

## **PMP\_exercise\_1**

## Exam A

### QUESTION 1

You work for a software development company that has followed the waterfall development model for more than 20 years. Lately, a number of customers have complained that your company is taking too long to complete its projects. You attended a class on agile development methods and believe that if the company used the agile approach, it could provide products to clients in a shorter time period. However, it would be a major culture change to switch from the waterfall methodology to the agile approach and to train staff members in this new approach. You mentioned this idea to the director of the PMO, and although she liked the idea, she would need approval from the company's portfolio review board to move forward with it. She suggested that you document this idea in a\_\_\_\_\_.

- A. Business need
- B. Product scope description
- C. Project charter
- D. Business case

**Correct Answer:** D

**Section:** (none)

### QUESTION 2

You are managing a large project with 20 key internal stakeholders, eight contractors, and six team leaders. You must devote attention to effective integrated change control. This means you are concerned primarily with\_\_\_\_\_.

- A. Reviewing, approving, and controlling changes
- B. Maintaining baseline integrity, integrating product and project scope, and coordinating change across knowledge areas
- C. Integrating deliverables from different functional specialties on the project
- D. Establishing a change control board that oversees the overall project changes

**Correct Answer:** A

**Section:** (none)

### QUESTION 3

You plan to hold a series of meeting as you execute the project plan. While different attendees will attend each meeting, a best practice to follow is to:

- A. Group stakeholders into categories to determine which ones should attend each meeting
- B. Not mix the types of meetings on your project
- C. Be sensitive to the fact that stakeholders often have very different objectives and invite them to determine the meeting's agenda
- D. Recognize that roles and responsibilities may overlap so focus on holding meetings primarily for decision making

**Correct Answer:** B

**Section:** (none)

### QUESTION 4

You are the project manager in charge of developing a new shipping container for Globus Ocean Transport, which needs to withstand winds of 90 knots and swells of 30 meters. In determining the dimension of the container and the materials to be used in its fabrication, you convene a group of knowledgeable professionals to gather initial requirements, which will be included in the\_\_\_\_\_.

- A. Project charter
- B. Bill of materials
- C. WBS
- D. Project Statement of Work

**Correct Answer:** A

**Section: (none)**

**QUESTION 5**

You have assembled a core team to develop the project management plan for the next generation of fatigue fighting drugs. The science is complex, and the extended team of researchers, clinicians, and patients for trials exceeds 500 people. The content of your project management plan will be directed primarily by two factors. They are\_\_\_\_\_.

- ~~A. Project complexity and the capability of resources~~
- B. Number of resources and project schedule
- C. Team member experience and budget
- D. Application area and complexity**

**Correct Answer: D**

**Section: (none)**

**QUESTION 6**

When you established the change control board for your avionics project, you established specific procedures to govern its operation. The procedures require all approved changes to baselines to be reflected in the\_\_\_\_\_.

- A. Performance measurement baseline
- B. Change management plan
- C. Quality assurance plan
- D. Project management plan**

**Correct Answer: D**

**Section: (none)**

**QUESTION 7**

You are beginning a new project staffed with a virtual team located across five countries. To help avoid conflict in work priorities among your team members and their functional managers, you ask the project sponsor to prepare a\_\_\_\_\_.

- A. Memo to team members informing them that they work for you now
- B. Project charter**
- ~~C. Memo to the functional managers informing them that you have authority to direct their employees~~
- D. Human resource management plan

**Correct Answer: B**

**Section: (none)**

**QUESTION 8**

The purpose of economic value added (EVA) is to\_\_\_\_\_.

- A. Determine the opportunity costs associated with the project
- B. Determine a nontime-dependent measure of profit or return
- C. Assess the net operating profit after taxes
- D. Evaluate the return on capital percent versus the cost of capital percent**

**Correct Answer: D**

**Section: (none)**

**QUESTION 9**

Facilitation techniques are used throughout project management. Your company is embarking on a project to completely eliminate defects in its products. You are the project manager for this project, and you are developing your project charter. To assist you, which of the following facilitation techniques did you use?

- A. Surveys

- ~~B. Delphi approach~~
- C. Meeting management**
- D. Focus groups

**Correct Answer: C**  
**Section: (none)**

#### QUESTION 10

The direct and manage project work process truly is important in project management. It affects many other key processes and uses inputs from others. Working with your team at its kickoff meeting, you explain the key benefit of this process is to\_\_\_\_\_.

- A. Implement approved changes
- B. Provide overall management of the project work**
- ~~C. Lead and perform activities in the project management plan~~
- D. Perform activities to accomplish project objectives

**Correct Answer: B**  
**Section: (none)**

#### QUESTION 11

You are managing a project in an organization is characterized by with rigid rules and policies and strict supervisory controls. Your project, sponsored by your CEO who is new to the company, is to make the organization less bureaucratic and more participative. You are developing your project management plan. Given the organization **as it now is set up, as you prepare your plan**, you can use which of the following organizational process assets\_\_\_\_\_.

- A. Guidelines and criteria
- B. Project management body of knowledge for your industry**
- ~~C. Organizational structure and culture~~
- D. The existing infrastructure

**Correct Answer: B**  
**Section: (none)**

#### QUESTION 12

You are fairly new to managing a project but have been a team member for many years. You are pleased you were selected to manage your company's 2015 model line of hybrid vehicles. You are now planning your project and have been preparing the subsidiary plans as well. You realize some project documents also are required to help manage your project. An example of one that you believe will be especial helpful is the\_\_\_\_\_.

- A. Business case
- B. Key performance indicators
- C. Project management information system
- D. Project statement of work**

**Correct Answer: D**  
**Section: (none)**

#### QUESTION 13

You work for a telecommunications company, and when developing a project management plan for a new project, you found that you must tailor some company processes because the product is so different than those products typically produced by your company. To tailor these processes, you will follow\_\_\_\_\_.

- A. Standardized guidelines and work instructions**
- B. Stakeholder risk tolerances
- ~~C. Expert judgment~~

D. Structure of your company

**Correct Answer:** A

**Section:** (none)

#### QUESTION 14

You are implementing a project management methodology for your company that requires you to establish a change control board. Which one of the following statements best describes a change control board?

- A. Recommended for use on all (large and small) projects
- B. Used to review, evaluate, approve, delay, or reject changes to the project**
- C. Managed by the project manager, who also serves as its secretary
- D. Composed of key project team members

**Correct Answer:** B

**Section:** (none)

#### QUESTION 15

An automated tool, project records, performance indicators, data bases, and financials are examples of items in\_\_\_\_\_.

- ~~A. Organizational process assets~~
- B. Project management information systems**
- C. Project management planning approaches
- D. The tools and techniques for project plan development

**Correct Answer:** B

**Section:** (none)

#### QUESTION 16

You realize that projects represent change, and on your projects, you always seem to have a number of change requests to consider. In your current project to manage the safety of the nation's cheese products and the testing methods used, you decided to prepare a formal change management plan. An often overlooked type of change request is\_\_\_\_\_.

- ~~A. Adding new subject matter experts to your team~~
- B. Updates**
- C. Work performance information
- ~~D. Enhancing the reviews performed by your project's governance board~~

**Correct Answer:** B

**Section:** (none)

#### QUESTION 17

You have been directed to establish a change control system for your company, but must convince your colleagues to use it. To be effective, the change control system must include\_\_\_\_\_.

- A. Procedures that define how project documents may be changed**
- ~~B. Specific change requests expected on the project and plans to respond to each one~~
- C. Performance reports that forecast project changes
- D. A description of the functional and physical characteristics of an item or system

**Correct Answer:** A

**Section:** (none)

#### QUESTION 18

You are working on the next generation of software for mobile phones for your telecommunications company. While time to market is critical, you know from your work on other projects that management reviews can be helpful and plan to use them on your project. You are documenting them as part of

your\_\_\_\_\_.

- A. Governance plan
- B. Change management plan
- C. Performance reviews
- D. Project management plan**

**Correct Answer: D**

**Section: (none)**

#### QUESTION 19

Your cost control specialist has developed a budget plan for your project to add a second surgical center to the Children's Hospital. As you analyze cash flow requirements, you notice that cash flow activity is greatest in the closing phase. You find this unusual because on most projects the largest portion of the budget spent during\_\_\_\_\_.

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

**Correct Answer: D**

**Section: (none)**

#### QUESTION 20

You are project manager for a systems integration effort and need to procure the hardware components from external sources. Your subcontracts administrator has told you to prepare a product description, which is referenced in a\_\_\_\_\_.

- A. Project statement of work**
- B. Contract scope statement
- ~~C. Request for proposal~~
- D. Contract

**Correct Answer: A**

**Section: (none)**

#### QUESTION 21

Because your project is slated to last five years, you believe rolling wave planning is appropriate. It provides information about the work to be done\_\_\_\_\_.

- A. Throughout all project phases
- B. For successful completion of the current project phase
- C. For successful completion of the current and subsequent project phases**
- D. In the next project phase

**Correct Answer: C**

**Section: (none)**

#### QUESTION 22

You want to minimize the impact of changes on your project, yet you want to ensure that change is managed when and if it occurs. This can be done through each of the following ways EXCEPT\_\_\_\_\_.

- ~~A. Rejecting requested changes~~
- B. Approving changes and incorporating them into a revised baseline
- C. Documenting the complete impact of requested changes
- D. Ensuring that project scope changes are reflected in changes to product scope**

**Correct Answer:** D

**Section:** (none)

**QUESTION 23**

You are managing a project to introduce a new product to the marketplace that is expected to have a very long life. In this situation, the concept of being temporary, which is part of the definition of a project,\_\_\_\_\_.

- A. Does not apply because the project will have a lasting result
- B. Does not apply to the product to be created**
- C. Recognizes that the project team will outlive the actual project
- ~~D. Does not apply because the project will not be short in duration~~

**Correct Answer:** B

**Section:** (none)

**QUESTION 24**

When closing a project, it is a best practice to\_\_\_\_\_.

- ~~A. Update the project documents~~
- B. Prepare a sustainment plan for the project's benefits
- C. Measure product scope against the project management plan
- D. Review the scope baseline**

**Correct Answer:** D

**Section:** (none)

**QUESTION 25**

All the following are project baselines that are generally part of the project management plan EXCEPT\_\_\_\_\_.

- A. Technical**
- B. Scope
- C. Time
- D. Cost

**Correct Answer:** A

**Section:** (none)

**QUESTION 26**

You are responsible for a project management training curriculum that is offered throughout the organization. In this situation, your intangible deliverables are\_\_\_\_\_.

- A. Employees who can apply the training effectively**
- B. Training materials for each course
- C. Certificates of completion for everyone who completes the program
- ~~D. The training curriculum as advertised in your catalog~~

**Correct Answer:** A

**Section:** (none)

**QUESTION 27**

Working on your project management training curricula project, you decided it would be beneficial to you to become an active member of the Project Management Institute as part of the objectives of your project is to ensure it is aligned with PMI®'s best practices. To complement PMI®'s Work Breakdown Structure Practice Standard, you learned PMI® was requesting volunteers to participate in development of a similar standard on the Scope Statement. You volunteered, and now the Standard is issued. This is an example of:

~~A. Improving your own competency as a project manager~~

**B. Corrective action**

C. Preventive action

D. A requirement for you to immediately update your project management plan

**Correct Answer: B**

**Section: (none)**

#### **QUESTION 28**

Ideally, a project manager should be selected and assigned at which point in the project life cycle?

**A. During the initiating processes**

B. During the project planning process

C. At the end of the concept phase of the project life cycle

D. Prior to the beginning of the development phase of the project life cycle

**Correct Answer: A**

**Section: (none)**

#### **QUESTION 29**

Closing a project phase should not be delayed until project completion because\_\_\_\_\_.

**A. Useful information may be lost**

B. The project manager may be reassigned

C. Project team members may be reassigned by that time

D. Sellers are anxious for payments

**Correct Answer: A**

**Section: (none)**

#### **QUESTION 30**

As you are working on your telecommunications project, even though you are using agile methods, you realize you are preparing an extensive amount of data and information. You regularly share data with your project team. Your last team meeting focused on the number of change requests and also the start and finish dates of activities in your schedule. They are examples of\_\_\_\_\_.

~~A. Key performance indicators~~

B. Work performance reports

**C. Work performance data**

D. Work performance information

**Correct Answer: C**

**Section: (none)**

#### **QUESTION 31**

Project management processes describe project work, while product-oriented management processes specify the project's product. Therefore, a project management process and a product- oriented management process\_\_\_\_\_.

**A. Overlap and interact throughout the project**

B. Are defined by the project life cycle

~~C. Are concerned with describing and organizing project work~~

D. Are similar for each application area

**Correct Answer: A**

**Section: (none)**

#### **QUESTION 32**

The close project or phase process addresses actions and activities concerning all of the following



EXCEPT\_\_\_\_\_.

- A. Completion or exit criteria for the project or phase have been met
- ~~B. Stakeholder approval that the project has meet their requirements~~
- C. Review of the project and/or phase information for potential future use
- D. Documentation that completed deliverables have been accepted**

**Correct Answer:** D

**Section:** (none)

### QUESTION 33

You are a personnel management specialist recently assigned to a project team working on a team-based reward and recognition system. The other team members also work in the human resources department. The project charter should be issued by\_\_\_\_\_.

- A. The project manager
- B. The client
- C. A sponsor**
- D. A member of the PMO who has jurisdiction over human resources

**Correct Answer:** C

**Section:** (none)

### QUESTION 34

Your project is proceeding according to schedule. You have just learned that a new regulatory requirement will cause a change in one of the project's performance specifications. To ensure that this change is incorporated into the project management plan, you should\_\_\_\_\_.

- A. Call a meeting of the change control board
- B. Change the WBS, project schedule, and project plan to reflect the new requirement
- C. Prepare a change request**
- D. Immediately inform all affected stakeholders of the new approach to take on the project

**Correct Answer:** C

**Section:** (none)

### QUESTION 35

Different types of project phases are used on projects, and **each phase culminates in the completion of at least one deliverable.** The high-level nature of these phases means they are an element of the project life cycle. Some phases start before others complete. If this approach is followed, it may result in\_\_\_\_\_.

- A. An increase in the number of issues
- B. Increasing the schedule
- C. The need for a CCB
- D. More rework**

**Correct Answer:** D

**Section:** (none)

### QUESTION 36

Assume your company is a leader in the market in production of **cereal** products. It has been in this market for over 50 years. You are the project manager for a new product that is a derivative from the company's core product. As you determine a life cycle for this project, you believe you should follow one that is\_\_\_\_\_.

- A. Incremental
- B. Predictive**
- C. ~~Iterative~~

D. Adaptive

**Correct Answer:** B

**Section:** (none)

#### QUESTION 37

Oftentimes when a project is terminated, senior managers will replace the project manager with an individual who is skilled in closing out projects. If this is done, the first step for the termination manager should be to\_\_\_\_\_.

- A. Notify all relevant stakeholders of the termination
- B. Complete the lessons learned report
- C. Conduct an immediate review of the work packages**
- D. Review the status of all contracts

**Correct Answer:** C

**Section:** (none)

#### QUESTION 38

On your project you want to avoid bureaucracy, so you adopt an informal approach to change control. The main problem with this approach is\_\_\_\_\_.

- ~~A. There is no "paper trail" of change activity~~
- B. Regular disagreements between the project manager and the functional manager will occur
- C. There are misunderstandings regarding what was agreed upon by stakeholders**
- D. There is a lack of sound cost estimating to assess the change's impact

**Correct Answer:** C

**Section:** (none)

#### QUESTION 39

Projects are supposed to succeed, not fail. However, termination is an option to consider when all but which one of the following conditions exist?

- A. The customer's strategy has changed.
- B. There are new stakeholders.**
- C. Competition may make the project results obsolete.
- D. The original purposes for the project have changed.

**Correct Answer:** B

**Section:** (none)

#### QUESTION 40

All projects involve some extent of change, because they involve work that is unique in some fashion. Therefore, it is important that a project management plan includes a\_\_\_\_\_.

- A. Description of the change request process
- B. Configuration management plan**
- C. Methodology for preventive action to avoid the need for excessive changes
- D. A work authorization system

**Correct Answer:** B

**Section:** (none)

#### QUESTION 41

Progressive elaboration of product characteristics on your project must be coordinated carefully with the\_\_\_\_\_.

- A. Proper project scope definition**

- B. Project stakeholders
- C. Scope change control system
- D. Customer's strategic plan

**Correct Answer: A**

**Section: (none)**

#### QUESTION 42

You are examining multiple scope change requests on a project you were asked to take over because the previous project manager decided to resign. To assess the degree to which the project scope will change, you need to compare the requests to which project document?

- ~~A. Preliminary scope statement~~
- B. **WBS**
- C. Change management plan
- D. Scope management plan

**Correct Answer: B**

**Section: (none)**

#### QUESTION 43

You and your project team recognize the importance of project scope management to a project's overall success; therefore, you include only the work required for successful completion of the project. The first step in the Project Scope Management process is to \_\_\_\_\_

- A. Clearly distinguish between project scope and product scope
- B. Prepare a scope management plan
- C. Define and document your stakeholders' needs to meet the project's objectives
- D. Capture and manage both project and product requirements

**Section: (none)**

#### QUESTION 44

~~An example of an~~ organizational process asset that could affect how project scope is to be managed is \_\_\_\_\_

- A. Personnel administration
- B. Marketplace conditions
- C. Historical information
- D. Organizational culture

**Correct Answer: C**

**Section: (none)**

#### QUESTION 45

You are managing a complex project for a new method of heating and air conditioning in vehicles. You will use both solar and wind technologies in this project to reduce energy costs. Therefore, you must ensure that the work of your project will result in delivering the project's specified scope, which means that you should measure completion of the product scope against the \_\_\_\_\_

- A. Scope management plan
- B. Project management plan
- C. Product requirements
- D. Requirements management plan

**Section: (none)**

**QUESTION 46**

A key tool and technique used in define scope is\_\_\_\_\_

- A. Templates, forms, and standards
- B. Decomposition
- C. Expert judgment
- D. Project management methodology

**Correct Answer:** C

**Section:** (none)

**QUESTION 47**

Alternatives generation often is useful in defining project scope. An example of a technique that can be used is\_\_\_\_\_

- A. Sensitivity analysis
- B. Decision trees
- C. Mathematical model
- D. Lateral thinking

**Correct Answer:** D

**Section:** (none)

**QUESTION 48**

Product analysis techniques include all the following EXCEPT\_\_\_\_\_

- A. Value engineering
- B. Value analysis
- C. Systems analysis
- D. Bill of materials

**Correct Answer:** D

**Section:** (none)

**QUESTION 49**

The baseline for evaluating whether requests for changes or additional work are contained within or outside the project's exclusion is provided by the\_\_\_\_\_

- A. Project management plan
- B. Project scope statement
- C. Project scope management plan
- D. WBS dictionary

**Correct Answer:** B

**Section:** (none)

**QUESTION 50**

Rather than use a WBS, your team developed a bill of materials to define the project's work components. A customer review of this document uncovered that a scope change was needed, because a deliverable had not been defined, and a change request was written subsequently. This is an example of a change request that was the result of\_\_\_\_\_

- A. An external event
- B. An error or omission in defining the scope of the product
- C. A value-adding change
- D. An error or omission in defining the scope of the project

**Correct Answer:** B

**Section:** (none)

**QUESTION 51**

Collecting requirements is critical in project scope management as it becomes the foundation for the project's\_\_\_\_\_

- ~~A. Scope management plan~~
- B. WBS**
- C. Schedule
- D. Scope change control system

**Correct Answer: B**

**Section: (none)**

**QUESTION 52**

The project scope statement addresses and documents all the following items EXCEPT\_\_\_\_\_

- ~~A. Project exclusions~~
- B. The relationship between the deliverables and the business need**
- C. Product scope description
- D. Project management methodology (PMM)

**Correct Answer: B**

**Section: (none)**

**QUESTION 53**

The first step in collecting requirements on any project, large or small, is to\_\_\_\_\_


- A. Talk with the project stakeholders through interviews
- B. Review the scope management plan**
- C. Conduct facilitated workshops with stakeholders
- ~~D. Prepare a requirements document template that you and your team can use throughout the collect requirements process~~

**Correct Answer: B**

**Section: (none)**

**QUESTION 54**

You want to structure your project so that each project team member has a discrete work package to perform. The work package is a\_\_\_\_\_

- A. Deliverable at the lowest **level of** the WBS
-  ~~Task with a unique identifier~~
- C. Required level of reporting
- ~~D. Task that can be assigned to more than one organizational unit~~

**Correct Answer: A**

**Section: (none)**

**QUESTION 55**

Quality function deployment is one approach for collecting requirements. Assume that you have studied the work of numerous quality experts, such as Deming, Juran, and Crosby, and your organization has a policy that states the importance of quality as the key constraint of all project constraints. You and your team have decided to use quality function deployment on your new project to manufacture turbines that use alternative fuels. The first step you should use is to\_\_\_\_\_

- A. Determine the voice of the customer**
- B. Build the house of quality
- C. Address the functional requirements and how best to meet them**
- D. Hold a focus group of prequalified stakeholders

**Correct Answer:** A  
**Section:** (none)

**QUESTION 56**

On the WBS, the first level of decomposition may be displayed by using all the following EXCEPT \_\_\_\_\_

- A. Phases of the project life cycle
- B. Subcomponents**
- C. Major deliverables
- D. Project organizational units**

