify this possible connection?

A. Scatter diagram

B. Quality audit

C. Statistical sampling

D. Histogram

Answer: A

141. A project manager held a celebration to mark the successful completion of a project. At the event, the client representative notified the project manager that the final product did not meet

their business needs.

What should the project manager have done to prevent this?

- A. Notified stakeholders of project completion
- B. Validated the project scope**
- C. Gathered stakeholder feedback
- D. Reviewed organizational process assets updates

Answer: B

142. A company is developing a project management plan. The project manager wants to assemble a highly effective project team by evaluating previous employee performance reviews.

To what planning-process input should the project manager refer?

- A. Human resource management plan
- B. Organizational process assets
- C. Enterprise environmental factors**
- D. Project charter

Answer: C

143 A project manager learns that a key team member wants to leave the project in one month. There is insufficient time to transition their responsibilities to a new member with the same expertise.

What should the project manager do?

- A. Perform an earned value management (EVM) analysis.
- B. Meet with the sponsor to expedite incorporation of a new member.**
- C. Identify sponsor expectations and develop the human resource management plan.
- ~~D. Adjust the risk management plan.~~

Answer: B

144. When a project's stakeholders change, what plan should a project manager update to maintain effective communications?

- A. Scope management
- ~~B. Requirements management~~
- C. Project management**
- D. Human resource management

Answer: C

145. A buyer is ready to formally authorize the completion of a project. To what should the project manager refer to verify formal procurement closure requirements?

- A. Procurement negotiations
- B. Procurement audits
- ~~C. Procurement statement of work (SOW)~~
- D. Procurement management plan**

Answer: D

146. An experienced project manager assumes an IT project that is similar to other company projects. What is a good resource to which the project manager can refer?

A. Lessons learned

B. Risk register

C. Quality metrics

D. Continuous improvement

Answer: A

147. During product testing, the project team identifies results that do not meet required specifications. After analyzing the data to determine the cause, what should the project team do?

A. Update the quality assurance plan.

B. Conduct quality audits.

C. Perform quality assurance activities.

D. Take corrective actions.

Answer: D

148. The project manager for a manufacturing company is developing a quality management plan for a client who has requested the production of 50,000 fans. What should the project manager use to reduce defects and maximize the quality of the product?

A. Pareto diagrams

~~B. Control charts~~

C. Cause-and-effect diagrams

D. Histograms

Answer: A

149. A project manager is having difficulty managing a conference call. Several project team members are speaking simultaneously, and one member has made an offensive comment directed toward the project team lead.

What should the project manager have done to avoid this?

A. Colocated team members

B. Utilized personnel assessment tools

C. Established ground rules

D. Conducted team-building activities

Answer: C

150. An automobile company launching a new model makes a last-minute change to the body style. What elements of the project management plan may be impacted?

A. Requirements, schedule, and risk management plans

B. Risk management plan, and cost and scope baselines

C. Quality, stakeholder, and procurement management plans

D. Requirements, quality, and communications management plans

Answer: B

151. After a project's implementation, stakeholders report defects beyond the threshold to the project manager. What should the project manager have done to avoid this?

- A. Documented quality control measurements
- B. Conducted the Perform Integrated Change Control process
- C. Performed process improvement
- D. Managed stakeholder expectations

Answer: C

152. During project execution, an environmental organization raises a concern that forces construction to stop, thereby delaying the project's schedule.

What should have highlighted this issue?

- A. Stakeholder analysis
- B. Communications management plan
- C. Stakeholder register
- ~~D. Scope baseline updates~~

Answer: C

153. A new project manager assumes a project during its execution phase. To prevent disruptions to ongoing work, what should the project manager do first? °

- A. Update the change control log.
- B. Implement the Perform Integrated Change Control process.
- C. Revise the stakeholder register.
- D. Review the risk register.

Answer: B

154. During a project kick-off meeting, a key stakeholder requests clarification of the project's impact on company goals. Where can the project manager find this information?

- A. Project management plan
- B. Project charter
- C. Project schedule, budget, and quality requirements
- D. Enterprise environmental factors

Answer: B

155. A project manager learns of a potential four-week delay in the delivery of items ordered from another country. What should the project manager do?

- A. Claim delay damages from the insurance provider.
- B. Cancel the order and place a new order with a different vendor.
- ~~C. Revise the project management plan and inform stakeholders.~~
- D. Escalate the issue to the project sponsor.

Answer: D

~~156.~~ As part of a design team for a new product with two components, a team member assesses the quality issues relating to component B. What is used to identify factors that may influence a process in production?

A. Affinity diagram

B. Design of experiments

~~C. Interrelationship diagram~~

D. Tree diagram

Answer: B

~~157.~~ A project team on a two-year-old project faces a technical issue that is impossible to overcome. The project sponsor cancels the project because it is over budget and no further progress can be made without resolution of this issue.