**Correct Answer:** D  
**Section:** (none)

**QUESTION 57**

Change is inevitable on projects. Uncontrolled changes are often referred to as \_\_\_\_\_

- A. Rework
- B. Scope creep**
- C. Configuration items
- D. Emergency changes

**Correct Answer:** B  
**Section:** (none)

**QUESTION 58**

Each WBS component should be assigned a unique identifier from a code of accounts to \_\_\_\_\_

- A. Link the WBS to the bill of materials
- B. Enable the WBS to follow a similar numbering system to that of the organization's units as part of the organizational breakdown structure
- C. Sum costs, schedule, and resource information**
- D. Link the WBS to the project management plan

**Correct Answer:** C  
**Section:** (none)

**QUESTION 59**

In scope control it is important to determine the cause of any unacceptable variance relative to the scope baseline. This can be done through \_\_\_\_\_

- ~~A. Root cause analysis~~
- B. Control charts
- C. Inspections
- D. Project performance measurements**

**Correct Answer:** D  
**Section:** (none)

**QUESTION 60**

To assist your software development team in collecting requirements from potential users and to ensure that agreement about the stakeholders' needs exists early in the project, you decide to use a group creativity technique. Numerous techniques are available, but you and your team choose a voting process to rank the most useful ideas for further prioritization. This approach is known as \_\_\_\_\_

- A. Brainstorming
- B. Nominal group technique**

- C. Delphi technique
- D. Affinity diagram

**Correct Answer:** B  
**Section:** (none)

#### QUESTION 61

You have been appointed project manager for a new project in your organization and must prepare a project management plan. You decide to prepare a WBS to show the magnitude and complexity of the work involved. No WBS templates are available to help you. To prepare the WBS, your first step should be to\_\_\_\_\_

- A. Determine the cost and duration estimates for each project deliverable
- B. Identify and analyze the deliverables and related work
- C. Identify the components of each project deliverable
- D. Determine the key tasks to be performed

**Correct Answer:** B  
**Section:** (none)

#### QUESTION 62

Assume that you are a major subcontractor doing work for a prime contractor on a major project. Your change control system should\_\_\_\_\_

- A. Be identical to that of the prime contractor
- B. Follow the rigor of international configuration management standards
- C. Comply with relevant contractual provisions
- D. Only consider approved change requests

**Correct Answer:** C  
**Section:** (none)

#### QUESTION 63

You are leading a project team to identify potential new products for your organization. One idea was rejected by management because it would not fit with the organization's core competencies. You need to recommend other products using management's guideline as\_\_\_\_\_

- A. An assumption
- B. A risk
- C. A specification
- D. A technical requirement

**Correct Answer:** A  
**Section:** (none)

#### QUESTION 64

Validate scope\_\_\_\_\_

- A. Improves cost and schedule accuracy, particularly on projects using innovative techniques or technology
- B. Is the last activity performed on a project before handoff to the customer
- C. Documents the characteristics of the product or service that the project was undertaken to create
- D. Differs from perform quality control in that validate scope is concerned with the acceptance-not the correctness-of the work results

**Correct Answer:** D  
**Section:** (none)

#### QUESTION 65

Any step recommended to bring expected future performance in line with the project management plan is called\_\_\_\_\_

- A. Performance evaluation
- B. Corrective action
- C. Preventive action
- D. Defect repair

**Correct Answer:** B

**Section:** (none)

**QUESTION 66**

Written change requests should be required on\_\_\_\_\_

- A. All projects, large and small
- B. Only large projects
- C. Projects with a formal configuration management system in place
- D. Projects for which the cost of a change control system can be justified

**Correct Answer:** A

**Section:** (none)

**QUESTION 67**

Updates of organizational process assets that are an output of control scope include all the following EXCEPT\_\_\_\_\_

- A. Causes of variations
- B. Lessons learned
- C. Work authorization system
- D. Reasons certain corrective actions were chosen

**Correct Answer:** C

**Section:** (none)

**QUESTION 68**

Work performance information includes all the following EXCEPT\_\_\_\_\_

- A. Started deliverables
- B. Costs authorized and incurred
- C. Progress of deliverables
- D. Completed deliverables

**Correct Answer:** B

**Section:** (none)

**QUESTION 69**

Your project is now under way, and you are working with your team to prepare your requirements management plan. Which of the following strongly influences how requirements are managed?

- A. The phase-to-phase relationship
- B. A set of procedures by which project scope and product scope may be changed
- C. Requirements traceability matrix
- D. Requirements documentation

**Correct Answer:** A

**Section:** (none)

**QUESTION 70**

You are project manager on a systems engineering project designed to last six years and to develop the



next-generation corvette for use in military operations. You and your team recognize that requirements may change as new technologies, especially in sonar systems, are developed. You are concerned that these new technologies may lead to changes in the scope of your product, which then will affect the scope of your project. Therefore your requirements traceability matrix should include tracing requirements to all the following project elements EXCEPT \_\_\_\_\_

- A. Business needs
- B. Product design
- C. Product development
- D. Project verification

**Correct Answer:** D

**Section:** (none)

#### QUESTION 71

Your customer signed off on the requirements document and scope statement of your video game project last month. Today she stated she would like to make it an interactive game that can be played on a television and on a computer. This represents a requested scope change that, at a minimum \_\_\_\_\_

- A. Should be reviewed according to the perform integrated change control process
- B. Results in a change to all project baselines
- C. Requires adjustments to cost, time, quality, and other objectives
- D. Results in a lesson learned

**Correct Answer:** A

**Section:** (none)

#### QUESTION 72

The key inputs to the validate scope process include all the below items EXCEPT \_\_\_\_\_

- A. The project management plan (scope management plan and scope baseline)
- B. Change requests
- C. Validated deliverables
- D. Requirements traceability matrix

**Correct Answer:** B

**Section:** (none)

#### QUESTION 73

Modifications may be needed to the WBS and WBS dictionary because of approved change requests, which shows that \_\_\_\_\_

- A. Replanning is an output of control scope
- B. Scope creep is common on projects
- C. Rebaselining will be necessary
- D. Variance is relative to the scope baseline

**Correct Answer:** D

**Section:** (none)

#### QUESTION 74

You and your team are documenting requirements on your project to control fatigue as people need to work more hours to keep up with the competition. You decided to set up components for the requirements on your project. Acceptance criteria are an example of \_\_\_\_\_

- A. Stakeholder requirements
- B. Transition requirements
- C. Project requirements

D. Business requirements

**Correct Answer:** C

**Section:** (none)

**QUESTION 75**

Which following item is NOT an input to control scope?

- A. Requirements traceability matrix
- B. Work performance data
- C. Deliverables
- D. Scope management plan

**Correct Answer:** C

**Section:** (none)

**QUESTION 76**

You are the project manager for a subcontractor on a major contract. The prime contractor has asked that you manage your work in a detailed manner. Your first step is to\_\_\_\_\_

- A. Follow the WBS that the prime contractor developed for the project and use the work packages you identified during the proposal
- B. Develop a subproject WBS for the work package that is your company's responsibility
- C. Establish a similar coding structure to the prime contractor's to facilitate use of a common project management information system
- D. Develop a WBS dictionary to show specific staff assignments

**Correct Answer:** B

**Section:** (none)

**QUESTION 77**

The project scope statement is important in scope control because it\_\_\_\_\_

- A. Is a critical component of the scope baseline
- B. Provides information on project performance
- C. Alerts the project team to issues that may cause problems in the future
- D. Is expected to change throughout the project

**Correct Answer:** A

**Section:** (none)

**QUESTION 78**

The product scope description is documented as part of the project's scope statement. It is important to include it because it\_\_\_\_\_

- A. Facilitates the project acceptance process
- B. Describes specific constraints associated with the project
- C. Progressively elaborates characteristics
- D. Shows various alternatives considered

**Correct Answer:** C

**Section:** (none)

**QUESTION 79**

How is a context diagram used?

- A. To depict product scope
- B. To trace requirements as part of the traceability matrix
- C. To develop the scope management plan

D. To develop the requirements management plan

**Correct Answer:** A

**Section:** (none)

**QUESTION 80**

You are establishing a PMO that will have a project management information system that will be an online repository of all program data. You will collect descriptions of all work components for each project under the PMO's jurisdiction. This information will form an integral part of the\_\_\_\_\_

A. Chart of accounts

**B. WBS dictionary**

C. WBS structure template

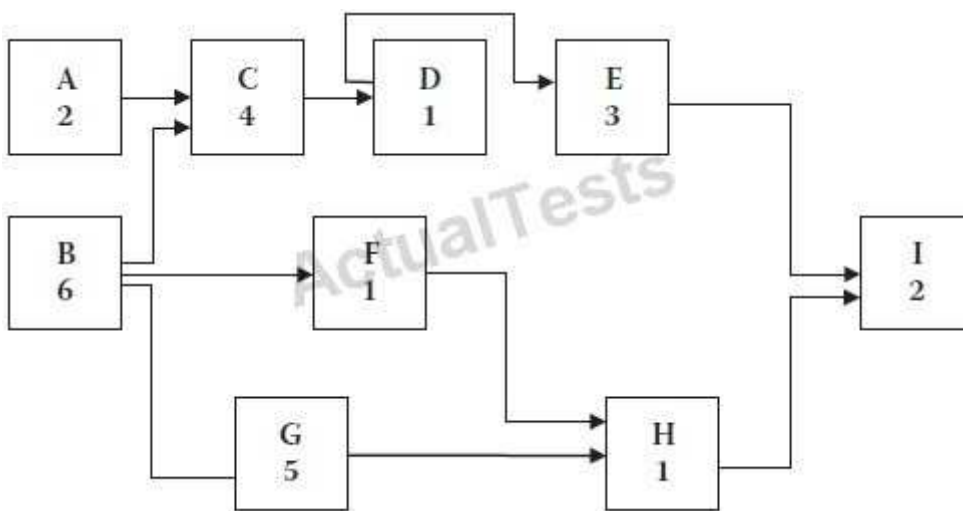
D. Earned value management reports

**Correct Answer:** B

**Section:** (none)

**QUESTION 81**

Diagram:



What is the duration of the critical path in this network?

A. 10

B. 12

C. 14

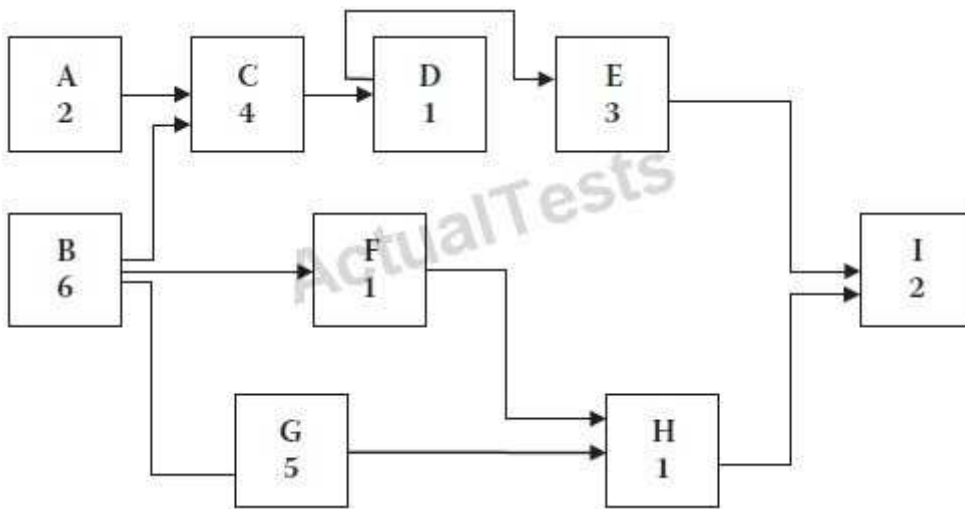
**D. 15**

**Correct Answer:** D

**Section:** (none)

**QUESTION 82**

Diagram:



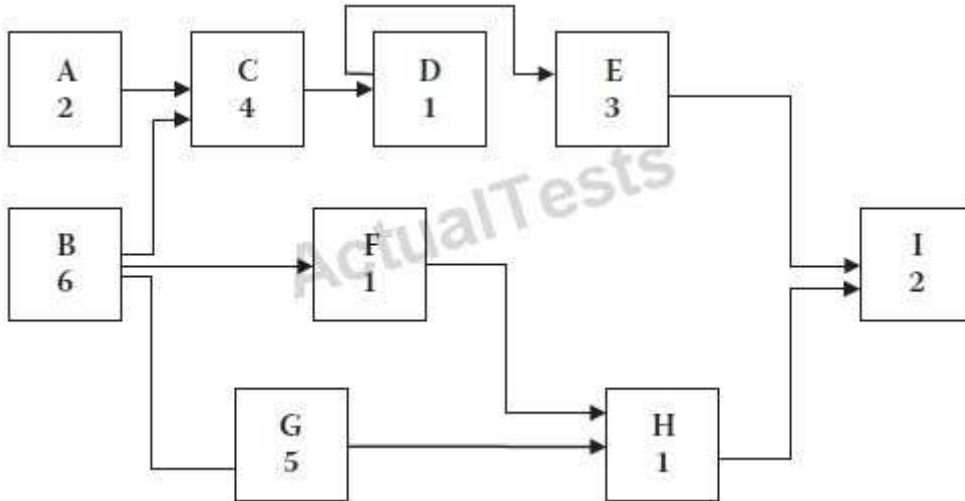
What is the float for Activity G?

- A. 2
- B. 0
- C. 1
- D. 4

**Correct Answer: C**  
**Section: (none)**

#### QUESTION 83

Diagram:



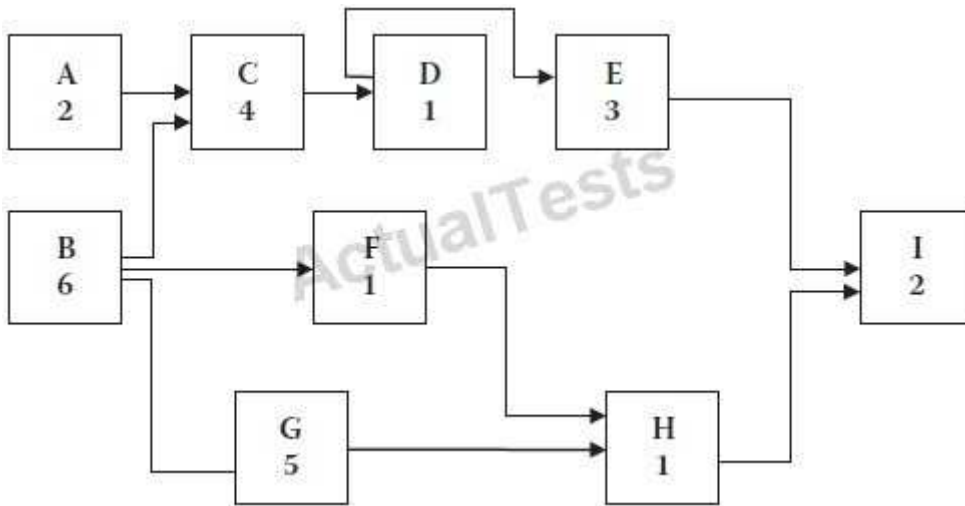
If a project planner imposes a finish time of 14 on the project with no change in the start date or activity durations, what is the **total float** of Activity E?

- A. 1
- B. 0
- C. 2
- D. Cannot be determined

**Correct Answer: A**  
**Section: (none)**

#### QUESTION 84

Diagram:



If the imposed finish time in

- A.
- B.
- C.
- D.

**Correct Answer:**

**Section: (none)**

#### QUESTION 85

above is removed and reset to 16 and the duration of Activity H is changed to 3, what is the late finish for Activity G?

- A. 11
- B. 11
- C. 13
- D. 13

**Correct Answer: B**

**Section: (none)**

#### QUESTION 86

Your company, which operates one of the region's largest chemical processing plants, has been convicted of illegally dumping toxic substances into the local river. The court has mandated that the required cleanup activities be completed by February 15. This date is an example of \_\_\_\_\_

- A. A key event
- B. A milestone
- C. A discretionary dependency
- D. An external dependency

**Correct Answer: B**

**Section: (none)**

#### QUESTION 87

You are managing a construction project for a new city water system. The contract requires you to use special titanium piping equipment that is guaranteed not to corrode. The titanium pipe must be resting in the ground a total of 10 days before connectors can be installed. In this example, the 10- day period is defined as \_\_\_\_\_

- A. Lag
- B. Lead
- C. Float
- D. Slack

**Correct Answer:** A

**Section:** (none)

**QUESTION 88**

Of the following tools and techniques, which one is NOT used for schedule control?

- A. Fast tracking
- B. What-if scenario analysis
- C. Three-point estimates
- D. Adjusting leads and lags

**Correct Answer:** C

**Section:** (none)

**QUESTION 89**

You are planning to conduct the team-building portion of your new project management training curriculum out-of-doors in the local park. You are limited to scheduling the course at certain times of the year, and the best time for the course to begin is mid-July. One of the more common date constraints to use as you develop the project schedule is\_\_\_\_\_

- A. "Start no earlier than"
- B. "Finish no earlier than"
- C. "Fixed late start"
- D. "Fixed early finish"

**Correct Answer:** A

**Section:** (none)

**QUESTION 90**

Project schedule development is an iterative process. If the start and finish dates are not realistic, the project probably will not finish as planned. You are working with your team to define how to manage schedule changes. You documented your decisions in which of the following?

- A. Schedule change control procedures
- B. Schedule management plan
- C. Schedule risk plan
- D. Service-level agreement

**Correct Answer:** B

**Section:** (none)

**QUESTION 91**

If, when developing your project schedule, you want to define a distribution of probable results for each schedule activity and use that distribution to calculate another distribution of probable results for the total project, the most common technique to use is\_\_\_\_\_

- A. PERT
- B. Monte Carlo analysis
- C. Linear programming
- D. Concurrent engineering

**Correct Answer:** B

**Section:** (none)

**QUESTION 92**

Your lead engineer estimates that a work package will most likely require 50 weeks to complete. It could be completed in 40 weeks if all goes well, but it could take 180 weeks in the worst case. What is the **PERT estimate** for the expected duration of the work package?

- A. 45 weeks
- B. 70 weeks
- C. 90 weeks
- D. 140 weeks

**Correct Answer:** B  
**Section:** (none)

**QUESTION 93**

Your customer wants the project to be completed six months earlier than planned. You believe you can meet this target by overlapping project activities. The approach you plan to use is known as\_\_\_\_\_

- A. Critical chain
- B. Fast tracking
- C. Leveling
- D. Crashing

**Correct Answer:** B  
**Section:** (none)

**QUESTION 94**

Activity A has a duration of three days and begins on the morning of Monday the 4th. The successor activity, B, has a finish-to-start relationship with A. The finish-to-start relationship has three days of lag, and activity B has a duration of four days. Sunday is a non workday. Such data can help to determine\_\_\_\_\_

- A. The total duration of both activities is 8 days
- B. Calendar time between the start of A to the finish of B is 11 days
- C. The finish date of B is Wednesday the 13th
- D. Calendar time between the start of A to the finish of B is 14 days

**Correct Answer:** B  
**Section:** (none)

**QUESTION 95**

You can use various estimating approaches to determine activity durations. When you have a limited amount of information available about your project, especially when in the early phases, the best approach to use is\_\_\_\_\_

- A. Bottom-up estimating
- B. Analogous estimating
- C. Reserve analysis
- D. Parametric analysis

**Correct Answer:** B  
**Section:** (none)

**QUESTION 96**

"I cannot test the software until I code the software." This expression describes which of the following dependencies?

- A. Discretionary
- B. Rational

- C. Preferential
- D. Mandatory or hard

**Correct Answer:** D  
**Section:** (none)

**QUESTION 97**

Working with your team to provide the basis for measuring and reporting schedule progress, you agree to use the\_\_\_\_\_

- A. Schedule management plan
- B. Network diagram
- C. Project schedule
- D. Technical baseline

**Correct Answer:** C  
**Section:** (none)

**QUESTION 98**

Your approved project schedule was based on resource leveling because of a scarcity of resources. Management has now mandated that the project be completed as soon as possible. Which of the following methods will you use to recalculate the schedule?

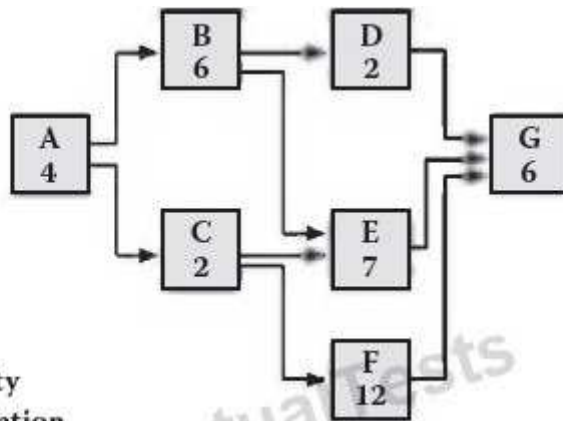
- A. Resource manipulation
- B. Reverse resource allocation
- C. Critical chain scheduling
- D. Resource reallocation

**Correct Answer:** D  
**Section:** (none)

**QUESTION 99**

Review the following network diagram and table. Of the various activities, which ones would you crash and in what order?





Letter = Activity  
Number = Duration

Activity	Time Required, Weeks		Cost \$		Crashing Cost Per Weeks, \$
	Normal	Crash	Normal	Crash	
A	4	2	10,000	14,000	2,000
B	6	5	30,000	42,500	12,500
C	2	1	8,000	9,500	1,500
D	2	1	12,000	18,000	6,000
E	7	5	40,000	52,000	6,000
F	12	3	20,000	29,000	3,000
G	6	2	5,000	30,000	6,000

- A. A, C, E, and F
- B. A, B, D, and F
- C. A, B, E, and F
- D. C, A, F, and G

**Correct Answer:** D  
**Section:** (none)

#### QUESTION 100

You are remodeling your kitchen and decide to prepare a network diagram for this project. Your appliances must be purchased and available for installation by the time the cabinets are completed. In this example, these relationships are \_\_\_\_\_

- A. Start-to-finish
- B. Finish-to-start
- C. Start-to-start
- D. Finish-to-finish

**Correct Answer:** D  
**Section:** (none)

#### QUESTION 101

Decomposition is a technique used for both WBS development and activity definition. Which following statement best describes the role decomposition plays in activity definition as compared to creating the WBS?

- A. Final output is described in terms of work packages in the WBS.
- B. Final output is described as deliverables or tangible items.
- C. Final output is described as schedule activities.
- D. Decomposition is used the same way in scope definition and activity definition.

**Correct Answer: C**  
**Section: (none)**

**QUESTION 102**

When sequencing project activities in the schedule, all the following are true EXCEPT\_\_\_\_\_

- A. There may be scheduled dates for specific milestones
- B. Every activity is connected to at least one predecessor and at least one successor**
- C. Lead or lag time may be required
- D. Necessary sequencing of events may be described by the activity attributes

**Correct Answer: B**  
**Section: (none)**

**QUESTION 103**

A schedule performance index of less than 1.0 indicates that the\_\_\_\_\_

- A. Project is running behind the monetary value of the work it planned to accomplish**
- B. Earned value physically accomplished thus far is 100%
- C. Project has experienced a permanent loss of time
- D. Project may not be on schedule, but the project manager need not be concerned

**Correct Answer: A**  
**Section: (none)**

**QUESTION 104**

Various tools and techniques are available to sequence activities, and several factors can help to determine which tool or technique to select. When a project manager decides to include sub- networks or a fragment network as part of his or her scheduling technique, what does this decision say about the project?

- A. The work is unique requiring special network diagrams at various stages.**
- B. Software that manages resources is available over an existing electronic network.
- C. Several identical or nearly identical series of activities are repeated throughout the project.**
- D. Multiple critical paths exist in the project.

**Correct Answer: C**  
**Section: (none)**

**QUESTION 105**

To meet regulatory requirements, you need to crash your project schedule. Your first step is to compute\_\_\_\_\_

- A. The cost and time slope for each critical activity that can be expedited**
- B. The cost of additional resources to be added to the project's critical path
- C. The time saved in the overall schedule when tasks are expedited on the critical path
- D. Three probabilistic time estimates of PERT for each critical path activity

**Correct Answer: A**  
**Section: (none)**

**QUESTION 106**

Which one of the following is a key input to the define activities process?

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

**Correct Answer: C**  
**Section: (none)**

**QUESTION 107**

Unlike bar charts, milestone charts show\_\_\_\_\_

- A. Scheduled start or completion of major deliverables and key external interfaces
- B. Activity start and end dates of critical tasks
- C. Expected durations of the critical path
- D. Dependencies between complementary projects

**Correct Answer: A**  
**Section: (none)**

**QUESTION 108**

Project managers should pay attention to critical and subcritical activities when evaluating project time performance. One way to do this is to analyze 10 sub critical paths in order of ascending float. This approach is part of\_\_\_\_\_

- A. Variance analysis
- B. Simulation
- C. Earned value management
- D. Trend analysis

**Correct Answer: A**  
**Section: (none)**

**QUESTION 109**

An activity has an early start date of the 10th and a late start date of the 19th. The activity has a duration of four days. There are no non workdays. From the information given, what can be concluded about the activity?

- A. Total float for the activity is nine days.
- B. The early finish date of the activity is the end of the day on the 14th.
- C. The late finish date is the 25th.
- D. The activity can be completed in two days if the resources devoted to it are doubled.

**Correct Answer: A**  
**Section: (none)**

**QUESTION 110**

In project development, schedule information such as who will perform the work, where the work will be performed, activity type, and WBS classification are examples of\_\_\_\_\_

- A. Activity attributes
- B. Constraints
- C. Data in the WBS repository
- D. Refinements

**Correct Answer: A**  
**Section: (none)**

**QUESTION 111**

Which of the following is a key input to define activities?

- A. Project management plan
- B. Project scope management plan
- C. Schedule management plan

D. Project management software

**Correct Answer:** C

**Section:** (none)

**QUESTION 112**

The purpose of using what-if analysis in schedule control is to\_\_\_\_\_

- A. Review scenarios to bring the schedule in line with the plan
- B. Document requested changes
- C. Provide additional details as to when the schedule baseline should be updated
- D. Update the activity attributes

**Correct Answer:** A

**Section:** (none)

**QUESTION 113**

Several types of float are found in project networks. Float that is used by a particular activity and does NOT affect the float in later activities is called\_\_\_\_\_

- A. Extra float
- B. Free float
- C. Total float
- D. Expected float

**Correct Answer:** B

**Section:** (none)

**QUESTION 114**

All the following statements regarding critical chain method are true EXCEPT\_\_\_\_\_

- A. It modifies the schedule to account for limited resources
- B. The first step is to use conservative estimates for activity durations
- C. Duration buffers are added on the critical path
- D. It focuses on managing buffer activity durations

**Correct Answer:** B

**Section:** (none)

**QUESTION 115**

You are managing a new technology project designed to improve the removal of hazardous waste from your city. You are in the planning phase of this project and have prepared your network diagram. Your next step is to\_\_\_\_\_

- A. Describe any unusual sequencing in the network
- B. State the number resources required to complete each activity
- C. Establish a project calendar and link it to individual resource calendar
- D. Determine which schedule compression technique is the most appropriate, because your customer requests that the project be completed as soon as possible

**Correct Answer:** A

**Section:** (none)

**QUESTION 116**

The risk register may need to be updated as an output of which following process:

- A. Define activities
- B. Sequence activities
- C. Estimate activity resources

**D.** Control schedule

**Correct Answer:** B

**Section:** (none)

**QUESTION 117**

You are managing a project that will use a virtual team with team members on three different continents. Your company is looking to use the virtual team to provide a lower cost product by using resources in countries that have a favorable exchange rate to that of your country. To assist in this process as you estimate resource requirements, it is helpful to consider\_\_\_\_\_

**A.** Bottom-up estimating

**B.** Published estimating data

C. Analogous estimating

D. Reserve analysis

**Correct Answer:** B

**Section:** (none)

**QUESTION 118**

Activity A has a pessimistic (P) estimate of 36 days, a most likely (ML) estimate of 21 days, and an optimistic (O) estimate of 6 days. What is the probability that activity A will be completed in 16 to 26 days?

A. 55.70 percent

**B.** 68.26 percent

C. 95.46 percent

**D.** 99.73 percent

**Correct Answer:** B

**Section:** (none)

**QUESTION 119**

You are managing a project to redesign a retail store layout to improve customer throughput and efficiency. Much project work must be done on site and will require the active participation of store employees who are lifelong members of a powerful union with a reputation for labor unrest. One important component of your schedule must be\_\_\_\_\_

**A.** A resource capabilities matrix

B. Buffers and reserves

**C.** A resource calendar

D. A resource histogram

**Correct Answer:** C

**Section:** (none)

**QUESTION 120**

To account for uncertainty in a schedule, reserve analysis may be used. All the following are examples of contingency reserves EXCEPT\_\_\_\_\_

A. Fixed number of work periods

B. Percent of the estimated activity duration

C. Buffers

**D.** Productivity metrics

**Correct Answer:** D

**Section:** (none)

**QUESTION 121**

The reason that the schedule performance index (SPI) is shown as a ratio is to\_\_\_\_\_

- A. Enable a detailed analysis of the schedule regardless of the value of the schedule variance
- B. Distinguish between critical path and noncritical path work packages
- C. Provide the ability to show performance for a specified time period for trend analysis
- D. Measure the actual time to complete the project

**Correct Answer:** C

**Section:** (none)

#### QUESTION 122

You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing.

PV = \$2,200

EV = \$2,000

AC = \$2,500

BAC = \$10,000

According to earned value analysis, the SV and status of the project described above is\_\_\_\_\_

- A. \$300; the project is ahead of schedule
- B. +\$8,000; the project is on schedule
- C. +\$200; the project is ahead of schedule
- D. \$200; the project is behind schedule

**Correct Answer:** D

**Section:** (none)

#### QUESTION 123

You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing.

PV = \$2,200

EV = \$2,000

AC = \$2,500

BAC = \$10,000

What is the CPI for this project, and what does it tell us about cost performance thus far?

- A. 0.20; actual costs are exactly as planned
- B. 0.80; actual costs have exceeded planned costs
- C. 0.80; actual costs are less than planned costs
- D. 1.25; actual costs have exceeded planned costs

**Correct Answer:** B

**Section:** (none)

#### QUESTION 124

You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing.

PV = \$2,200

EV = \$2,000

AC = \$2,500

BAC = \$10,000

The CV for this project is\_\_\_\_\_

- A. 300
- B. \$300
- C. 500
- D. \$500

**Correct Answer:** D

**Section:** (none)

#### QUESTION 125

You are using earned value progress reporting for your current project in an effort to teach your software developers the benefits of earned value. You plan to display project results on the cafeteria bulletin board so that the team knows how the project is progressing.

PV = \$2,200

EV = \$2,000

AC = \$2,500

BAC = \$10,000

What is the EAC for this project, and what does it represent?

- A. \$12,500; the revised estimate for total project cost (based on performance thus far)
- B. \$10,000; the revised estimate for total project cost (based on performance thus far)
- C. \$12,500; the original project budget
- D. \$10,000; the original project budget

**Correct Answer:** A

**Section:** (none)

#### QUESTION 126

You have now prepared your cost management plan so now you are preparing your project's cost estimate. You decided to use analogous estimating. Which of the following is NOT characteristic of analogous estimating?

- A. Supports top-down estimating
- B. Is a form of expert judgment
- C. Has an accuracy rate of  $\pm 10\%$  of actual costs
- D. Involves using the cost of a previous, similar project as the basis for estimating current project cost

**Correct Answer:** C

**Section:** (none)

#### QUESTION 127

All the following are outputs of the estimate cost process EXCEPT\_\_\_\_\_

- A. Activity cost estimates
- B. Basis of estimates
- C. Documented constraints
- D. Cost baseline

**Correct Answer: D**  
**Section: (none)**

**QUESTION 128**

You must consider direct costs, indirect costs, overhead costs, and general and administrative costs during cost estimating. Which of the following is NOT an example of a direct cost?

- A. Salary of the project manager
- B. Subcontractor expenses
- C. Materials used by the project
- D. Electricity

**Correct Answer: D**  
**Section: (none)**

**QUESTION 129**

If the cost variance is the same as the schedule variance and both numbers are greater than zero, then \_\_\_\_\_

- A. The cost variance is due to the schedule variance
- B. The variance is favorable to the project
- C. The schedule variance can be easily corrected
- D. Labor rates have escalated since the project began

**Correct Answer: B**  
**Section: (none)**

**QUESTION 130**

You are responsible for preparing a cost estimate for a large World Bank project. You decide to prepare a bottom-up estimate because your estimate needs to be as accurate as possible. Your first step is to \_\_\_\_\_

- A. Locate a computerized tool to assist in the process
- B. Use the cost estimate from a previous project to help you prepare this estimate
- C. Identify and estimate the cost for each work package or activity
- D. Consult with subject matter experts and use their suggestions as the basis for your estimate

**Correct Answer: C**  
**Section: (none)**

**QUESTION 131**

Management has grown weary of the many surprises, mostly negative, that occur on your projects. In an effort to provide stakeholders with an effective performance metric, you will use the to-complete performance index (TCPI). Its purpose is to \_\_\_\_\_

- A. Determine the schedule and cost performance needed to complete the remaining work within management's financial goal for the project
- B. Determine the cost performance needed to complete the remaining work within management's financial goal for the project
- C. Predict final project costs
- D. Predict final project schedule and costs

**Correct Answer: B**  
**Section: (none)**

**QUESTION 132**

If operations on a work package were estimated to cost \$1,500 and finish today but, instead, have cost \$1,350 and are only two-thirds complete, the cost variance is \_\_\_\_\_



- A. \$150
- B. \$150
- C. \$350
- D. \$500

**Correct Answer:** C

**Section:** (none)

**QUESTION 133**

When you review cost performance data on your project, different responses will be required depending on the degree of variance or control thresholds from the baseline. For example, a variance of 10 percent might not require immediate action, whereas a variance of 100 percent will require investigation. A description of how you plan to manage cost variances should be included in the\_\_\_\_\_

- A. Cost management plan
- B. Change management plan
- C. Performance measurement plan
- D. Variance management plan

**Correct Answer:** A

**Section:** (none)

**QUESTION 134**

As of the fourth month on the Acme project, cumulative planned expenditures were \$100,000. Actual expenditures totaled \$120,000. How is the Acme project doing?

- A. It is ahead of schedule.
- B. It is in trouble because of a cost overrun.
- C. It will finish within the original budget.
- D. The information is insufficient to make an assessment.

**Correct Answer:** D

**Section:** (none)

**QUESTION 135**

On your project, you need to assign costs to the time period in which they are incurred. To do this, you should\_\_\_\_\_

- A. Identify the project components so that costs can be allocated
- B. Use the project schedule as an input to determine budget
- C. Prepare a detailed and accurate cost estimate
- D. Prepare a cost performance plan

**Correct Answer:** B

**Section:** (none)

**QUESTION 136**

You have a number of costs to track and manage because your project is technically very complex. They include direct costs and indirect (overhead) costs. You have found that managing overhead costs is particularly difficult because they\_\_\_\_\_

- A. Are handled on a project-by-project basis
- B. Represent only direct labor costs
- C. Represent only equipment and materials needed for the project
- D. Are usually beyond the project manager's control

**Correct Answer:** D

**Section:** (none)

**QUESTION 137**

If you want to calculate the ETC based on your expectations that similar variances to those noted to date will not occur, you should use which of the following formulas?

- A.  $ETC = BAC - EV$
- B.  $ETC = (BAC - EV)/CPI$
- C.  $ETC = AC + EAC$
- D.  $ETC = AC + BAC - EV$

**Correct Answer:** A

**Section:** (none)

**QUESTION 138**

You receive a frantic phone call from your vice president who says she is going to meet with a prospective client in 15 minutes to discuss a large and complex project. She asks you how much the project will cost. You quickly think of some similar past projects, factor in a few unknowns, and give her a number. What type of estimate did you just provide?

- A. Definitive
- B. Budget
- C. Order-of-magnitude
- D. Detailed

**Correct Answer:** C

**Section:** (none)

**QUESTION 139**

Your approved cost baseline has changed because of a major scope change on your project. Your next step should be to\_\_\_\_\_

- A. Estimate the magnitude of the scope change
- B. Issue a change request
- C. Document lessons learned
- D. Execute the approved scope change

**Correct Answer:** B

**Section:** (none)

**QUESTION 140**

Which of the following is a tool for analyzing a design, determining its functions, and assessing how to provide those functions' cost effectively?

- A. Pareto diagram
- B. Value analysis
- C. Configuration management
- D. Value engineering

**Correct Answer:** D

**Section:** (none)

**QUESTION 141**

The cumulative CPI has been shown to be relatively stable after what percentage of project completion?

- A. 5% to 10%
- B. 15% to 20%
- C. 25% to 35%
- D. 50% to 75%

**Correct Answer:** B

**Section: (none)**

**QUESTION 142**

The **undistributed budget** is part of the\_\_\_\_\_

- A. Management reserve
- B. Performance measurement baseline**
- C. Level-of-effort cost accounts
- D. General and administrative accounts

**Correct Answer: B**

**Section: (none)**

**QUESTION 143**

It is expensive to lease office space in cities around the world. Office space can cost approximately USD \$80 per square foot in Tampa, Florida. And it can cost approximately ¥50,000 per square meter in Tokyo. These "averages" can help a person to determine how much it will cost to lease office space in these cities based on the amount of space leased. These estimates are examples of\_\_\_\_\_

- A. Variance analysis
- B. Parametric estimating**
- C. Bottom-up estimating
- D. Reserve analysis

**Correct Answer: B**

**Section: (none)**

**QUESTION 144**

Your project manager has requested that you provide him with a forecast of project costs for the next 12 months. He needs this information to determine if the budget should be increased or decreased on this major construction project. In addition to the usual information sources, which of the following should you also consider?

- A. Cost estimates from similar projects**
- B. WBS
- C. Project schedule
- D. Costs that have been authorized and incurred**

**Correct Answer: D**

**Section: (none)**

**QUESTION 145**

There are a number of different earned value management rules of performance measurement that can be established as part of the cost management plan. Which one of the following is NOT an example of such a rule?

- A. Code of accounts allocation provision**
- B. Formulas to determine the ETC
- C. Earned value credit criteria
- D. Definition of the WBS level

**Correct Answer: A**

**Section: (none)**

**QUESTION 146**

Which of the following calculations CANNOT be used to determine EAC?

- A. EV to date plus the remaining project budget**
- B. Accepts actual costs and predicts future ETC work will be done at the budgeted rate

- C. Assumes what the program has experienced can be expected to continue
- D. ETC will be performed at an efficiency rate considering both the CPI and SPI**

**Correct Answer: A**  
**Section: (none)**

**QUESTION 147**

Typically, the statement "no one likes to estimate, because they know their estimate will be proven incorrect" is true. However, you have been given the challenge of estimating the costs for your nuclear reactor project. A basic assumption that you need to make early in this process is\_\_\_\_\_

- A. How direct and indirect costs will be handled**
- B. Whether or not experts will be available to assist you in this process
- C. If there will be a multiyear project budget
- D. Whether the project has required delivery dates

**Correct Answer: A**  
**Section: (none)**

**QUESTION 148**

By reviewing cumulative cost curves, the project manager can monitor\_\_\_\_\_

- A. EV
- B. PV
- C. CVs**
- D. CPI

**Correct Answer: C**  
**Section: (none)**

**QUESTION 149**

Control accounts\_\_\_\_\_

- A. Are charge accounts for personnel time management
- B. Summarize project costs at level 2 of the WBS
- C. Identify and track management reserves
- D. Represent the basic level at which project performance is measured and reported**

**Correct Answer: D**  
**Section: (none)**

**QUESTION 150**

Performance review meetings are held to assess schedule activity and work packages over- running or under-running the budget and to determine any estimated funds needed to complete work in progress. Typically, if EV is being used, all but which of the following information is determined?

- A. Variance analysis
- B. Trend analysis
- C. Time reporting systems**
- D. Earned value performance

**Correct Answer: C**  
**Section: (none)**

**QUESTION 151**

Overall cost estimates must be allocated to individual activities to establish the cost performance baseline. In an ideal situation, a project manager would prefer to prepare estimates\_\_\_\_\_

- A. Before the budget is complete**

- B. After the budget is approved by management
- C. Using a parametric estimating technique and model specific for that project type
- D. Using a bottom-up estimating technique**

**Correct Answer: A**

**Section: (none)**

#### **QUESTION 152**

According to learning curve theory, when many items are produced repetitively\_\_\_\_\_

- A. Unit costs decrease geometrically as production rates increase linearly
- B. Unit costs decrease as production rates increase**
- C. Unit costs decrease in a regular pattern as more units are produced**
- D. Costs of training increase as the level of automation increases

**Correct Answer: C**

**Section: (none)**

#### **QUESTION 153**

The method of calculating the EAC by assuming the ETC work will be performed at the same cumulative CPI incurred by the project to date is used most often when\_\_\_\_\_

- A. Current variances are viewed as atypical ones
- B. Original estimating assumptions are no longer reliable because conditions have changed
- C. Current variances are viewed as typical of future variances**
- D. Original estimating assumptions are considered to be fundamentally flawed

**Correct Answer: C**

**Section: (none)**

#### **QUESTION 154**

Increased attention to return on investment (ROI) now requires you to complete a financial analysis of the payback period on your project. Such an analysis identifies the\_\_\_\_\_

- A. Ratio of discounted revenues over discounted costs
- B. Future value of money invested today**
- C. Amount of time before net cash flow becomes positive**
- D. Point in time where costs exceed profit

**Correct Answer: C**

**Section: (none)**

#### **QUESTION 155**

A revised cost baseline may be required in cost control when\_\_\_\_\_

- A. CVs are severe, and a realistic measure of performance is needed**
- B. Updated cost estimates are prepared and distributed to stakeholders
- C. Corrective action must be taken to bring expected future performance in line with the project plan**
- D. EAC shows that additional funds are needed to complete the project even if a scope change is not needed

**Correct Answer: A**

**Section: (none)**

#### **QUESTION 156**

As project manager, you identified a number of acceptable tolerances as part of your earned value management system. During execution, some "unacceptable" variances occurred. After each "unacceptable" variance occurred, you did which one of the following first?