What should the project team do next?

A. Wait for the project manager to determine the next steps.

B. Document the reason for cancellation in the final project report.

C. Continue to investigate the issue to determine if it can be resolved.

~~D. Archive project documentation for future use.~~

Answer: B

158. A project manager assumes a project with a defined scope. Within two weeks, the sponsor requests a project status report.

What should the project manager do?

A. Review the scope and deliver performance results.

B. Meet with the team to gather information.

C. Review the communication channels.

D. Request more time from the sponsor

Answer: A

159. A project's **cost** performance index (CPI) has been between 0.89 and 0.93. What is the status of the project?

~~A. The project is behind schedule.~~

B. The project is on schedule.

C. The project is over budget.

D. The project is under budget.

Answer: C

160. A project manager discovers that, due to existing legislation, a feature cannot be implemented as planned. This will seriously impact the project baseline.

What should the project manager have done to avoid this?

A. Spent more time creating a detailed communications management plan

B. Exercised more strict control of change requests

C. Hired a more experienced group of vendors

D. Identified assumptions and constraints during project initiation

Answer: D

161. A project manager assumes a three-month project for which project team members were already recruited by the project sponsor. One month into the project, the project manager discovers that some team members are not performing as expected.

What should the project manager do?

A. Interview the underperforming members.

B. Follow the human resource management plan.

C. Replace the underperforming members.

~~D. Refer to the risk management plan.~~

Answer: B

162. A project manager approves an enhancement feature for a product release. Where should this be documented?

A. Project charter

B. Change log

C. Statement of work (SOW)

D. Change request

Answer: B

163. After a project status meeting, a project manager learns that a key critical-path activity shows a significant delay and is increasing the project's risk level. The project sponsor has closely monitored the cost performance index (CPI), and its value has not exceeded 0.86 during the project's life cycle.

What should the project manager do to get the project on track?

A. Apply the crashing technique.

B. Establish a new baseline based on the delays

C. Apply the fast tracking technique.

D. Reassign resources with similar skills from tasks with float.

Answer: D

164. A subcontractor cannot fulfill its contract. As a result, project integration will be delayed and the project will not be completed on time.

What should the project manager do?

A. Review the risk response plan.

B. Review the subcontractor's commitments.

C. Change the schedule baseline and inform the client.

~~D. Issue a change request.~~

Answer: A

165. A project's progress begins to slip for undetermined reasons. How can the project manager investigate this?

A. Observation and conversation

B. Question and answer session

C. Progress checklist

D. Team satisfaction survey

Answer: A

166. A customer requests the ability to alter requirements as a project evolves, and to receive Product; when completed rather than on the scheduled date. What methodology should the project manager use to accommodate these requests?

A. Waterfall

B. Agile

C. Prototyping

D. Spiral

Answer: B

167. What is the main purpose of developing a human resource management plan?

A. Determining how project human resources will be defined, staffed, managed, and released

B. Confirming human resource availability and obtaining the necessary team to complete project activities

C. Describing how and when project team members will be assigned and for how long they will be required

D. Providing guidance on team performance monitoring and human resource availability

Answer: A

168. A completed project has been in operation for a month and is within the accepted range of adoption. However, the final invoice for the project has not been accepted.

What should the project manager do?

A. Identify requirements for new functionalities.

B. Obtain financial, legal, and administrative closure.

C. Determine what issues arose after the go-live date.

D. Meet with the finance department.

Answer: B

169. A key project team member refuses to work on a specific task. The project manager chooses to postpone further discussion of the matter until the following day.

What conflict management technique is the project manager using?

A. Collaborate/problem solve

B. Force/direct

C. Smooth/accommodate

D. Withdraw/avoid

Answer: D

170. An organization's strategy is to expand into emerging markets. A project sponsor is preparing a presentation for executive management that includes information on the project's socioeconomic added value and its ecological impact on the proposed regions.

- A. Risk analysis and risk response strategies for project design, construction, and implementation
- B. Detailed cost breakdown and contingency requirements
- C. Opportunities for market penetration, profitability, and ROI
- D. Detailed scope of work and timeline for project implementation

Answer: C

171. A project manager assigned to a new project must develop a budget. The project manager asks for assistance from a fellow project manager who worked on a similar project.

What tool or technique is the project manager using?

- ~~A. Parametric estimating~~
- B. Reserve analysis
- C. Comparative estimating
- D. Expert judgment

Answer: D

172. A project manager invites a customer to monthly meetings, but the customer does not always attend. What should the project manager do?

- A. Continue to invite the customer.
- B. Update the risk register.
- C. Escalate the issue to the project sponsor.
- D. Review and update the communications management plan.

Answer: D

173. A new technology, with which most team members are unfamiliar, is identified as a risk. As part of the risk response strategy, the project manager defines a plan for formal training, coaching, and mentoring of the team on this technology.

What process should be used to evaluate whether these risk mitigation efforts will be effective?

- A. Plan Risk Responses
- B. Supervision Risks
- ~~C. Control Schedule~~
- D. Develop Project Team

Answer: B

174. One of the risks identified in a project's initiation phase occurs during the execution phase. The impact is high and could result in a major change in the project's environment.

What should the project manager do?

- A. Create a new change in the change log, conduct an impact analysis, status report analysis, and

prepare a project status report.

B. Update the risk register, and create and continuously monitor the issue in the issue log.

~~C. Create a new issue in the issue log, and immediately inform the stakeholders.~~

D. Update the risk register, and create a new change in the change log incorporating details from

Answer: B

~~175.~~ During the Initiation phase of a project, the project manager needs to develop the budget.

What components need to be included?

A. Cost baseline and contingency reserve

B. Cost baseline and management reserve

C. Work package cost estimates and contingency reserve

~~D. Activity cost estimates and management reserve~~

Answer: B

176. When preparing project A's human resource management plan, a project manager discovers that the IT director requires a specific resource. Because the dates the resource will be needed are unknown, the resource is not incorporated into the schedule. After the dates are finalized, the project manager learns that the resource was assigned to project B for the next six months and there is no other available resource. Project A must be completed within six months, but project B's sponsor refuses to accept any risks that could delay their project.

What should project manager A do next?

A. Recommend to the steering committee that project A be cancelled.

~~B. Recommend to the steering committee that a meeting be held between the sponsors of both projects.~~

C. Recommend that a project A team member be trained to obtain the necessary skills.

D. Recommend that the IT director acquires a backup for the resource.

Answer: D

177. A project manager is reviewing a change request for a supplier to modify the diameter of a pipe entering a pumping facility. What type of change is this?

A. Scope

~~B. Procurement~~

C. Quality

D. Cost

Answer: A

178. Company A contracts company B to perform project work. After completion of the work issues with the product are discovered and company A refuses to pay company B.

What should be done to settle this dispute?

~~A. Perform a procurement review.~~

B Use an alternative dispute resolution.

C. Start litigation.

D. Inspect and audit the product.

Answer: B

179. A purchase order is submitted to purchase new equipment and upgrade an existing device. After a one-month delay, a status update is requested from the vendor. The vendor responds that, due to inventory shortages, the delivery will be delayed by two additional months. This negatively impacts the project schedule.

What should the project manager do?

A. Inform the stakeholders and submit a change request.

B. Verify the terms and conditions of the contract

C. Cancel the current purchase order and select a new vendor.

D. Change the procurement management plan to include this delay.

Answer: B

180. To coincide with the holiday shopping season, the marketing department decides to release a product earlier than originally planned. Based on this, the project manager hires two additional resources for critical tasks.

What technique did the project manager use?

A. Resource smoothing

B. Fast tracking

C. Crashing

D. Resource leveling

Answer: C

181. A project manager is working on implementing a new software application critical to a company's operations. During risk analysis, a team member identifies a high-probability risk of electrical failure due to energy supply issues at the project's location. This could affect the servers and make the application unavailable. The project sponsors agree to establish a redundant secondary site.

What risk response strategy is being used?

A. Transfer

~~B. Accept~~

C. Avoid

D. Mitigate

Answer: D

182. A company's vice president (VP) has just learned about the delay of a product launch planned for next month. This product is the main driver to accomplish the VP's strategic goals for the year. The VP has been included in the distribution of all monthly project status reports.

What tool or technique should the project manager use to improve the future working relationship with this VP?

A. Interpersonal skills

B. Communication methods

C. Power/interest grid

D. Expert judgment

Answer: C

183. A project manager considers whether external resources will be required for a project. What will be useful in creating a procurement management plan?

A. Source selection criteria

~~B. Make or buy decisions~~

C. Procurement statement of work (SOW)

D. Risk register

Answer: D

184. A quality manager presents a project manager with a chart indicating that, on 24 occasions, system failures were the main reason for poor product quality. The chart does not indicate the cumulative frequency of all sources of failure.

What basic quality tool did the quality manager use?

A. Control chart

B. Histogram

~~C. Scatter diagram~~

D. Pareto diagram

Answer: B

185. During project execution, a project manager receives two change requests from different departments within the customer's organization. After analyzing the change requests with the project team, the project manager concludes that execution of the first change will impact the execution of the second change.

What should the project manager do next?