- A. Updated the budget
- B. Prepared a revised cost estimate**
- C. Adjusted the project plan
- D. Documented lessons learned**

**Correct Answer: D**

**Section: (none)**

#### **QUESTION 157**

Assume that the project cost estimates have been prepared for each activity and the basis of these estimates has been determined. Now, as the project manager for your nutrition awareness program in your hospital, you are preparing your budget. Because you have estimates for more than 1,200 separate activities, you have decided to first\_\_\_\_\_

- A. Aggregate these estimates by work packages**
- B. Aggregate these estimates by control accounts to facilitate the use of earned value management
- C. Use the results of previous projects to predict total costs
- D. Set your cost performance baseline

**Correct Answer: A**

**Section: (none)**

#### **QUESTION 158**

The cumulative cost curve for planned and actual expenditures\_\_\_\_\_

- A. Helps to monitor project performance at a glance**
- B. Is used for calculating the CPI
- C. Is also known as a histogram
- D. Forecasts total project expenditures

**Correct Answer: A**

**Section: (none)**

#### **QUESTION 159**

The reason that the cost performance index (CPI) is shown as a ratio is to\_\_\_\_\_

- A. Enable a detailed analysis of the schedule regardless of the value of the schedule variance
- B. Distinguish between critical path and noncritical path work packages
- C. Provide the ability to show performance for a specified time period for trend analysis**
- D. Measure the actual time to complete the project

**Correct Answer: C**

**Section: (none)**

#### **QUESTION 160**

Assume that your actual costs are \$800; your planned value is \$1,200; and your earned value is \$1,000. Based on these data, what can be determined regarding your schedule variance?

- A. At +\$200, the situation is favorable as physical progress is being accomplished ahead of your plan.
- B. At \$200, the physical progress is being accomplished at a slower rate than is planned, indicating an unfavorable situation.**
- C. At +\$400, the situation is favorable as physical progress is being accomplished at a lower cost than was forecasted.
- D. At \$200, you have a behind-schedule condition, and your critical path has slipped.**

**Correct Answer: B**

**Section: (none)**

#### **QUESTION 161**

The CPI on your project is 0.84. This means that you should\_\_\_\_\_

- A. Place emphasis on improving the **timeliness of the physical progress**
- B. Reassess the life-cycle costs of your product, including the length of the life-cycle phase
- C. Recognize that your original estimates were fundamentally flawed, and your project is in an atypical situation
- D. Place emphasis on improving the productivity by which work was being performed**

**Correct Answer:** D

**Section:** (none)

#### **QUESTION 162**

Quality is very important to your company. Each project has a quality statement that is consistent with the organization's vision and mission. Both **internal and external quality assurance** are provided on all projects to\_\_\_\_\_

- A. Ensure confidence that the project will satisfy relevant quality standards
- B. Monitor specific project results to note whether they comply with relevant quality standards**
- C. Identify ways to eliminate causes of unsatisfactory results
- D. Use inspection to keep errors out of the process

**Correct Answer:** A

**Section:** (none)

#### **QUESTION 163**

Benchmarking is a technique used in\_\_\_\_\_

- A. Inspections**
- B. Root cause analysis
- C. Plan quality management**
- D. Perform quality control

**Correct Answer:** C

**Section:** (none)

#### **QUESTION 164**

In quality management, the practice "rework" is\_\_\_\_\_

- A. Acceptable under certain circumstances
- B. An adjustment made that is based on quality control measurements
- C. Action taken to bring a defective or nonconforming component into compliance**
- D. Not a concern if errors are detected early

**Correct Answer:** C

**Section:** (none)

#### **QUESTION 165**

The quality function deployment process is used to\_\_\_\_\_

- A. Provide better product definition and product development**
- B. Help products to succeed in the marketplace
- C. Improve the functional characteristics of a product
- D. Support production planning and the just-in-time approach**

**Correct Answer:** A

**Section:** (none)

#### **QUESTION 166**

As it applies to quality, the law of diminishing returns says that\_\_\_\_\_

- A. 100% quality is unattainable
- B. 100% inspection is not cost effective
- C. Beyond a certain point, additional investment in quality has a negative ROI
- D. Providing quality products will stop, or at least diminish, the number of returned items

**Correct Answer:** C

**Section:** (none)

#### QUESTION 167

You are leading a research project that will require between 10 and 20 aerospace engineers. Some senior-level aerospace engineers are available. They are more productive than junior-level engineers, who cost less and who are available as well. You want to determine the optimal combination of senior- and junior-level personnel. In this situation, the appropriate technique to use is to\_\_\_\_\_

- A. Conduct a design of experiments
- B. Use the Ishikawa diagram to pinpoint the problem
- C. Prepare a control chart
- D. Analyze the process using a Pareto diagram

**Correct Answer:** A

**Section:** (none)

#### QUESTION 168

The purpose of the Taguchi method is to\_\_\_\_\_

- A. Manage the flow of material for better visibility and control
- B. Use statistical techniques to compute a "loss function" to determine the cost of producing products that fail to achieve a target value
- C. Design, group, and manage production operations as self-contained flexible cells capable of start-to-finish processing of a family of items
- D. Regulate coordination and communication among process stages

**Correct Answer:** B

**Section:** (none)

#### QUESTION 169

Quality assurance promotes quality improvement. A "breakthrough" is the accomplishment of any improvement that takes the organization to unprecedented levels of performance by attacking\_\_\_\_\_

- A. Special causes of variation
- B. Common causes of variation
- C. Inspection over prevention
- D. Specific tolerances

**Correct Answer:** B

**Section:** (none)

#### QUESTION 170

Which of the following statements best describes attribute sampling versus variables sampling?

- A. Attribute sampling is concerned with prevention, whereas variables sampling is concerned with inspection.
- B. Attribute sampling is concerned with conformance, whereas variables sampling is concerned with the degree of conformity.
- C. Attribute sampling is concerned with special causes, whereas variables sampling is concerned with any causes.
- D. Both are the same concept.



**Correct Answer: B**  
**Section: (none)**

**QUESTION 171**

Your project scheduler has just started working with your project and has produced defective reports for the past two accounting cycles. If this continues, these defective reports could provide the potential for customer dissatisfaction and lost productivity that is due to rework. You discovered that the project scheduler needs additional training on using the scheduling tool that is used on your project. The cost of training falls under which one of the following categories?

- A. Overhead costs
- B. Failure costs
- C. Prevention costs
- D. Indirect costs

**Correct Answer: C**  
**Section: (none)**

**QUESTION 172**

When a process is within acceptable limits, it \_\_\_\_\_

- A. Should not be adjusted
- B. May not be changed to provide improvements
- C. Shows differences caused by expected events or normal causes
- D. Should not be inspected or reworked for any reason

**Correct Answer: A**  
**Section: (none)**

**QUESTION 173**

The project team should have a working knowledge of statistical process control to help evaluate control quality outputs. Of all the topics involved, which of the following is the most important for the team to understand?

- A. Sampling and probability
- B. Attribute sampling and variables sampling
- C. Tolerances and control limits
- D. Special causes and random causes

**Correct Answer: A**  
**Section: (none)**

**QUESTION 174**

Rank ordering of defects should be used to guide corrective action. This is the underlying principle behind \_\_\_\_\_

- A. Trend analysis
- B. Inspections
- C. Control charts
- D. Pareto diagrams

**Correct Answer: D**  
**Section: (none)**

**QUESTION 175**

Project quality management was once thought to include only inspection or quality control. In recent years, the concept of project quality management has broadened. Which statement is NOT representative of the new definition of quality management?

- A. Quality is designed into the product or service, not inspected into it.
- B. Quality is the concern of the quality assurance staff.
- C. Customers require a documented and, in some cases, registered quality assurance system.
- D. National and international standards and guidelines for quality assurance systems are available.

**Correct Answer:** B

**Section:** (none)

**QUESTION 176**

Assume you wish to provide a process to be more creative in problem solving as on your project you have a somewhat complex scenario that possesses intertwined logical relationships for up to 50 items. The best approach is to\_\_\_\_\_

- A. Design an experiment
- B. Use an interrelationship diagram
- C. Conduct a Monte Carlo analysis
- D. Use a process decision program chart

**Correct Answer:** B

**Section:** (none)

**QUESTION 177**

Your quality assurance department recently performed a quality audit of your project and identified a number of findings and recommendations. One recommendation seems critical and should be implemented because it affects successful delivery of the product to your customer. Your next step should be to\_\_\_\_\_

- A. Call a meeting of your project team to see who is responsible for the problem
- B. Reassign the team member who had responsibility for oversight of the problem
- C. Perform product rework immediately
- D. Issue a change request to implement the needed corrective action

**Correct Answer:** D

**Section:** (none)

**QUESTION 178**

Six sigma refers to the aim of setting tolerance limits at six standard deviations from the mean, whereas the normally expected deviation of a process is\_\_\_\_\_

- A. One standard deviation
- B. Two standard deviations
- C. Three standard deviations
- D. Undeterminable because of the unique nature of every process

**Correct Answer:** C

**Section:** (none)

**QUESTION 179**

You recognize the importance of quality control on your project. However, you also know that quality control has costs associated with it and that the project has a limited budget. One way to reduce the cost of quality control is to\_\_\_\_\_

- A. Work to ensure that the overall quality program is ISO compliant
- B. Use statistical sampling
- C. Conduct inspections throughout the process
- D. Use trend analysis

**Correct Answer:** B

**Section:** (none)

**QUESTION 180**

Deming's Fourteen Points provide a way for an organization to create and sustain a culture of continuous improvement. As such it should be directed by\_\_\_\_\_

- A. The project manager
- B. Top management
- C. Employees participating in quality circles
- D. Stakeholders

**Correct Answer:** B

**Section:** (none)

**QUESTION 181**

Quality inspections also may be called\_\_\_\_\_

- A. Control tests
- B. Walkthroughs
- C. Statistical sampling
- D. Checklists

**Correct Answer:** B

**Section:** (none)

**QUESTION 182**

Your management has prescribed that a quality audit be conducted at the end of every phase in a project. This audit is part of the organization's\_\_\_\_\_

- A. Quality assurance process
- B. Quality control process
- C. Quality improvement program
- D. Process adjustment program

**Correct Answer:** A

**Section:** (none)

**QUESTION 183**

You are managing a major international project, and your contract requires you to prepare both a project plan and a quality management plan. Your core team is preparing a project quality management plan. Your first step in developing this plan is to\_\_\_\_\_

- A. Determine specific metrics to use in the quality management process
- B. Identify the quality standards for the project
- C. Develop a quality policy for the project
- D. Identify specific quality management roles and responsibilities for the project

**Correct Answer:** C

**Section:** (none)

**QUESTION 184**

Recently your company introduced a new set of "metal woods" to its established line of golfing equipment. However, in the past weeks many of the clubs have been returned because of quality problems. You decide to conduct a failure mode and criticality analysis to\_\_\_\_\_

- A. Analyze the product development cycle after product release to determine strengths and weaknesses
- B. Evaluate failure modes and causes associated with the design and manufacture of this product
- C. Evaluate failure modes and causes associated with the design and manufacture of a new product to replace the clubs
- D. Help management set priorities in its existing manufacturing processes to avoid failures

**Correct Answer: C**  
**Section: (none)**

**QUESTION 185**

The "rule of seven" as applied to statistical process control charts means that\_\_\_\_\_

- A. Seven rejects typically occur per thousand inspections
- B. Seven consecutive points are above or below the mean**
- C. At least seven inspectors should be in place for every thousand employees
- D. A process is not out of control even though seven measurements fall outside the lower and upper control limits

**Correct Answer: B**  
**Section: (none)**

**QUESTION 186**

Long-term contracting is an important aspect of project quality management because it\_\_\_\_\_

- A. Provides incentives to vendors to make quality commitments**
- B. Improves quality through the use of benefit-cost ratio
- C. Usually results in lower costs and increased profitability
- D. Provides for periodic, yet mandatory quality audits

**Correct Answer: A**  
**Section: (none)**

**QUESTION 187**

Even though your project is vastly different from a manufacturing operation, you believe the principles of kaizen will work well. The kaizen approach to continuous improvement emphasizes\_\_\_\_\_

- A. The greater importance of customer satisfaction over cost
- B. Radical changes in operating practices
- C. Incremental improvement**
- D. The use of quality circles to improve morale

**Correct Answer: C**  
**Section: (none)**

**QUESTION 188**

Results of quality control measurements are used\_\_\_\_\_

- A. As an input to plan quality management
- B. To prepare an operational definition
- C. To prepare a control chart
- D. As an input to perform quality assurance**

**Correct Answer: D**  
**Section: (none)**

**QUESTION 189**

The **control chart** is a tool used primarily to help\_\_\_\_\_

- A. Monitor process variation over time**
- B. Measure the degree of conformance
- C. Determine whether results conform
- D. Determine whether results conform to requirements

**Correct Answer:** A

**Section:** (none)

**QUESTION 190**

The area where the project manager can have the greatest impact on the quality of his or her project is in\_\_\_\_\_

- A. Quality planning
- B. Quality assurance
- C. Quality control
- D. Quality improvement

**Correct Answer:** B

**Section:** (none)

**QUESTION 191**

You are a project manager for residential construction. As a project manager, you must be especially concerned with building codes-particularly in the plan quality management process. You must ensure that building codes are reflected in your project plans because\_\_\_\_\_

- A. Standards and regulations are an input to plan quality management
- B. Quality audits serve to ensure there is compliance with regulations
- C. They are a cost associated with quality initiatives
- D. Compliance with standards is the primary objective of perform quality control

**Correct Answer:** A

**Section:** (none)

**QUESTION 192**

You work as a project manager in the largest hospital in the region. Studies have shown that patients have to wait for long periods before being treated. To assist in identifying the factors contributing to this problem, you and your team have decided to use which of the following techniques?

- A. Cause-and-effect diagrams
- B. Pareto analysis
- C. Scatter diagrams
- D. Control charts

**Correct Answer:** A

**Section:** (none)

**QUESTION 193**

The ISO 9000 standards provide\_\_\_\_\_

- A. A description of how products should be produced
- B. Specifics for the implementation of quality systems
- C. A framework for quality systems
- D. The maximum process requirements necessary to ensure that customers receive a good product

**Correct Answer:** C

**Section:** (none)

**QUESTION 194**

All of the following are objectives of a quality audit\_\_\_\_\_

- A. Defect repairs have been implemented
- B. Improvement opportunities are identified
- C. Good practices can be introduced elsewhere
- D. Root cause analysis has been performed as part of process analysis

**Correct Answer: D**  
**Section: (none)**

**QUESTION 195**

There are three uses and types of Pareto analysis. If you wish to provide a measure of significance to factors that at first may not appear to be significant at all, you should use a \_\_\_\_\_

- A. Basic Pareto analysis
- B. Comparative Pareto analysis
- C. Weighted Pareto analysis
- D. Trend Pareto analysis

**Correct Answer: C**  
**Section: (none)**

**QUESTION 196**

Constancy of purpose is a core concept for continuous improvement. An organization displaying constancy of purpose must have all the following elements EXCEPT \_\_\_\_\_

- A. Documented and well-disseminated statements of purpose and vision
- B. A set of strategic and tactical plans
- C. An awareness by all members of the organization of the purpose, vision, goals, and objectives and their roles in achieving them
- D. Separate quality assurance and quality control departments reporting to senior management

**Correct Answer: D**  
**Section: (none)**

**QUESTION 197**

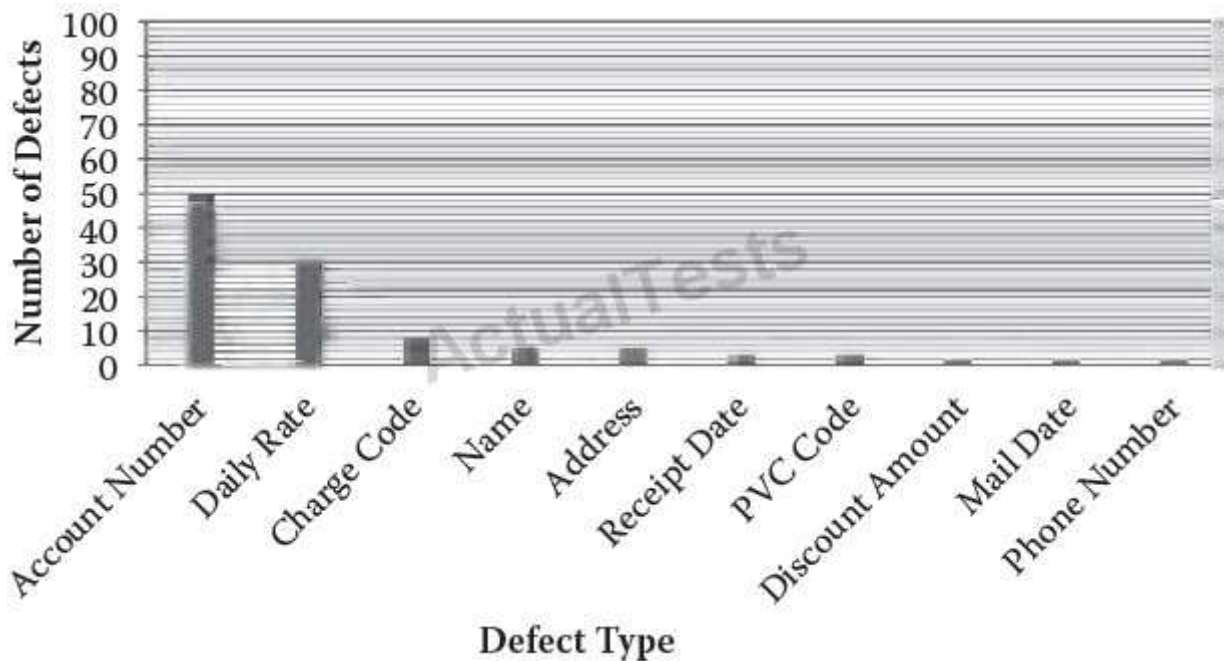
Quality objectives of the project are recorded in \_\_\_\_\_

- A. Process improvement plan
- B. Quality management plan
- C. Quality baseline
- D. Quality metrics

**Correct Answer: B**  
**Section: (none)**

**QUESTION 198**

The below Pareto chart indicates defects in areas associated with billing a client for project services. Based on this Pareto analysis, which area, or areas, indicate the greatest opportunity for improvement?



- A. The account number, because if it is incorrect, the invoice may be sent to the wrong client.
- B. The daily rate, because if it is incorrect, the total amount of the invoice will be wrong, which impacts the cash flow.
- C. The charge code, name, address, receipt date, pvc code, discount amount, mail date, and phone number, because they are fairly easy to confirm and correct, thereby significantly reducing the types of defects.
- D. The account number and daily rate, because they account for 80 percent of all defects.

**Correct Answer:** D

**Section:** (none)

#### QUESTION 199

You have decided to use a fishbone diagram to identify the relationship between an effect and its causes. To begin, you should first \_\_\_\_\_

- A. Select an interdisciplinary team who has used the technique before to help brainstorm the problem
- B. Determine the major categories of defects
- C. Set up a process analysis using HIPO charts
- D. Identify the problem

**Correct Answer:** D

**Section:** (none)

#### QUESTION 200

Assume that your project in the food service industry involves the need for the presence of the required food label as specified by the Food and Drug Administration. In this situation, you plan to use control charts as a quality control tool, so you should prepare a(n) \_\_\_\_\_

- A. Variables chart
- B. Attribute chart
- C. Trend chart
- D. Run chart

**Correct Answer:** B

**Section:** (none)

#### QUESTION 201

The **quality management plan** describes all the following EXCEPT the\_\_\_\_\_

- A. Method for implementing the quality policy
- B. Methods the team will use to meet the project's quality requirements**
- C. Efforts at the front end of a project to ensure that decisions are based on accurate information
- D. Procedures used to conduct trade-off analyses among cost, schedule, and quality**

**Correct Answer: D**

**Section: (none)**

#### **QUESTION 202**

You have been assigned as project manager on what could be a "bet the company" project. You realize that to be successful you need to exercise maximum control over project resources. Which form of project organization should you establish for this project?

- A. Strong matrix**
- B. Projectized**
- C. Project coordinator
- D. Weak matrix

**Correct Answer: B**

**Section: (none)**

#### **QUESTION 203**

Which of the following is a ground rule for project team building?

- A. Perform frequent performance appraisals**
- B. Ensure that each team member reports to his or her functional manager in addition to the project manager
- C. Start early**
- D. Try to solve team political problems

**Correct Answer: C**

**Section: (none)**

#### **QUESTION 204**

Project A is being administered using a matrix form of organization. The project manager reports to a senior vice president who provides visible support to the project. In this scenario, which of the following statements best describes the relative power of the project manager?

- A. The project manager will probably not be challenged by project stakeholders.**
- B. In this strong matrix, the balance of power is shifted to the functional line managers.
- C. In this tight matrix, the balance of power is shifted to the project manager.
- D. In this strong matrix, the balance of power is shifted to the project manager.**

**Correct Answer: D**

**Section: (none)**

#### **QUESTION 205**

You are leading a team to recommend an equitable reward and recognition system for project managers. Before finalizing the plan, you want to ensure that executives understand the basic objective of reward systems. This objective is to\_\_\_\_\_

- A. Be comparable with the award system established for functional managers to indicate parity and to show the importance of project management to the company
- B. Make the link between project performance and reward clear, explicit, and achievable**
- C. Motivate project managers to work toward common objectives and goals as defined by the company
- D. Attract people to join the organization's project management career path



**Correct Answer:** B

**Section:** (none)

**QUESTION 206**

Which of the following factors contributes the most to team communication?

- A. External feedback
- B. Performance appraisals
- C. Smoothing over of team conflicts by the project manager
- D. Collection

**Correct Answer:** D

**Section:** (none)

**QUESTION 207**

You are managing a virtual team. The project has been under way for several months, and you believe your team members do not view themselves as a team or a unified group. To help rectify this situation, you should\_\_\_\_\_

- A. Ensure that every member of the project team uses e-mail as a form of communication
- B. Mandate that the team follow the vision and mission statement of his or her organization
- C. Enhance communications planning
- D. Provide team members with the latest in communications technology and mandate its use

**Correct Answer:** C

**Section:** (none)

**QUESTION 208**

Major difficulties arise when multiple projects need to be managed in the functional organizational structure because of\_\_\_\_\_

- A. The level of authority of the project manager
- B. Conflicts over the relative priorities of different projects in competition for limited resources
- C. Project team members who are focused on their functional specialty rather than on the project
- D. The need for the project manager to use interpersonal skills to resolve conflicts informally

**Correct Answer:** B

**Section:** (none)

**QUESTION 209**

The team you have organized for your new project consists of three people who will work full-time and five people who will support the project on a part-time basis. All team members know one another and have worked together in the past. To ensure a successful project start-up, your first step should be to\_\_\_\_\_

- A. Meet with each team member individually to discuss assignments
- B. Prepare a responsibility assignment matrix and distribute it to each team member
- C. Distribute the project plan and WBS to the team
- D. Hold a project kickoff meeting

**Correct Answer:** D

**Section:** (none)

**QUESTION 210**

Your organization is characterized by hierarchical organizational structures with rigid rules and policies and strict supervisory controls. Individual team members are not expected to engage in problem solving or use creative approaches to plan and execute work; management does that. Your organization is characterized by which one of the following theories?

- A. Ouchi's Theory
- B. McGregor's Theory X**
- C. Maslow's self-esteem level
- D. Vroom's Expectancy Theory

**Correct Answer:** B

**Section:** (none)

#### **QUESTION 211**

As you prepare your human resource plan, you need to determine the skill and capacity required to complete the activities in the project. This should be documented in the\_\_\_\_\_

- A. Roles and responsibilities section**
- B. Staffing management plan
- C. Staff acquisition section**
- D. Compliance section

**Correct Answer:** A

**Section:** (none)

#### **QUESTION 212**

The primary result of effective team development is\_\_\_\_\_

- A. Improved project performance**
- B. An effective, smoothly running team
- C. An understanding by project team members that the project manager is ultimately responsible for project performance
- D. Enhancement of the ability of stakeholders to contribute as individuals and team members

**Correct Answer:** A

**Section:** (none)

#### **QUESTION 213**

The team members on your project have been complaining that they do not have any sense of identity as a team because they are located in different areas of the building. To remedy this situation, you developed a project logo and had it printed on T-shirts to promote the project, but this action has not worked. Your next step is to\_\_\_\_\_

- A. Initiate a newsletter
- B. Create an air of mystery about the project
- C. Establish a "team meeting room"**
- D. Issue guidelines on how team members should interact with other stakeholders

**Correct Answer:** C

**Section:** (none)

#### **QUESTION 214**

The project team directory is an output from which of the following processes?

- A. Develop project team
- B. Acquire project team**
- C. Develop human resource management plan**
- D. Manage project team

**Correct Answer:** B

**Section:** (none)

#### **QUESTION 215**

You realize that leadership without management or management without leadership probably will produce

poor project results. Which one of the following key responsibilities best represents project leadership?

- A. Developing a vision and strategy, and motivating people to achieve them
- B. Getting things done through other people
- C. Using charismatic power to motivate others even if they do not like the work
- D. Using all types of power, as appropriate, as motivational tools

**Correct Answer:** D

**Section:** (none)

#### QUESTION 216

Given that you are neighbors, you and the CEO of your company have established a friendly personal relationship. Recently your company appointed you project manager for a new project that is crucial to achieving next year's financial targets. Which type of power available to project managers might you be able to rely upon?

- A. Referent
- B. Reward
- C. Formal
- D. Expert

**Correct Answer:** A

**Section:** (none)

#### QUESTION 217

You have been a project manager for seven years. You now are managing the construction of a new facility that must comply with the government's newly issued environmental standards. You want to ensure that your team members are able to select methods to complete various activities on the project without needing to involve you in each situation. As you prepare your human resource management plan, you should document this information in which of the following\_\_\_\_\_

- A. Roles and responsibilities section
- B. Resource assignment matrix
- C. Resource breakdown structure
- D. Staffing management plan

**Correct Answer:** A

**Section:** (none)

#### QUESTION 218

It is important on all projects to determine when and how human resources will be met. Assume that you are managing a project to assess methods for streamlining the regulatory approval process for new medical devices in your government agency. Because the agency has undergone downsizing during the past three years, subject matter experts are in short supply. You must determine whether the needed subject matter experts can be acquired from inside the agency or whether you must use contractors. This information should be documented in the\_\_\_\_\_

- A. Make-or-buy decisions in the procurement management plan
- B. Contracts management plan
- C. Staffing management plan
- D. Resource management plan

**Correct Answer:** C

**Section:** (none)

#### QUESTION 219

In both the weak and strong matrix organizational structures, the primary condition leading to conflict is\_\_\_\_\_

- A. Communication barriers
- B. Conflicting interests
- C. Need for consensus
- D. Ambiguous jurisdictions

**Correct Answer:** D

**Section:** (none)

#### QUESTION 220

As project manager, you are primarily responsible for implementing the project management plan by authorizing the execution of project activities. Because you do not work in a projectized organization, you do not have direct access to human resource administrative activities. Therefore you need to \_\_\_\_\_

- A. Outsource these functions
- B. Prepare a project team charter that is signed off by a member of the human resources department to delineate responsibilities
- C. Ensure that your team is sufficiently aware of administrative requirements to ensure compliance
- D. Ask the head of human resources to approve your project human resource plan personally

**Correct Answer:** C

**Section:** (none)

#### QUESTION 221

Constant bickering, absenteeism, and substandard performance have characterized the behavior of certain members of your team. You have planned an off-site retreat for the team to engage in a variety of activities. Your primary objective for investing time and money in this event is to improve \_\_\_\_\_

- A. Team performance
- B. Morale
- C. Quality
- D. Individual performance

**Correct Answer:** A

**Section:** (none)

#### QUESTION 222

Two team members on your project often disagree. You need a conflict resolution method that provides a long-term resolution. You decide to use which one of the following approaches?

- A. Confronting
- B. Problem solving
- C. Collaborating
- D. Smoothing

**Correct Answer:** C

**Section:** (none)

#### QUESTION 223

Which of the following is an enterprise environmental factor that may influence the development of the human resource management plan?

- A. The organizational structure of the performing organization
- B. Poor communication among team members
- C. Ambiguous staffing requirements
- D. Team morale

**Correct Answer:** A

**Section:** (none)

**QUESTION 224**

As a project manager, you believe in using a "personal touch" to further team development. One approach that has proven effective toward this goal is\_\_\_\_\_

- A. Creating a team name
- B. Providing flexible work time**
- C. Issuing a project charter
- D. Celebrating special occasions**

**Correct Answer: D**

**Section: (none)**

**QUESTION 225**

Your project has been under way for some time, but indicators show that it is in trouble. You have observed all the following symptoms of poor teamwork in your project team EXCEPT\_\_\_\_\_

- A. Frustration
- B. Excessive meetings**
- C. Lack of trust or confidence in the project manager**
- D. Unproductive meetings

**Correct Answer: B**

**Section: (none)**

**QUESTION 226**

You are the project manager for a two-year project that is now beginning its second year. The mix of team members has changed, and there is confusion as to roles and responsibilities. In addition, several of the completed work packages have not received the required sign-offs, and three work packages are five weeks behind schedule. To gain control of this project, you need to\_\_\_\_\_

- A. Rebase line your original human resource plan with current resource requirements
- B. Change to a projectized organizational structure for maximum control over resource assignments
- C. Work with your team to prepare a responsibility assignment matrix**
- D. Create a new division of labor by assigning technical leads to the most critical activities

**Correct Answer: C**

**Section: (none)**

**QUESTION 227**

You are part of a team that is working to develop a new medical implant device. Your project manager is an expert in medical implantation devices, yet he continually seeks opinions from the team about a wide variety of project and product issues. Team members often run project meetings while he sits silently at the head of the table. Which one of the following best characterizes his leadership style?

- A. Laissez-faire
- B. Team directed
- C. Collaborative
- D. Shared leadership**

**Correct Answer: D**

**Section: (none)**

**QUESTION 228**

The major difference between the project coordinator and project expeditor forms of organization is that\_\_\_\_\_

- A. Strong commitment to the project usually does not exist in the project expeditor form of organization
- B. The project coordinator cannot personally make or enforce decisions**
- C. The project expeditor acts only as an intermediary between management and the project team

D. The project coordinator reports to a higher-level manager in the organization

**Correct Answer:** D

**Section:** (none)

**QUESTION 229**

Which one of the following represents a constraint on the acquire project team process?

- A. Pre assignment of staff to the project
- B. Recruitment practices of the organizations involved
- C. Use of outsourcing
- D. Team member training requirements

**Correct Answer:** B

**Section:** (none)

**QUESTION 230**

According to Herzberg's Motivator-Hygiene Theory, when achievement, recognition, responsibility, and advancement, or promotion, are not present, employees will\_\_\_\_\_

- A. Become alienated with the organization and leave
- B. Lack motivation but will not be dissatisfied with their work
- C. Lack motivation and become dissatisfied with their work
- D. Become dissatisfied only if they do not receive salary increases

**Correct Answer:** C

**Section:** (none)

**QUESTION 231**

Objectives for conducting performance appraisals during the course of a project can include all the following EXCEPT\_\_\_\_\_

- A. Initial establishment of roles and responsibilities
- B. Discovery of unknown and unresolved issues
- C. Development of individual training plans
- D. Establishment of goals for future time periods

**Correct Answer:** A

**Section:** (none)

**QUESTION 232**

Your organization is adopting a project-based approach to business, which has been difficult. Although project teams have been created, they are little more than a collection of functional and technical experts who focus on their specialties. You are managing the company's most important project. As you begin this project, you must place a high priority on\_\_\_\_\_

- A. Creating an effective team
- B. Identifying the resources needed to finish the project on time
- C. The best way to communicate status to the CEO
- D. Establishing firm project requirements

**Correct Answer:** A

**Section:** (none)

**QUESTION 233**

In organizing a project, a project manager must deal with conflict. Which statement is TRUE regarding conflict in projects?

- A. A matrix form of organization can produce a lack of clear role definitions and lead to ambiguous

jurisdictions between and among functional leaders and project managers

- B. Sources of conflict include project priorities, PERT/CPM schedules, contract administrative procedures, and type of contract
- C. Conflict is to be avoided whenever possible
- D. Strong matrix project managers have few human resource conflicts, because they can dictate their needs to functional managers

**Correct Answer:** A

**Section:** (none)

**QUESTION 234**

The chances for successful completion of a multidisciplinary project are increased if project team members are\_\_\_\_\_

- A. Problem oriented
- B. Politically sensitive to top management's needs
- C. Focused on individual project activities
- D. Focused on customer demands

**Correct Answer:** A

**Section:** (none)

**QUESTION 235**

The terms strong matrix, balanced matrix, and weak matrix when applied to the matrix structure in project organization refer to the\_\_\_\_\_

- A. Ability of the organization to achieve its goals
- B. Physical proximity of project team members to one another and to the project manager
- C. Degree of the project manager's authority
- D. Degree to which team members bond together

**Correct Answer:** C

**Section:** (none)

**QUESTION 236**

The key way for a project manager to promote optimum team performance in project teams whose members are not collocated is to\_\_\_\_\_

- A. Build trust
- B. Establish a reward and recognition system
- C. Obtain the support of the functional managers in the other locations
- D. Exercise his or her right to control all aspects of the project

**Correct Answer:** A

**Section:** (none)

**QUESTION 237**

Hierarchical-type charts are a tool and technique for use in human resource planning. Which one of the following is helpful in tracking project costs and can be aligned with the organization's accounting system?

- A. RACI
- B. RAM
- C. RBS
- D. OBS

**Correct Answer:** C

**Section:** (none)

**QUESTION 238**

When choosing the **most appropriate form of project organization**, the first step is to\_\_\_\_\_

- A. Create the WBS and let it determine the project organizational structure
- B. Produce a project management plan and determine the functional areas responsible for each task**
- C. Refer to the project charter developed by top management
- D. Develop a project schedule, including a top-down flowchart, and identify the functional areas to perform each task**

**Correct Answer: B**

**Section: (none)**

**QUESTION 239**

Conflicts in which following three areas represent the majority of all project conflicts?

- A. Personalities, cost objectives, and schedules
- B. Cost objectives, administrative procedures, and scarce resources**
- C. Scarce resources, scheduling priorities, and personal work styles**
- D. Personal work styles, project priorities, and cost objectives

**Correct Answer: C**

**Section: (none)**

**QUESTION 240**

Which of the following qualifications is the most important for a project manager?

- A. Supervisory experience
- B. Negotiation skill**
- C. Education in a technical field
- D. Ability to work well with others**

**Correct Answer: D**

**Section: (none)**

**QUESTION 241**

Determining the method and the timing of releasing team members should be included in the\_\_\_\_\_

- A. Staff acquisition plan
- B. Human resource plan
- C. Staffing management plan**
- D. Project training plan

**Correct Answer: C**

**Section: (none)**

**QUESTION 242**

As project manager, you plan to conduct a "kickoff" meeting at which you will discuss all the following EXCEPT\_\_\_\_\_

- A. Establishing working relationships and standard formats for global communication
- B. Reviewing project plans
- C. Establishing individual and group responsibilities and accountabilities
- D. Discussing specific legal issues regarding the contract**

**Correct Answer: D**

**Section: (none)**

**QUESTION 243**

One purpose of the communications management plan is to provide information about the\_\_\_\_\_



- A. Methods that will be used to convey information
- B. Methods that will be used for releasing team members from the project when they are no longer needed
- C. Project organization and stakeholder responsibility relationships
- D. Experience and skill levels of each team member

**Correct Answer:** A

**Section:** (none)

**QUESTION 244**

Project managers for international projects should recognize key issues in cross-cultural settings and place special emphasis on\_\_\_\_\_

- A. Establishing a performance reporting system
- B. Using good communication planning
- C. Establishing and following a production schedule for information distribution to avoid responding to requests for information between scheduled communications
- D. Using translation services for formal, written project reports

**Correct Answer:** B

**Section:** (none)

**QUESTION 245**

You are managing a project with team members located at customer sites on three different continents. As you plan communications with your stakeholders, you should review\_\_\_\_\_

- A. Stakeholder management plan
- B. Stakeholder register
- C. Communications model
- D. Communications channels

**Correct Answer:** B

**Section:** (none)

**QUESTION 246**

Having worked previously on projects as a team member, you are pleased to now be the project manager to develop a new process to ensure that software projects in your IT Department are considered a success and are not late or over budget. However, many of your team members are new to the organization. As you work to establish a high-performing team, you realize the importance of\_\_\_\_\_

- A. Mentoring
- B. Coaching
- C. Moving quickly through the forming and storming stages
- D. Safeguarding information

**Correct Answer:** B

**Section:** (none)

**QUESTION 247**

As a project manager, you try to use empathic listening skills to help understand another person's frame of reference. In following this approach, you should\_\_\_\_\_

- A. Mimic the content of the message
- B. Probe, then evaluate the content
- C. Evaluate the content, then advise
- D. Rephrase the content and reflect the feeling

**Correct Answer:** D

**Section:** (none)

**QUESTION 248**

Statements of organizational policies and philosophies, position descriptions, and constraints are examples of \_\_\_\_\_

- A. Formal communication
- B. Lateral communication
- C. External communication
- D. Horizontal communication

**Correct Answer:** A

**Section:** (none)

**QUESTION 249**

You have decided to organize a study group of other project managers in your organization to help prepare for the PMP® exam. What type of communication activity are you employing in your efforts to organize this group?

- A. Horizontal
- B. Vertical
- C. Official
- D. External

**Correct Answer:** A

**Section:** (none)

**QUESTION 250**

Your company CEO just sent you an e-mail asking you to make a presentation on your project, which has been in progress for 18 months, to over 50 identified internal and external stakeholders. You have been conducting such presentations and holding meetings regularly on this important project. You should begin by \_\_\_\_\_

- A. Defining the audience
- B. Determining the objective
- C. Deciding on the general form of the presentation
- D. Circulating issues to be discussed

**Correct Answer:** D

**Section:** (none)

**QUESTION 251**

You are responsible for a project in your organization that has multiple internal customers. Because many people in your organization are interested in this project, you realize the importance of \_\_\_\_\_

- A. Conducting a stakeholder analysis to assess information needs
- B. Performing communications planning early
- C. Determining the communications requirements of the customers
- D. Having an expert on communications management and customer relationship management on your team

**Correct Answer:** B

**Section:** (none)

**QUESTION 252**

Project managers spend a great deal of time communicating with the team, the stakeholders, the client, and the sponsor. One can easily see the challenges involved, especially if one team member must communicate a technical concept to another team member in a different country.

The first step in this process is to \_\_\_\_\_

- A. Encode the message
- B. Decode the message
- C. Determine the feedback loops
- D. Determine the medium

**Correct Answer:** A

**Section:** (none)

**QUESTION 253**

On your project, scope changes, constraints, assumptions, integration and interface requirements, and overlapping roles and responsibilities pose communications challenges. The presence of communication barriers is most likely to lead to \_\_\_\_\_

- A. Reduced productivity
- B. Increased hostility
- C. Low morale
- D. Increased conflict

**Correct Answer:** D

**Section:** (none)

**QUESTION 254**

The most common communication problem that occurs during negotiation is that \_\_\_\_\_

- A. Each side may misinterpret what the other side has said
- B. Each side may give up on the other side
- C. One side may try to confuse the other side
- D. One side may be too busy thinking about what to say next to hear what is being said

**Correct Answer:** A

**Section:** (none)

**QUESTION 255**

You finally have been appointed project manager for a major company project. One of your first activities as project manager will be to create the communications management plan. As you match the stakeholder with the appropriate communication methods for that stakeholder, you could use any one of the following methods EXCEPT \_\_\_\_\_

- A. Interactive communications
- B. Passive communications
- C. Pull communications
- D. Push communications

**Correct Answer:** B

**Section:** (none)

**QUESTION 256**

As an output of plan communications, it may be necessary to update the project documents, which include the \_\_\_\_\_

- A. Stakeholder register
- B. Corporate policies, procedures, and processes
- C. Knowledge management system
- D. Stakeholder management plan

**Correct Answer:** A

**Section:** (none)

**QUESTION 257**

Sample attributes of a communications management plan include which one of the following?

- A. Roles
- B. Responsibilities
- C. Ethics
- D. Authority

**Correct Answer:** B

**Section:** (none)

**QUESTION 258**

The process of conferring with others to come to terms or reach an agreement is called\_\_\_\_\_

- A. Win-win
- B. Negotiation
- C. Getting to "yes"
- D. Confrontation

**Correct Answer:** B

**Section:** (none)

**QUESTION 259**

The key benefit of the control communications process is to\_\_\_\_\_

- A. Sharing best practices with other project teams in the organization with lessons learned
- B. Ensuring the information needs of stakeholders are met
- C. Ensuring an optimal information flow among communication participants
- D. Providing stakeholders with information about resolved issues, approved status, and project status

**Correct Answer:** B

**Section:** (none)

**QUESTION 260**

The issue log is useful in control communications because it\_\_\_\_\_

- A. Provides what has happened and is a platform for subsequent communications
- B. Includes the project's risk register
- C. Organizes and summarizes information gathered
- D. Serves as an information management system for communications management

**Correct Answer:** A

**Section:** (none)

**QUESTION 261**

As head of the PMO, you will receive performance reports for all major projects. You decided to set a guideline for project managers as performance reporting should\_\_\_\_\_

- A. Collect work performance information on the status of deliverables
- B. Provide earned value data for project forecasting
- C. Provide information at an appropriate level for each audience
- D. Focus on cost and schedule variances rather than scope, resources, quality, and risks

**Correct Answer:** C

**Section:** (none)

**QUESTION 262**

A simple performance report provides information on\_\_\_\_\_

- A. Percent complete
- B. Customer satisfaction
- C. Unacceptable variances
- D. Scope creep

**Correct Answer:** A

**Section:** (none)

**QUESTION 263**

Communication is important when setting and managing expectations with the stakeholders. Which one of the following statements is NOT true regarding the importance of communications within a project?

- A. Communications is one of the single biggest contributors to project success or failure.
- B. Project resources should be spent primarily on communicating information that leads to project success.
- C. Effective communications includes awareness of communication styles, cultural issues, relationships, personalities, and the context of the situation
- D. Listening is part of communicating and is a way to gain insight into problem areas, managing conflicts, and making decisions.

**Correct Answer:** B

**Section:** (none)

**QUESTION 264**

In person-to-person communication, messages are sent on verbal levels and nonverbal levels simultaneously. As a general rule, what percentage of the message actually is sent through nonverbal cues?