A. Initiate both change requests, and address the incompatibility issues during the execution phase.

B. Meet with the project sponsor and representatives of both departments to determine the priorities.

C. Meet with the project team and project sponsor to determine the priorities.

D. Meet with the project team and representatives of both departments to determine the priorities.

Answer: B

186. When developing a risk management plan, what should a project manager do to identify risks?

A. Establish ground rules.

B. Review project documents.

C. Evaluate the risk register.

~~D. Review probability and impact matrix.~~

Answer: B

187. A vendor submits a final deliverable's key component and requests contract closure. What should the project manager do?

- A. Close the contract.
- B. Use the component.
- C. Validate the component.
- D. Ask for stakeholder approval.

Answer: C

188. A project manager organizes an urgent team meeting to review final product issues discovered by the client upon delivery. After reviewing all test results, it is identified that requirements-gathering processes were poorly defined and not followed.

What should the project team do to improve future requirements-gathering processes?

- A. Create control charts.
- B. Conduct product testing.
- C. Manage Quality.
- D. Follow the communications management plan.

Answer: C

189 Two project team members debate the best way to implement a deliverable. Both team members propose different approaches to fulfill functional requirements. They determine that the best approach is to gain an understanding of why the customer requested the product.

What document will help determine this?

- A. ROI analysis
- B. Functional requirements document
- C. Work breakdown structure (WBS)
- D. Project charter

Answer: B

190. A customer acceptance test is coming to a close, but the customer requests that a change be made before providing approval. What should the project manager do?

- A. Employ the Validate Scope process.
- B. Notify the sponsor.
- C. Make the change and obtain approval.
- D. Add the request to the scope via the Perform Integrated Change Control process.

Answer: D

191.

Risk#	Probability (%)	Value
1	10	US\$10,000
2	5	US\$100,000

3	5	US\$50,000
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Based on the table, what is the total expected monetary value of risk?

- A. US\$160,000
- B. US\$100,000
- C. US\$10,000
- D. US\$8,500**

Answer: D

192. An unplanned external audit will be performed within the next two weeks. What statement accurately describes this situation?

- A. This audit is not part of quality assurance.
- B. This audit is unnecessary because it was not included in the quality management plan.
- C. This audit is part of quality assurance.**
- ~~D. This audit should be registered in the risk register with a defined risk response plan.~~

Answer: C

193 A project manager, newly assigned to an ongoing project, realizes that many approved change requests are still pending. What process should the project manager follow?

- A. Validate Scope
- B. Control Communications
- C. Direct and Manage Project Work**
- ~~D. Perform Integrated Change Control~~

Answer: C

194. A project sponsor informs a project manager that, due to an unforeseen external risk, project funds will be unavailable starting next month. What should the project manager do?

- ~~A. Reevaluate the risk matrix with the project sponsor.~~
- B. Ask for additional funds to mitigate the risk.
- C. Recommend that the project be deferred until the risk is mitigated.
- D. Close the project and release the resources.**

Answer: D

~~195.~~ A project manager is presented with four business case scenarios:

- A requires an investment of US\$10 million; its net present value (NPV) is US\$12 million.
- B requires an investment of US\$10 million; its ROI is 1.2.
- C requires an investment of US\$10 million; its internal rate of return (IRR) is 1.2.
- D requires an investment of US\$10 million; its profit is US\$2 million.

What business case should the project manager recommend?

- ~~A.A~~
- B.B**
- C.C
- D.D

Answer: B

196 A project's scope has undergone continuous growth, which negatively impacts its schedule and cost. What should the project manager have done better to minimize these impacts?

A. Developed a change management plan

B. Requested project sponsor approval

~~C. Improved communications~~

D. Assessed project requirements to establish project deliverables

Answer: A

197. According to a project status report, a project's earned value (EV) is 0.6 and its planned value (PV) is 0.4. What performance measures are calculated using this information?

A. Cost variance (CV) and cost performance index (CPI)

B. Schedule variance (SV) and CPI

C. SV and schedule performance index (SPI)

~~D. CV and SPI~~

Answer: C

198. A project manager must contract with a supplier to develop new software for a project estimated to take one-and-a-half years to complete. The project sponsor wants to ensure that supplier cost variations will not impact project costs.

What type of contract should be used?

A. Firm fixed price (FFP)

B. Fixed price incentive fee (FPIF)

C. Cost plus fixed fee (CPFF)

D. Cost plus incentive fee (CPIF)

Answer: A

199. During a project's testing phase, product problems are identified. The customer asks the project manager to quickly isolate the characteristics affected by these problems.

Where can the project manager find this Information?

A. Test plan definition

~~B. Work breakdown structure (WBS) dictionary~~

C. Requirements traceability matrix

D. Customer requirements

Answer: C

200. A change request is approved by the change control board (CCB). What should the project manager do next?

~~A. Execute the change.~~

B. Update the project management plan.

C. Update the project baseline.

D. Notify the sponsor.

Answer: B