- A. 5 percent to 15 percent
- B. 20 percent to 30 percent
- C. 40 percent to 50 percent
- D. Greater than 50 percent

**Correct Answer:** D

**Section:** (none)

**QUESTION 265**

As an output from control communications, it may be necessary to update the\_\_\_\_\_

- A. Project schedule
- B. Forecasts
- C. Corporate policies, procedures, and processes
- D. Knowledge management system

**Correct Answer:** B

**Section:** (none)

**QUESTION 266**

In project communications, the first step in a written communication is to\_\_\_\_\_

- A. Analyze the facts and assumptions that have a bearing on the purpose of the message
- B. Gather thoughts or ideas
- C. Develop a logical sequence of the topics to be addressed
- D. Establish the basic purpose of the message

**Correct Answer:** B

**Section:** (none)

**QUESTION 267**

A communications management plan includes which one of the following sample contents?

- A. Issues
- B. Escalation processes, including time frames and the management chains
- C. Dimensions
- D. Project assumptions and constraints

**Correct Answer:** B

**Section:** (none)

**QUESTION 268**

Your organization has decided to use project management for all of its endeavors. It has established a Center of Excellence for Project Management to support the movement into management by projects and has appointed you as its director. Since you work in a matrix environment, which of the following types of communications is the most essential for success?

- A. Upward
- B. Horizontal
- C. Downward
- D. Diagonal

**Correct Answer:** B

**Section:** (none)

**QUESTION 269**

You have heard recently that the client calls your progress reports the "Code of Hammurabi" because they seem to be written in hieroglyphics and are completely indecipherable to all but an antiquities scholar. This situation could have been avoided by\_\_\_\_\_

- A. Informing the client at the start of the project about the types of reports they will receive
- B. Using risk management techniques to identify client issues
- C. Hiring an expert report writer to prepare standard reports
- D. Engaging in communications planning

**Correct Answer:** D

**Section:** (none)

**QUESTION 270**

Assume on your project you have identified 250 stakeholders located in three continents and of these 250, you have determined that 200 of them will be actively involved and interested in your project. Therefore, as you determine an appropriate communication method, your best approach is\_\_\_\_\_

- A. Elaborate status reports
- B. Simple status reports
- C. Knowledge repositories
- D. E-mails

**Correct Answer:** C

**Section:** (none)

**QUESTION 271**

You want to ensure that the information you collect showing project progress and status is meaningful to stakeholders. You want to combine the type and format of the stakeholder's information needs with an analysis of the value of the information. You will document this information in the\_\_\_\_\_

- A. Communications register
- B. Stakeholder register
- C. Stakeholder management plan
- D. Communications management plan

**Correct Answer: D**  
**Section: (none)**

**QUESTION 272**

Work performance information is an output of which process?

- A. Manage risks
- B. Manage communications
- C. Control communications
- D. Report performance

**Correct Answer: C**  
**Section: (none)**

**QUESTION 273**

Assume you want to optimize the work performance reports you will use to manage communications. You should do so by\_\_\_\_\_

- A. Determining the most appropriate choice of communications media
- B. Setting different communications techniques for different stakeholder groups
- C. Ensuring the information is consistent with regulations and standards
- D. Ensuring comprehensiveness, accuracy, and availability

**Correct Answer: D**  
**Section: (none)**

**QUESTION 274**

Information received from stakeholders concerning project operations can be distributed and used to modify or improve future performance of the project. This modification or improvement is done as an update to organizational process assets during which following process?

- A. Plan communications management
- B. Distribute information
- C. Manage communications
- D. Report performance

**Correct Answer: C**  
**Section: (none)**

**QUESTION 275**

General management skills relevant to the manage communications process include\_\_\_\_\_

- A. Operational planning
- B. Organizational behavior
- C. Setting and managing expectations
- D. Influencing the organization

**Correct Answer: C**  
**Section: (none)**

**QUESTION 276**

Changes in the report formats and lessons learned documents process should trigger changes to the\_\_\_\_\_

- A. Project management plan and performance reporting system
- B. Integrated change control system and the communications management plan
- C. Monitor and control project process and the project management plan
- D. Organizational process assets updates

**Correct Answer: D**  
**Section: (none)**

**QUESTION 277**

One way to determine how to best update and communicate project performance and respond to stakeholder information requests is to \_\_\_\_\_

- A. Review the effectiveness of the communications management plan
- B. Set up a portal
- C. Hold meetings
- D. Distribute performance reports

**Correct Answer: C**  
**Section: (none)**

**QUESTION 278**

The purpose of work performance data in control communications is to present results of comparative analysis to the \_\_\_\_\_

- A. Performance measurement baseline
- B. Communications management plan
- C. Stakeholder management plan
- D. Deliverable status

**Correct Answer: A**  
**Section: (none)**

**QUESTION 279**

Because communications planning often is linked tightly with enterprise environmental factors, which one of the following statements is true?

- A. The project's organizational structure has a major effect on the project's communications requirements.
- B. Standardized guidelines, work instructions, and performance measurement criteria are key items to consider.
- C. Procedures for approving and issuing work authorizations should be taken into consideration.
- D. Criteria and guidelines to tailor standard processes to the specific needs of the project should be stated explicitly.

**Correct Answer: A**  
**Section: (none)**

**QUESTION 280**

You are working on a project with 15 stakeholders. The number of communication channels on this project is \_\_\_\_\_

- A. 15
- B. 105
- C. 210
- D. 225

**Correct Answer: B**  
**Section: (none)**

**QUESTION 281**

Which of the following formulas calculates the number of communication channels in a project?



a.  $\frac{n(n-1)}{2}$

b.  $\frac{n^2-1}{2}$

c.  $\frac{n^2-1}{n}$

d.  $\frac{2^n-2}{1^n}$

A. Option a

B. Option b

C. Option c

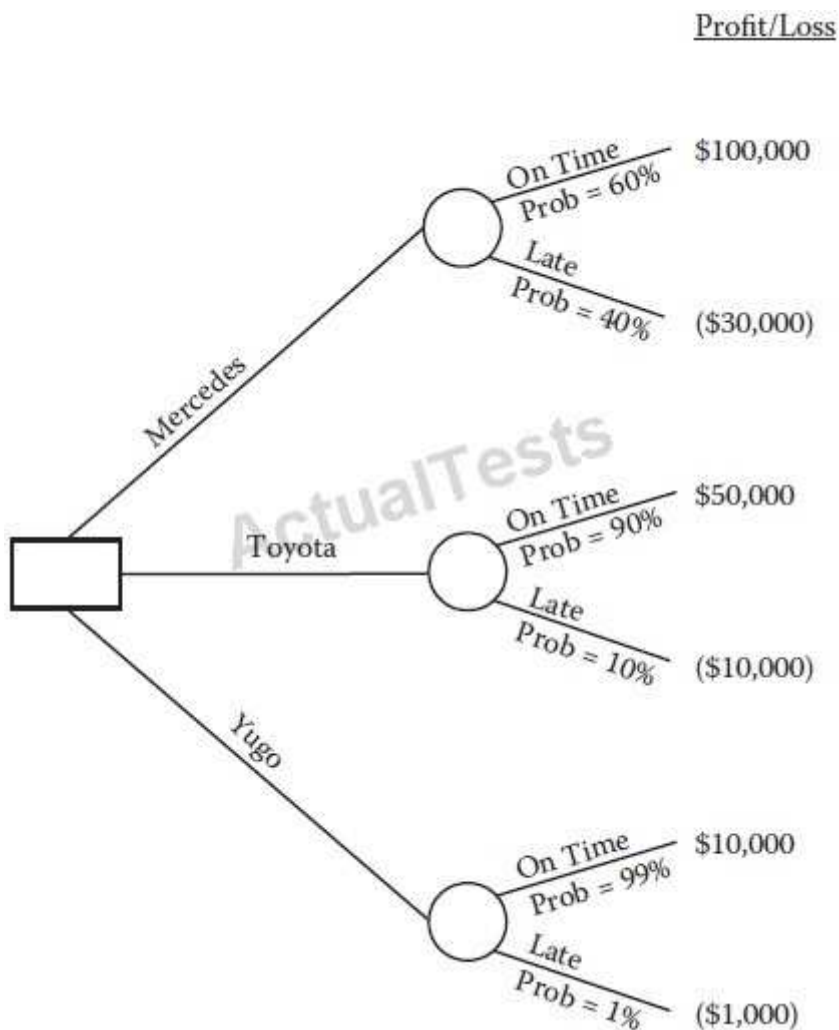
D. Option d

**Correct Answer:** A

**Section:** (none)

#### QUESTION 282

As the project manager, you have the option of proposing one of three systems to a client: a full- feature system that not only satisfies the minimum requirements but also offers numerous special functions (the "Mercedes"); a system that meets the client's minimum requirements (the "Yugo"); and a system that satisfies the minimum requirements plus has a few extra features (the "Toyota"). The on-time records and associated profits and losses are depicted on the below decision tree. What is the expected monetary value of the "Toyota" system?



- A. \$9,900
- B. \$44,000**
- C. \$45,000
- D. \$48,000

**Correct Answer:** B  
**Section:** (none)

#### QUESTION 283

A risk response strategy that can be used for both threats and opportunities is\_\_\_\_\_

- A. Share
- B. Avoid
- C. Accept**
- D. Transfer

**Correct Answer:** C  
**Section:** (none)

#### QUESTION 284

The risk urgency assessment is a tool and technique used for\_\_\_\_\_

- A. Plan risk responses
- B. Identify risks
- C. Perform qualitative risk analysis**

D. Perform quantitative risk analysis

**Correct Answer:** C

**Section:** (none)

**QUESTION 285**

Projects are particularly susceptible to risk because\_\_\_\_\_

- A. Murphy's law states that "if something can go wrong, it will"
- B. There is uncertainty in all projects
- C. Project management tools are generally unavailable at the project team level
- D. There are never enough resources to do the job

**Correct Answer:** B

**Section:** (none)

**QUESTION 286**

As project manager, you have assembled the team to prepare a comprehensive list of project risks. Which one of the following documents would be the most helpful in this process?

- A. OBS
- B. WBS
- C. RBS
- D. CBS

**Correct Answer:** C

**Section:** (none)

**QUESTION 287**

You are working on identifying possible risks to your project to develop a nutritional supplement. You want to develop a comprehensive list of risks that can be addressed later through qualitative and quantitative risk analysis. An information gathering technique used to identify risks is\_\_\_\_\_

- A. Documentation reviews
- B. Probability and impact analysis
- C. Checklist analysis
- D. Brainstorming

**Correct Answer:** D

**Section:** (none)

**QUESTION 288**

The Delphi technique is a particularly useful method for identifying risks to\_\_\_\_\_

- A. Present a sequence of decision choices graphically to decision makers
- B. Define the probability of occurrence of specific variables
- C. Reduce bias in the analysis and keep any one person from having undue influence on the outcome
- D. Help take into account the attitude of the decision maker toward risk

**Correct Answer:** C

**Section:** (none)

**QUESTION 289**

A workaround is\_\_\_\_\_

- A. An unplanned response to a negative risk event
- B. A plan of action to follow when something unexpected occurs
- C. A specific response to certain types of risk as described in the risk management plan

D. A proactive, planned method of responding to risks

**Correct Answer:** A

**Section:** (none)

#### QUESTION 290

CORRECT TEXT

Most statistical simulations of budgets, schedules, and resource allocations use which one of the following approaches?

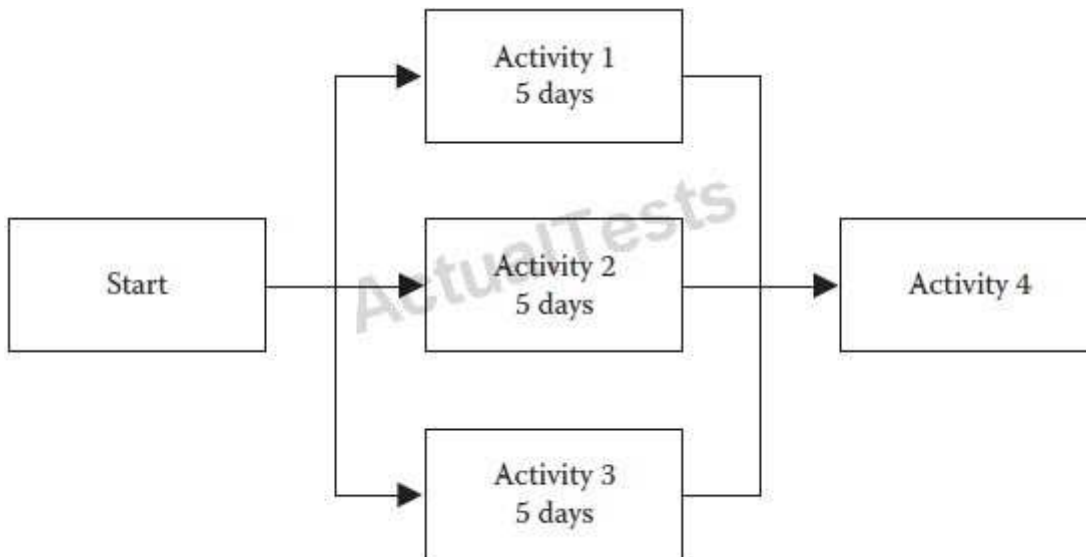
- A.
- B.
- C.
- D.

**Correct Answer:**

**Section:** (none)

#### QUESTION 291

In the below path convergence example, if the odds of completing activities 1, 2, and 3 on time are 50 percent, 50 percent, and 50 percent, what are the chances of starting activity 4 on day 6?



- A. 10 percent
- B. 13 percent
- C. 40 percent
- D. 50 percent

**Correct Answer:** B

**Section:** (none)

#### QUESTION 292

A project health check identified a risk that your project would not be completed on time. As a result, you are quantifying the project's risk exposure and determining what cost and schedule contingency reserves might be needed. You performed a schedule risk analysis using Monte Carlo analysis. The basis for your schedule risk analysis is the \_\_\_\_\_

- A. WBS
- B. Gantt chart
- C. Schedule network diagram and duration estimates
- D. Probability/impact risk rating matrix

**Correct Answer: C**  
**Section: (none)**

**QUESTION 293**

You are developing radio frequency (RF) technology that will improve overnight package delivery. You ask each stakeholder to estimate the most optimistic package delivery time using the RF technology, the most pessimistic time, and the most likely time. This shows that for your next step you plan to\_\_\_\_\_

- ☒ A. Use a beta or triangular probability distribution
- ☐ B. Conduct a sensitivity analysis
- ☐ C. Structure a decision analysis as a decision tree
- ☐ D. Determine the strategy for risk response

**Correct Answer: A**  
**Section: (none)**

**QUESTION 294**

Each one of the following statements about risk avoidance is true EXCEPT that it\_\_\_\_\_

- ☐ A. Focuses on changing the project management plan to eliminate entirely the threat
- ☐ B. Isolates the project's objectives from the risk's impact
- ☒ C. Accepts the consequences of the risk event should it occur
- ☐ D. Changes the project objective that is in jeopardy

**Correct Answer: C**  
**Section: (none)**

**QUESTION 295**

If the probability of event 1 is 80 percent and of event 2 is 70 percent and they are independent events, how likely is it that both events will occur?

- ☐ A. 6 percent
- ☐ B. 15 percent
- ☐ C. 24 percent
- ☒ D. 56 percent

**Correct Answer: D**  
**Section: (none)**

**QUESTION 296**

The project scope statement should be used in the identify risk process because it\_\_\_\_\_

- ☒ A. Identifies project assumptions
- ☒ B. Identifies all the work that must be done and, therefore, includes all the risks on the project
- ☐ C. Helps to organize all the work that must be done on the project
- ☐ D. Contains information on risks from prior projects

**Correct Answer: A**  
**Section: (none)**

**QUESTION 297**

Your project team has identified all the risks on the project and has categorized them as high, medium, and low. The "low" risks are placed on which one of the following for monitoring?

- ☐ A. Threat list
- ☐ B. Low risk list
- ☒ C. Watch list
- ☐ D. Low impact list

**Correct Answer: C**  
**Section: (none)**

**QUESTION 298**

A general contingency is used for\_\_\_\_\_

- A. Risks that are identified at the outset of the project
- B. Risks that are not identified at the outset of the project but are known before they occur
- C. Risks that cannot be known before they occur because they are external risks
- D. Any risks that cannot be known before they occur

**Correct Answer: D**  
**Section: (none)**

**QUESTION 299**

The simplest form of quantitative risk analysis and modeling techniques is\_\_\_\_\_

- A. Probability analysis
- B. Sensitivity analysis
- C. Delphi technique
- D. Utility theory

**Correct Answer: B**  
**Section: (none)**

**QUESTION 300**

If a business venture has a 60-percent chance to earn \$2 million and a 20-percent chance to lose \$1.5 million, what is the expected monetary value of the venture?

- A. \$50,000
- B. \$300,000
- C. \$500,000
- D. \$900,000

**Correct Answer: D**  
**Section: (none)**

**QUESTION 301**

You are managing the construction of a highly sophisticated data center in Port Moresby, Papua, New Guinea. Although this location offers significant economic advantages, the threat of typhoons has caused you to create a backup plan to operate in Manila in case the center is flooded. This plan is an example of what type of risk response?

- A. Passive avoidance
- B. Mitigation
- C. Active acceptance
- D. Deflection

**Correct Answer: B**  
**Section: (none)**

**QUESTION 302**

A recent earned value analysis shows that your project is 20 percent complete, the CPI is 0.67, and the SPI is 0.87. In this situation, you should\_\_\_\_\_

- A. Perform additional resource planning, add resources, and use overtime as needed to accomplish the same amount of budgeted work
- B. Rebaseline the schedule, then use Monte Carlo analysis

- C. Conduct a risk response audit to help control risk
- D. Forecast potential deviation of the project at completion from cost and schedule targets

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 303

The purpose of a numeric scale in risk management is to\_\_\_\_\_

- A. Avoid high-impact risks
- B. Assign a relative value to the impact on project objectives if the risk in question occurs
- C. Rank order risks in terms of very low, low, moderate, high, and very high
- D. Test project assumptions

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 304

Risk score measures the\_\_\_\_\_

- A. Variability of the estimate
- B. Product of the probability and impact of the risk
- C. Range of schedule and cost outcomes
- D. Reduced monetary value of the risk event

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 305

Which of the following is an example of recommended corrective action in risk management?

- A. Conducting a risk audit
- B. Engaging in additional risk response planning
- C. Performing the contingency plan
- D. Conducting a risk review

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 306

The primary advantage of using decision-tree analysis in project risk management is that it\_\_\_\_\_

- A. Considers the attitude of the decision maker toward risk
- B. Forces consideration of the probability of each outcome
- C. Helps to identify and postulate risk scenarios for the project
- D. Shows how risks can occur in combination

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 307

Your project is using complex, unproven technology. Your team conducted a brainstorming session to identify risks. Poor allocation of project resources was the number one risk. This risk was placed on the risk register, which included at this point a\_\_\_\_\_

- A. Watch list
- B. Potential risk response

- C. Known unknown
- D. List of other risks requiring additional analysis

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 308

When managing current projects, it is important to use lessons learned from previous projects to improve the organization's project management process. Therefore, in project closing procedures, it is important to review the\_\_\_\_\_

- A. Secondary risks that occurred
- B. Checklists for identify risks
- C. WBS dictionary
- D. Fallback plan

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 309

Risk mitigation involves\_\_\_\_\_

- A. Using performance and payment bonds
- B. Eliminating a specific threat by eliminating the cause
- C. Avoiding the schedule risk inherent in the project
- D. Reducing the probability and/or impact of an adverse risk event to an acceptable threshold

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 310

On a typical project, when are risks highest and impacts (amount at stake) lowest?

- A. During the concept phase
- B. At or near completion of the project
- C. During the implementation phase
- D. When the project manager is replaced

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 311

Two key inputs to the perform quantitative risk analysis process are the\_\_\_\_\_

- A. WBS and milestone list
- B. Scope management plan and process improvement plan
- C. Schedule management plan and cost management plan
- D. Procurement management plan and quality baseline

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 312

The highest risk impact generally occurs during which one of the following project life-cycle phases?

- A. Concept and planning
- B. Planning and implementation
- C. Implementation and closeout



D. Concept and closeout

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 313**

Which one of the following statements best characterizes an activity cost or duration estimate developed with a limited amount of information?

- A. It should be part of the planning for the needed management reserve.
- B. It is an input to identify risks.
- C. It is an output from identify risks.
- D. It must be factored into the list of prioritized project risks.

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 314**

What is the primary difference between a risk audit and a risk reassessment?

- A. A risk reassessment is conducted at the completion of a major phase; audits are conducted after the project is complete.
- B. Project stakeholders conduct risk audits; management conducts reassessments.
- C. Risk reassessments are regularly scheduled; risk audits are performed as defined in the project's risk management plan.
- D. There is no difference; they are virtually the same.

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 315**

Accurate and unbiased data are essential for perform qualitative risk analysis. Which one of the following should you use to examine the extent of understanding of project risk?

- A. Data quality assessment
- B. Project assumptions testing
- C. Sensitivity analysis
- D. Influence diagrams

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 316**

Assigning more talented resources to the project to reduce time to completion or to provide better quality than originally planned are examples of which one of the following strategies?

- A. Enhance
- B. Exploit
- C. Share
- D. Contingent response

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 317**

Which of the following is NOT an objective of a risk audit?

- A. Confirming that risk management has been practiced throughout the project life cycle
- B. Confirming that the project is well managed and that the risks are being controlled

- C. Evaluating the effectiveness of risk responses in dealing with identified risks
- D. Ensuring that each risk identified and deemed critical has a computed expected value

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 318**

Contingency planning involves\_\_\_\_\_

- A. Defining the steps to be taken if an identified risk event should occur
- B. Establishing a management reserve to cover unplanned expenditures
- C. Preparing a stand-alone document that is separate from the overall project plan
- D. Determining needed adjustments to make during the implementation phase of a project

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 319**

Assume that you are working on a new product for your firm. Your CEO learned that a competitor was about to launch a new product that has similar features to those of your project. The competitor plans to launch the product on September 1. It is now March 1. Your schedule called for you to launch your product on December 1. Your CEO now has now mandated that you fast track your project so you can launch your product on August 1. This fast track schedule is an example of an\_\_\_\_\_

- A. Unknown risk
- B. A risk taken to achieve a reward
- C. A response that requires sharing the risk
- D. A passive avoidance strategy

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 320**

As head of the project management office, you need to focus on those items where risk responses can lead to better project outcomes. One way to help you make these decisions is to\_\_\_\_\_

- A. Use a probability and impact matrix
- B. Assess trends in perform quantitative risk analysis results
- C. Prioritize risks and conditions
- D. Assess trends in perform qualitative risk analysis results

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 321**

You are the project manager for the construction of an incinerator to burn refuse. Local residents and environmental groups are opposed to this project. Management agrees to move this project to a different location. This is an example of which one of the following risk responses?

- A. Passive acceptance
- B. Active acceptance
- C. Mitigation
- D. Avoidance

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 322**

What doctrine causes a party to relinquish rights under a contract because it knowingly fails to execute

those rights?

- A. Assignment of claims
- B. Material breach
- C. Waiver
- D. Warranties

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 323

Which term describes those costs in a contract that are associated with two or more projects but are not traceable to either of them individually?

- A. Variable
- B. Direct
- C. Indirect
- D. Semivariable

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 324

Contract type selection is dependent on the degree of risk or uncertainty facing the project manager. From the perspective of the buyer, the preferred contract type in a low-risk situation is\_\_\_\_\_

- A. Firm-fixed-price
- B. Fixed-price-incentive
- C. Cost-plus-fixed fee
- D. Cost-plus-a-percentage-of-cost

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 325

The buyer has negotiated a cost-plus-incentive fee contract with the seller. The contract has a target cost of \$300,000, a target fee of \$40,000, a share ratio of 80/20, a maximum fee of \$60,000, and a minimum fee of \$10,000. If the seller has actual costs of \$380,000, how much fee will the buyer pay?

- A. \$104,000
- B. \$56,000
- C. \$30,000
- D. \$24,000

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 326

Which term describes the failure by either the buyer or the seller to perform part or all of the duties of a contract?

- A. Termination of contract
- B. Partial performance
- C. Breach of contract
- D. Contract waiver

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 327**

In some cases, contract termination refers to\_\_\_\_\_

- A. Contract closeout by mutual agreement
- B. Contract closeout by delivery of goods or services
- C. Contract closeout by successful performance
- D. Certification of receipt of final payment

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 328**

Significant differences between the seller's price and your independent estimate may indicate all the following EXCEPT the\_\_\_\_\_

- A. SOW was not adequate
- B. Seller misunderstood the SOW
- C. Sellers failed to respond
- D. Project team chose the wrong contract type

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 329**

You are a contractor for a state agency. Your company recently completed a water resource management project for the state and received payment on its final invoice today. A procurement audit has been conducted. Formal notification that the contract has been closed should be provided to your company by the\_\_\_\_\_

- A. State's project manager
- B. Person responsible for procurement administration
- C. Project control officer
- D. Project sponsor or owner

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 330**

Which term describes contract costs that are traceable to or caused by a specific project work effort?

- A. Variable
- B. Fixed
- C. Indirect
- D. Direct

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 331**

When a seller breaches a contract, the buyer cannot receive\_\_\_\_\_

- A. Compensatory damages
- B. Punitive damages
- C. Liquidated damages
- D. Consequential damages

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 332**

Which term is NOT a common name for a procurement document that solicits an offer from prospective sellers?

- A. Contractor initial response
- B. Request for information
- C. Request for quotation
- D. Invitation for negotiation

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 333**

Because you are working under a firm-fixed-price contract, management wants you to submit the final invoice and close out the contract as soon as possible. Before final payment on the contract can be authorized, you must\_\_\_\_\_

- A. Prepare a contract completion statement
- B. Audit the procurement process
- C. Update and archive contract records
- D. Settle subcontracts

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 334**

Recent data indicate that more than 10,000 airline passengers are injured each year from baggage that falls from overhead bins. You performed a make-or-buy analysis and decided to outsource an improved bin design and manufacture. The project team needs to develop a list of qualified sources. As a general rule, which method would the project team find especially helpful?

- A. Advertising
- B. Internet
- C. Trade catalogs
- D. Relevant local associations

**Correct** ☐

**Section:** (none)

**QUESTION 335**

As you prepare to close out contracts on your project, you should review all the following types of documentation EXCEPT the\_\_\_\_\_

- A. Contract document for the contract being closed
- B. Procurement audit report
- C. Invoice and payment records
- D. Seller performance reports

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 336**

You are working on a new project in your organization. You need to decide how best to staff the project and handle all its resource requirements. Your first step should be to\_\_\_\_\_

- A. Conduct a make-or-buy analysis
- B. Conduct a market survey
- C. Solicit proposals from sellers using an RFP to determine whether you should outsource the project
- D. Review your procurement department's qualified-seller lists and send an RFP to selected sellers

**Correct Answer:** ☐  
**Section:** (none)

**QUESTION 337**

Your company decided to award a contract for project management services on a pharmaceutical research project. Because your company is new to project management and does not understand the full scope of services that may be needed under the contract, it is most appropriate to award a\_\_\_\_\_

- A. Firm-fixed-price contract
- B. Fixed-price-incentive contract
- C. Cost-plus-a-percentage-of-cost contract
- D. Time-and-materials contract

**Correct Answer:** ☐  
**Section:** (none)

**QUESTION 338**

Requirements for formal contract acceptance and closure usually are defined in the\_\_\_\_\_

- A. Proposal
- B. Statement of work
- C. Contract terms and conditions
- D. Procurement audit report

**Correct Answer:** ☐  
**Section:** (none)

**QUESTION 339**

You plan to award a contract to provide project management training for your company. You decide it is important that any prospective contractor have an association with a major university that awards master's certificates in project management. This is an example of\_\_\_\_\_

- A. Setting up an independent evaluation
- B. Preparing requirements for your statement of work
- C. Establishing a weighting system
- D. Establishing source selection criteria

**Correct Answer:** ☐  
**Section:** (none)

**QUESTION 340**

All the following elements must be evident in a written contract for it to be legally enforceable EXCEPT\_\_\_\_\_

- A. Legal capacity
- B. Mutual assent
- C. Appropriate form
- D. Pricing structure

**Correct Answer:** ☐  
**Section:** (none)

**QUESTION 341**

A purchase order is a good example of which form of contracting?

- A. Unilateral
- B. Bilateral
- C. Trilateral

D. Severable

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 342**

You are responsible for ensuring that your seller's performance meets contractual requirements. For effective contract control, you should\_\_\_\_\_

- A. Hold a bidders' conference
- B. Establish the appropriate contract type
- C. Implement the contract change control system
- D. Develop a statement of work

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 343**

The primary benefit of contract control procurements is to ensure that\_\_\_\_\_

- A. Buyers conduct performance reviews
- B. Payment is made in a timely fashion
- C. Disagreements are handled quickly and to everyone's satisfaction
- D. Both parties meet contractual obligations and protect their legal rights

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 344**

Buyers use a variety of methods to provide incentives to a seller to complete work early or within certain contractually specified time frames. One such incentive is the use of liquidated damages. From the seller's perspective, liquidated damages are what form of incentive?

- A. Positive
- B. Negative
- C. Nominal
- D. Risk-prone

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 345**

The principal function of a warranty is to\_\_\_\_\_

- A. Provide assurance of the level of quality to be provided
- B. Provide a way to assert claims for late payment
- C. Provide a way to allow additional time following acceptance to correct deficiencies, without additional costs
- D. Ensure that goods purchased fit the purposes for which they are to be used

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 346**

You have decided to award a contract to a seller that has provided quality services to your company frequently in the past. Your current project, although somewhat different from previous projects, is similar to other work the seller has performed. In this situation, to minimize your risk you should award what type of contract?

- A. Fixed price with economic price adjustment
- B. Fixed-price-incentive (firm target)
- C. Firm-fixed-price
- D. Cost-plus-award-fee

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 347**

As project manager, you need a relatively fast and informal method addressing disagreements with contractors. One such method is to submit the issue in question to an impartial third party for resolution. This process is known as \_\_\_\_\_

- A. Alternative dispute resolution
- B. Problem processing
- C. Steering resolution
- D. Mediation litigation

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 348**

A no-cost settlement sometimes is used \_\_\_\_\_

- A. To close out a successful contract
- B. In lieu of formal termination procedures
- C. When buyer property has been furnished under the contract
- D. When such an arrangement is acceptable to one of the parties involved

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 349**

When writing payment terms in your fixed-price subcontracts it is especially important to \_\_\_\_\_

- A. Include incentives if the seller exceeds or fails below defined objectives
- B. Provide flexibility to redirect the seller if the scope of work is not defined precisely confusion
- C. Link progress made to compensation paid
- D. Associate the payment to a specific time period for more efficient accounting

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 350**

A buyer has negotiated a fixed-price-incentive-fee contract with the seller. The contract has a target cost of \$200,000, a target profit of \$30,000, and a target price of \$230,000. The buyer also has negotiated a ceiling price of \$270,000 and a share ratio of 70/30. If the seller completes the contract with actual costs of \$170,000, how much profit will the buyer pay the seller?

- A. \$21,000
- B. \$35,000
- C. \$39,000
- D. \$51,000

**Correct Answer:** ☐


**Section:** (none)

**QUESTION 351**

Requirements for formal deliverable acceptance are defined in the \_\_\_\_\_




- A. Contract
- B. Procurement management plan
- C. Overall project management plan
- D. Specifications

**Correct**   
**Section: (none)**

**QUESTION 352**

Payment bonds are often required by the contract and require specific actions under the stated conditions. Payment bonds are specifically designed to ensure that the prime contractor provides payment of \_\_\_\_\_


- A. Insurance premiums
- B. Weekly payrolls
- C. Subcontractors, laborers, and sellers of material
- D. Damages for accidents caused

**Correct Answer:**   
**Section: (none)**

**QUESTION 353**

You are working on a contract in a remote location. The contract requires you to be on site at the office on a daily basis. You were unable to get to the office for three days last month because of severe blizzard conditions. Your failure to appear at the office was excused because of a clause in the contract entitled \_\_\_\_\_


- A. Non compos mentis
- B. Forjurer royalme
- C. Force majeure
- D. Force minoris dictus

**Correct Answer:**   
**Section: (none)**

**QUESTION 354**

All of the following are examples of good control procurement skills that project managers need to exercise EXCEPT \_\_\_\_\_


- A. Approving invoices as the work is completed
- B. Supervising the work to be done under the terms of the contract
- C. Developing contract clauses
- D. Preparing and processing change requests

**Correct Answer:**   
**Section: (none)**

**QUESTION 355**

The best approach to resolve the settlement of all outstanding contract changes, claims, and disputes is using \_\_\_\_\_

- A. Litigation
- B. Alternative dispute resolution
- C. Negotiation
- D. Mediation

**Correct Answer:**   
**Section: (none)**

**QUESTION 356**

On large contracts, the contract administrator typically has a need to resolve ambiguity in the clauses that govern work performance and other issues. Assume that on your contract there is an order of precedence clause. This means that\_\_\_\_\_

- A. Inconsistencies in the solicitation of the contract shall be resolved in a given order of procedure
- B. An alternative dispute resolution process is in place that shall be followed to resolve any conflicts
- C. Any ambiguities are generally interpreted against the party who drafted the document
- D. Undefined contractual actions cannot be authorized

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 357**

During contract negotiations on large contracts, the negotiation process focuses on many key issues, with price being one of them. Separate negotiations can be made on price, quantity, quality, and timing, which can significantly lengthen the process. The negotiation process can be shortened, however, provided that\_\_\_\_\_

- A. Planning is done for negotiations
- B. Expertise of the project management staff in the procurement process is at a high level
- C. A request for proposal is used rather than a request for quotation
- D. There is integrity in the relationship and prior history with the vendor

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 358**

Contract negotiations are NOT required when\_\_\_\_\_

- A. A company uses sealed bids
- B. There is a sole source procurement
- C. A competitive range is established
- D. A two-step process is used

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 359**

It is critical during the proposal preparation stage that\_\_\_\_\_

- A. The negotiation strategy is determined
- B. A change management strategy is developed
- C. Roles and responsibilities for the ultimate project are determined
- D. Contract terms and conditions are reviewed before the proposal is submitted to the client

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 360**

Which of the following types of contracts has the least risk to the seller?

- A. Firm-fixed-price
- B. Cost-plus-fixed-fee
- C. Cost-plus-award-fee
- D. Fixed-price-incentive fee

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 361**

Assume that your company has a cost-plus-fixed-fee contract. The contract value is \$110,000, which consists of \$100,000 of estimated costs with a 10-percent fixed fee. Assume that your company completes the work but only incurs \$80,000 in actual cost. What is the total cost to the project?

- A. \$80,000
- B. \$90,000
- C. \$10,0000
- D. \$125,000

**Correct Answer:** ☒

**Section: (none)**

**QUESTION 362**

During your project, you will have a number of different types of meetings. Some will be informational, others will be key updates, and some will be for decision-making purposes. While different attendees will attend each meeting, a best practice to follow is to:

- A. Group stakeholders into categories to determine which ones should attend each meeting
- B. Invite those stakeholders who have a high level of interest in your project to attend each meeting
- C. Be sensitive to the fact that stakeholders often have very different objectives
- D. Recognize that roles and responsibilities may overlap but practice a policy of 'no surprises' and inform your stakeholders about any upcoming meetings

**Correct Answer:** ☒

**Section: (none)**

**QUESTION 363**

You are managing a project with team members located at customer sites on three different continents. You have a number of stakeholders on your project, and most of them are located outside of the corporate office. Who should be responsible for stakeholder management?

- A. A specific team member in each of the three locations
- B. You, because you are the project manager
- C. The project sponsor
- D. A core team including you, as the project manager, and three representatives from the three different locations

**Correct Answer:** ☒

**Section: (none)**

**QUESTION 364**

Analyzing stakeholders is a part of the identify stakeholders process. Common approaches for analyzing stakeholders in a qualitative manner includes all the following two-axis grids, EXCEPT \_\_\_\_\_

- A. Comparing power and influence
- B. Comparing power and interest
- C. Comparing influence and location
- D. Comparing influence and impact

**Correct Answer:** ☒

**Section: (none)**

**QUESTION 365**

You are responsible for a project in your organization that has multiple internal customers. Because many people in your organization are interested in this project, you decide to prepare a stakeholder management strategy. Before preparing this strategy, you should \_\_\_\_\_

- A. Conduct a stakeholder analysis to assess information needs
- B. Determine a production schedule to show when each stakeholder needs each type of information produced
- C. Determine the potential impact that each stakeholder may generate
- D. Prioritize each stakeholder's level of interest and influence

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 366

Recognizing the importance of preparing a stakeholder management plan, you met with your team to obtain their buy in and to discuss it. You explained the key benefit of plan stakeholder management is to\_\_\_\_\_

- A. Determine appropriate strategies for a continual focus on identifying stakeholders throughout the life cycle
- B. Provide a clear plan that is actionable to interact with stakeholders to support the project's interests
- C. Develop appropriate management strategies to effectively engage stakeholders
- D. Plan a series of meetings to ensure stakeholders remain interested and to address their concerns

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 367

Assume you are actively working, along with your team, to manage stakeholder engagement on your project to develop a new drug to prevent any retina problems of any type. You know you must manage their engagement throughout the project life cycle. This means some organizational process assets will need updating including\_\_\_\_\_

- A. Informal and formal project reports
- B. The stakeholder register
- C. The stakeholder management plan
- D. Work performance information

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 368

Stakeholders often have issues, and you have asked each of your team members to document them. At each team meeting, you and your team discuss them and determine appropriate responses. You have a project issue log, which is\_\_\_\_\_

- A. Part of the project's lessons learned
- B. Added to the stakeholder register to show which stakeholder raised it
- C. An output from the manage stakeholder engagement process
- D. An output from the control stakeholder engagement process

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 369

As you work on your project to update its software training classes to focus on an agile approach, you have a number of key stakeholders. As many students and their managers are requesting these classes, your CEO has taken a special interest in your project and has asked you to accelerate your schedule to complete it in two months rather than in your planned six months but still have quality offerings. This means as you work to monitor overall project stakeholder relationships, you should\_\_\_\_\_

- A. Provide notifications to stakeholders about status regularly
- B. Ask your stakeholders for regular feedback as you work on your project

- C. Provide presentations to each stakeholder group
- D. Determine how changes will be monitored and controlled

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 370

As you work with your team to prepare your stakeholder management plan, you decided to develop a stakeholder engagement chart. You set it up so you could\_\_\_\_\_

- A. Show the phase of your project of interest to identified stakeholders
- B. Show gaps between current and desired levels of engagement
- C. Determine which stakeholders you and your team felt were critical to project success but did not know about it
- D. Determine when to involve key stakeholders in your project

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 371

A number of items in the stakeholder management plan are similar to those in the communications management plan. An example is\_\_\_\_\_

- A. Method for updating and refining the plans as the project progresses and develops
- B. Stakeholder communication requirements for the current project phase
- C. Information to be distributed to stakeholders including language, format, content, and level of detail
- D. Time frame and frequency for the distribution of required information to stakeholders

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 372

Having worked as a project manager for nine years, you know how important it is to identify the critical stakeholders so you do not overlook anyone who has a major influence on your project even if you do not ever plan to meet with or talk with this individual. As you work with your team, you explain the key benefit of the identify stakeholder process is that it\_\_\_\_\_

- A. Identifies the people, groups, or organizations that could impact or influence project decisions
- B. Shows the interdependencies among project stakeholders to enable classification for how best to involve them on your project
- C. Identifies the appropriate focus for each stakeholder or a group of stakeholders
- D. Shows the potential impact each stakeholder has on project success

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 373

The last step in the stakeholder analysis process is to\_\_\_\_\_

- A. Determine the organizational culture
- B. Assess how stakeholders probably will respond in various situations
- C. Determine stakeholder roles, interests, and expectations
- D. Evaluate the amount of support each stakeholder could generate

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 374

You realize that on projects, some stakeholders will not be as receptive as others to your project and

actually can be negative from the beginning. Assume you have classified your stakeholders on your project designed to ensure students in your city have access to the best educational resources available, whether in class or on line, your stakeholder management plan is a sensitive document. Therefore, you need to\_\_\_\_\_

- A. Tell your team to never disclose it to anyone outside the team without consulting you first
- B. Involve your team as you develop it but maintain the final copy yourself
- C. Review the validity of its underlying assumptions
- D. Set up an information distribution system and have each team member sign it for concurrence

**Correct Answer:** ☒  
**Section:** (none)

#### QUESTION 375

Stakeholder engagement involves a number of critical activities. An example is\_\_\_\_\_

- A. Ensuring goals are met through negotiation and communications
- B. Developing management strategies to engage them during the project's life cycle
- C. Adjusting strategies and plans to engage stakeholders effectively
- D. Identifying the scope and impact of changes to project stakeholders

**Correct Answer:** ☒  
**Section:** (none)

#### QUESTION 376

Work performance information is an output of control stakeholder engagement. It includes a number of items, one of which is\_\_\_\_\_

- A. Change requests
- B. Issue log
- C. Documented lessons learned
- D. Status of deliverables

**Correct Answer:** ☒  
**Section:** (none)

#### QUESTION 377

Often in working as a project manager, it is easy to overlook key stakeholders. Assume you work for a device manufacturer and are working as the project manager for the next generation valve replacement. Your company has been a leader in this market, which means you have a lot of lessons learned available to you. Your project is scheduled to last four years. As a best practice, you should\_\_\_\_\_

- A. Work actively with your company's Knowledge Management Officer
- B. Consult regularly with your program manager
- C. Work actively with members of your Governance Board
- D. Work actively with members of your company's Portfolio Review Board

**Correct Answer:** ☒  
**Section:** (none)

#### QUESTION 378

Assume you are managing the development of a construction project in your city to replace its five bridges so they are state of the art and meet updated safety standards since they originally were constructed 20 years ago. The design work has been completed, you have awarded subcontracts, and are set to begin construction. Today your legal department told you to stop work as you had not consulted them, and there was a critical standard you overlooked during the design process. This example shows\_\_\_\_\_

- A. You need to continually work to engage stakeholders on your project

- B. You should use a RACI chart and have one of your team members work with the legal department throughout the project
- C. You should provide the legal department with a copy of your stakeholder management plan and ask for their representative to sign it and offer any comments
- D. You need to continually identify project stakeholders

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 379

Assume your construction project is for a small city with only 8,500 people. There has been opposition to it from the beginning, when the City Commissioners approved it by many residents. The residents recognize they will be severely impacted as the new bridges are implemented, and during the public hearings before the Commissioners' decision, they hired an attorney to state they felt the more cost effective approach was to strengthen the bridges so they met today's safety requirements. Residents now know you have been ordered to stop work, and they have requested a meeting with the Commission on Tuesday. This means you should\_\_\_\_\_

- A. Develop a mitigation plan to present at this meeting
- B. Work diligently with the legal department to satisfy their concerns and receive a go ahead before Tuesday's meeting
- C. Demonstrate at the meeting the sustainability impacts of the new bridges
- D. Balance the interests of these negative stakeholders and meet with them before Tuesday's meeting

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 380

The salience model is one way to classify stakeholders. In it\_\_\_\_\_

- A. Stakeholders' power, urgency, and legitimacy are used
- B. Stakeholders' level of authority and concern are used
- C. Stakeholders' active involvement and power are used
- D. Stakeholders' influence and ability to effect changes are used

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 381

In plan stakeholder management, all organizational assets are used as inputs; however, which of the following are of particular importance?

- A. Organization culture and the political climate
- B. Practices and habits and templates
- C. Lessons learned database and historical information
- D. Organization's knowledge management system and policies and procedures

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 382

Assume you have identified your stakeholders and are preparing your stakeholder management plan. You are fortunate that your team is a collocated team as you are working on an internal project to reorganize your IT Department so it is focused more on its customers. The project sponsor is the Chief Operating Officer, and the IT Department Director was surprised as she thought all was well. However, you notice when planning meetings are held, the Chief Financial Officer never attends. You feel since IT affects the entire company, all the senior leaders need some type of involvement. You therefore feel the Chief Financial Officer may be\_\_\_\_\_

- A. Resistant

- B. Unaware
- C. Uninterested
- D. Satisfied

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 383

Assume your stakeholder management plan has been approved. You now are working with your team to promote stakeholder engagement on your project. You explain in a team meeting its benefit is to\_\_\_\_\_

- A. Clarify and resolve identified issues
- B. Meet stakeholder needs and expectations
- C. Obtain their continued commitment to the project
- D. Increase support and minimize resistance

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 384

The stakeholder register should not be prepared only one time, but it should be updated regularly especially if\_\_\_\_\_

- A. The stakeholder is not an active participant
- B. The stakeholder is not impacted by the project
- C. The stakeholder does not read status updates
- D. The stakeholder leads a corporate reorganization

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 385

Working to foster stakeholder engagement, as the project manager, you know a combination of interpersonal skills and general management skills is needed. An example of an key interpersonal skill in stakeholder engagement is\_\_\_\_\_

- A. Facilitating consensus
- B. Influencing people
- C. Resolving conflicts
- D. Negotiating agreements

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 386

Stakeholder engagement must be controlled on a continuous basis for it to be effective. You realize a number of project documents can be useful for you as a project manager. An example is\_\_\_\_\_

- A. Technical performance measures
- B. Change log
- C. Actual costs
- D. Start and finish dates of schedule activities

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 387

Expert judgment is a best practice as a tool and technique in many project management processes, and



the list of possible sources for experts varies by the organization and by its association with others. One way once you have identified experts who you feel could be of assistance is to\_\_\_\_\_

- A. Use a focus group
- B. Review documentation
- C. Hold one-on-one interviews
- D. Conduct interviews

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 388

The sponsor is a key project stakeholder because he or she\_\_\_\_\_

- A. Approves or manages the project's product, service, or result
- B. Leads the project through initiating until it is formally authorized
- C. Is the Chairperson of the project's Governance Board and makes the final go/no-go decision
- D. Has a major management role within the administrative area of the business

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 389

Recognizing operations management is different than project management, as the project manager for a new line of electrical tractors to avoid the need to use costly fuel, you realize a best practice is to\_\_\_\_\_

- A. Document the operational managers' influence either positive or negative in the stakeholder register
- B. Offer to include the operational managers in all project phases
- C. Recognize that the operational managers are only involved once they have ongoing responsibility for the product, service, or result
- D. Realize the operations managers have key responsibilities on the Portfolio Review Board

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 390

Assume you are beginning your project to develop a series of residential condominiums in your city and are identifying possible stakeholders. A key organizational process asset you can review is\_\_\_\_\_

- A. Organizational culture
- B. Organizational standards
- C. Lessons learned
- D. Local trends

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 391

One way to develop an understanding of major project stakeholders to exchange and analyze project information about roles and interests is to\_\_\_\_\_

- A. Conduct interviews
- B. Hold profile analysis meetings
- C. Use questionnaires and surveys
- D. Conduct a stakeholder analysis and analyze the results with a focus group

**Correct Answer:** ☒

**Section:** (none)

**QUESTION 392**

Assume you are managing a project to implement an electronic medical record system in your ophthalmologist's office. You have been working to identify your stakeholders to then make sure everyone is committed to it as some people have been working in this office for more than 20 years and are comfortable with the manual approach. At this point, you have documented assessment information, which includes\_\_\_\_\_

- A. Role in the project
- B. Whether the stakeholder is a supporter, is neutral, or is resistant
- C. Potential influence in the project
- D. Organization position

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 393**

Having prepared stakeholder management plans on previous projects, you know it is positive to review the project management plan because it\_\_\_\_\_

- A. Provides information as to how to plan appropriate ways to engage stakeholders
- B. Contains information useful to ensure the stakeholder management plan is aligned with the organization's culture
- C. Helps to determine the best options to support an adaptive process for stakeholder management
- D. Contains a change management plan and documents how changes will be monitored and controlled

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 394**

Assume you have performed your stakeholder analysis and now are working to enhance it with a stakeholder engagement assessment matrix. Such a matrix shows the stakeholder's current engagement level. These data enable\_\_\_\_\_

- A. The project manager to prepare the stakeholder management plan
- B. The project manager to prepare the stakeholder management strategy
- C. The project manager to prepare the stakeholder inventory
- D. The project team to expand the stakeholder risk register

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 395**

The ability of stakeholders to influence a project is\_\_\_\_\_

- A. Constant throughout the project life cycle as different stakeholders have different levels of interest in the project at different times
- B. Highest during the closing stage since key stakeholder acceptance criteria must be met
- C. Highest during planning as the team is still in the storming stage as various stakeholders' positions are being known and recognized
- D. Highest in the very early stages as the project is being approved and initiated

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 396**

Working on your project to design and construct five new bridges for your City, you are striving to actively manage the stakeholders on your project, especially those who will be inconvenienced by the project and have indicated they do not support it. You decided to review your communications management plan as it\_\_\_\_\_

- A. Contains issue management procedures
- B. Describes the project's life cycle and the processes to be used in each phase
- C. Sets forth an escalation process
- D. Provides guidance as to how to best involve stakeholders in the project

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 397

A supporting input for controlling stakeholder engagement is\_\_\_\_\_

- A. Budget
- B. Project schedule
- C. Historical information
- D. Number of defects

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 398

As a result of the control stakeholder expectations process, you realize even though this process is under way until the closing phase that you have identified the root cause of some issues you have faced in controlling stakeholders expectations. You should therefore\_\_\_\_\_

- A. Review them with your Governance Board
- B. Revise and reissue your stakeholder management plan
- C. Prepare a change request
- D. Update the lessons learned documentation

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 399

Identifying interrelationships and potential overlap between stakeholders is useful to the project manager as he or she works with stakeholders. It should be documented as part of the\_\_\_\_\_

- A. Stakeholder register
- B. Stakeholder management strategy
- C. Stakeholder management plan
- D. Stakeholder engagement assessment matrix

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 400

A number of organizational process assets are useful as inputs to the manage stakeholder engagement process. Similarly a number of organizational process assets require updates because of this process. An example of one that is an input is\_\_\_\_\_.

- A. Project reports
- B. Historical information
- C. Project records
- D. Stakeholder notifications

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 401

Table reporting, spreadsheet analysis, and presentations are examples of\_\_\_\_\_

- A. Project reports as an input to manage stakeholder engagement
- B. Work performance information as an output of control stakeholder engagement
- C. Tools and techniques used in control stakeholder engagement
- D. Updates from the plan stakeholder management process

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 402

You recently took over a relatively new project expected to last another seven years. The previous project manager completed most of the WBS. When you begin to define the project activities, you realize that the WBS work packages expected to occur in the next year are planned in detail, but the work packages for later in the future (three years or more) are not planned with much detail, if any detail at all. You determine\_\_\_\_\_

- A. It is a major problem. The WBS is incomplete and you need to redefine the project scope to complete the project schedule.
- B. It is a problem that must be resolved quickly. The previous project manager was not done with the WBS, and you must stop the project to complete the WBS in sufficient detail.
- C. It is not a problem at this time. The previous project manager was using the rolling wave planning technique, so you are able to continue defining the activities.
- D. It is not a problem at this time. You can only plan what you know. You plan to communicate to the project sponsor that the WBS is not sufficient to plan the whole project and that the sponsor can worry about the details.

**Correct** ☒

**Section:** (none)

#### QUESTION 403

In the initial stage of the project life cycle, the project's technical objectives are apt to be understood only in a general sense. A major component of project conflict during this stage of the project is\_\_\_\_\_

- A. Concerns over priorities and procedures
- B. Concerns about technical issues
- C. Schedules
- D. Confusion of establishing a project in the matrix management environment

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 404

On your project to construct a new runway for your City's airport, you are in the process of selecting vendors for various parts of this project. You have conducted your make-or-buy analysis and have issued Requests for Proposals. You believe it is important to examine past performance of potential vendors. This means you are using\_\_\_\_\_

- A. Proposal evaluation techniques
- B. Multi-disciplinary review teams
- C. Analytical techniques
- D. Independent estimates

**Correct** ☒


**Section:** (none)

#### QUESTION 405

Requirements typically are classified into product requirements and project requirements. Capturing and managing both types of requirements is important for project success, so you and your team decided to follow this classification system on your project to modernize all the telecommunications equipment in your

company. During such an approach, all the following are examples of product requirements EXCEPT \_\_\_\_\_


- A. Action requirements
- B. Level of service requirements
- C. Security requirements
- D. Performance requirements

**Correct Answer:**   
**Section: (none)**

#### QUESTION 406

Change control procedures, configuration management knowledge base, versions, and baselines in the develop project management plan process are:


- A. Enterprise environmental factors
- B. Organizational process assets
- C. Part of the project's configuration management plan, which as a subsidiary plan will be part of the project management plan
- D. Part of the organization's management practices

**Correct Answer:**   
**Section: (none)**

#### QUESTION 407

You are managing a project that has five subcontractors. You must monitor contract performance, make payments, and manage provider interface. One subcontractor submitted a change request to expand the scope of its work. You decided to award a contract modification based on a review of this request. All these activities are part of \_\_\_\_\_


- A. Control procurements
- B. Conduct procurements
- C. Form contract
- D. Configuration management

**Correct Answer:**   
**Section: (none)**

#### QUESTION 408

Although the project charter serves to state the project manager's authority and responsibility on the project, the project manager further requires which type of power in order to be an effective leader?

- A. Expert
- B. Legitimate
- C. Position
- D. Referent

**Correct Answer:**   
**Section: (none)**

#### QUESTION 409

The performance measurement baseline consists of all the following EXCEPT \_\_\_\_\_

- A. Scope baseline
- B. Requirements baseline
- C. Schedule baseline
- D. Cost baseline

**Correct Answer:** 

**Section: (none)**

**QUESTION 410**

While working as the project manager on a new project to improve overall ease of use in the development of a railroad switching station, you have decided to add a subject matter expert who specializes in ergonomics to your team. She has decided to observe the existing approach as you and your team work to define requirements for the new system. This method is also called \_\_\_\_\_

- A. Mentoring
- B. Coaching
- C. Job shadowing
- D. User experimentation

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 411**

In addition to providing support to the project, quality assurance also provides an umbrella for \_\_\_\_\_

- A. Plan-do-check-act
- B. Continuous process improvement
- C. Project management maturity
- D. Work performance information

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 412**

As you manage the railroad switching station project, you are concerned that the business analyst who was responsible for preparing the WBS may have overlooked some parts of the project. In order to see if the WBS requires enhancements you decide to \_\_\_\_\_

- A. Perform a cause-and-effect diagram
- B. Meet with your sponsor
- C. Use an affinity diagram
- D. Review the accompanying WBS Dictionary with a member of the PMO

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 413**

Assume that your company is working under a fixed-price-incentive contract. It has a target cost of \$100,000, a target profit of 10%, a price ceiling of \$120,000, and a share formula of 80/20. Assume that your company completes all of the work but has actual costs of \$110,000. What is the final value of this procurement?

- A. \$120,000
- B. \$132,000
- C. \$118,000
- D. \$110,000


**Correct Answer:** ☐

**Section: (none)**

**QUESTION 414**

If you apply the configuration management system along with change control processes project wide, you will achieve all but one of the which following objectives?


- A. Provide the basis for which the product configuration is defining
- B. List the approved configuration identification
- C. Document the specific responsibilities of each stakeholder in the perform integrated change control process
- D. Ensure the composition of a project's configuration items is correct

**Correct Answer:**   
**Section: (none)**

#### QUESTION 415

You need to outsource the testing function of your project. Your subcontracts department informed you that the following document must be prepared before conducting the procurement:


- A. Make-or-buy analysis
- B. Procurement management plan
- C. Evaluation methodology
- D. Contract terms and conditions

**Correct Answer:**   
**Section: (none)**

#### QUESTION 416

Constraints common to projects include\_\_\_\_\_


- A. Scope, quality, schedule, budget, and risk
- B. Scope, teaming, planning, and resources
- C. Scope
- D. Resources and communication

**Correct Answer:**   
**Section: (none)**

#### QUESTION 417

You are developing a project charter and want to ensure that any changes that may occur after the project begins will be controlled rigorously. You have consulted your company's configuration management knowledge base, and it contains versions and baselines of all the following official company documents EXCEPT\_\_\_\_\_


- A. Standards
- B. Strategic plans
- C. Policies
- D. Procedures

**Correct Answer:**   
**Section: (none)**

#### QUESTION 418

To identify inefficient and ineffective policies, processes, and procedures in use on a project, you should conduct\_\_\_\_\_


- A. An inspection
- B. A process analysis
- C. Benchmarking
- D. A quality audit

**Correct**   
**Section: (none)**

#### QUESTION 419

Your project management office implemented a project management methodology that emphasizes the importance of integrated change control. It states that change requests can occur in all the following forms EXCEPT \_\_\_\_\_


- A. Indirect
- B. Legally mandated
- C. Informal
- D. Internally initiated

**Correct Answer:**   
**Section: (none)**

#### QUESTION 420

Configuration management describes procedures for applying technical and administrative direction and surveillance. Which one of the following tasks is NOT performed in configuration management?


- A. Identifying functional and physical characteristics of an item or system
- B. Controlling changes to characteristics
- C. Performing an audit to verify conformance to requirements
- D. Allowing automatic approval of changes

**Correct Answer:**   
**Section: (none)**

#### QUESTION 421

A number of tools and techniques are helpful in the perform integrated change control process. If you want to implement an integrated change control process, you should use \_\_\_\_\_


- A. Configuration management software
- B. A project management information system
- C. Project status review meetings
- D. Change control meetings

**Correct Answer:**   
**Section: (none)**

#### QUESTION 422

Having worked previously as a software project manager, you were pleased to be appointed as the project manager for a new systems integration project designed to replace the existing air traffic control system in your country. You found a requirements traceability matrix to be helpful on software projects, so you decided to use it on this systems integration project. Using such a matrix helps to ensure that each requirement \_\_\_\_\_

- A. Adds quality and supports the organization's quality policy
- B. Adds business value as it links to business and project objectives
- C. Sets forth the level of service, performance, safety, security, and compliance
- D. Shows the impact to other organizational areas and to entities outside of the performing organization

**Correct Answer:**   
**Section: (none)**

#### QUESTION 423

During the closing phase of the project, the top-ranked source of conflict is \_\_\_\_\_

- A. Schedule
- B. Administrative procedures
- C. Cost
- D. Human resources



**Correct Answer:** ☐

**Section:** (none)

**QUESTION 424**

Which of the following ensures that requested changes to deliverables are thoroughly considered as part of the perform integrated change control process?

- A. Scope change control system
- B. Configuration management system
- C. Change control board
- D. Configuration status audits

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 425**

Which of the following tools is used in process analysis to determine the underlying causes of defects?

- A. Root cause analysis
- B. Assumptions analysis
- C. Cost-benefit analysis
- D. Quality metrics

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 426**

All of the following statements concerning validate scope and control quality are true EXCEPT \_\_\_\_\_

- A. The processes can be performed in parallel
- B. Both processes use inspection as a tool and technique
- C. Validate scope is concerned with the acceptance of deliverables, and control quality is concerned with meeting quality requirements for the deliverables
- D. Validate scope verification typically precedes control quality

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 427**

Consider a company that sells products to consumers: as one product begins the deterioration and death phases of its life cycle (or the divestment phase of a system), new products or projects must be established. This means that \_\_\_\_\_

- A. The company requires a continuous stream of projects to survive
- B. The company is not at a high level of maturity
- C. The company is in a period of overall decline
- D. The company definitely lacks a balanced portfolio

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 428**

You are in the process of performing quality assurance on your product and find that some requirements are not as complete as they should be, which causes rework and adds costs to your overall project. The term for all costs incurred over the life of the product by investing in appraising and inspecting the product for conformance and nonconformance to requirements is called \_\_\_\_\_

- A. Life-cycle costs

- B. Expected value
- C. Cost of conformance
- D. Cost of quality

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 429

The project scope baseline should be used in the identify risks process because it\_\_\_\_\_

- A. Identifies project assumptions
- B. Identifies all work that must be done; therefore, it includes all risks on the project
- C. Helps organize all work that must be done on the project
- D. Contains information on risks from prior projects

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 430

Although there are various tools and techniques to consider as you collect requirements on your project, one approach that supports the concept of progressive elaboration is\_\_\_\_\_

- A. Idea/mind mapping
- B. Affinity diagrams
- C. Prototypes
- D. Joint Application Design® sessions

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 431

Tools and techniques used to perform quality assurance include\_\_\_\_\_

- A. Tools from control quality and plan quality management
- B. Tools from performance reporting
- C. Variance analysis
- D. Direct and manage project execution

**Correct** ☐

**Section:** (none)

#### QUESTION 432

An approach to provide insight into the health of the project and to identify any areas that require special attention is to\_\_\_\_\_

- A. Conduct periodic status reviews
- B. Prepare regular status and progress reports
- C. Prepare forecasts of the project's future
- D. Continuously monitor the project

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 433

Although your company's project life cycle does not mandate when a project review should be conducted, you believe it is important to review performance at the conclusion of each phase. The objective of such a review is to\_\_\_\_\_

- A. Determine how many resources are required to complete the project according to the project baseline

- B. Adjust the schedule and cost baselines based on past performance
- C. Obtain customer acceptance of project deliverables
- D. Determine whether the project should continue to the next phase

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 434

The key management skills required during the adjourning stage of team development include all but which one of the following?

- A. Evaluating
- B. Reviewing
- C. Celebrating
- D. Improving

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 435

Assume that your actual costs are \$1,000; your planned value is \$1,200; and your earned value is \$1,500. Based on these data, what can be determined regarding your schedule variance?

- A. At \$300, the physical progress is being accomplished at a slower rate than is planned, indicating an unfavorable situation.
- B. At +\$300, the situation is favorable, as physical progress is being accomplished ahead of your plan.
- C. At +\$500, the situation is favorable, as physical progress is being accomplished at a lower cost than was forecasted.
- D. At \$300, you have a behind-schedule condition, and your critical path has slipped.

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 436

The key to effective cost control is\_\_\_\_\_

- A. Using earned value to forecast project status
- B. Focusing on projected expenditures and actively networking with key stakeholders to ensure funds will be available as requested
- C. Informing stakeholders of the project's cost status
- D. Managing the approved cost baseline and any changes to it

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 437

The CPI on your project is 0.44, which means that you should\_\_\_\_\_

- A. Place emphasis on improving the timeliness of the physical progress
- B. Reassess the life-cycle costs of your product, including the length of the life-cycle phase
- C. Place emphasis on improving the productivity by which work was being performed
- D. Recognize that your original estimates were fundamentally flawed, and your project is in an atypical situation

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 438

Project deliverables are the outputs that include the product, service, or result of the project as well as

ancillary results. These ancillary results should be in the\_\_\_\_\_

- A. Requirements management plan
- B. Scope management plan
- C. Project scope statement
- D. Project acceptance criteria

**Correct Answer:** 

**Section: (none)**

#### QUESTION 439

Which of the following tools and techniques is used in the close project or phase process?

- A. Project management methodology
- B. Work performance information
- C. Expert judgment
- D. Project management information system

**Correct Answer:** 

**Section: (none)**

#### QUESTION 440

After the project scope statement is complete, it may be necessary to update other project documents. All the following are examples of a document that may require updates EXCEPT \_\_\_\_\_

- A. Project charter
- B. Stakeholder register
- C. Requirements documentation
- D. Requirements traceability matrix

**Correct:** 

**Section: (none)**

#### QUESTION 441

A challenge of earned value management is predicting percent complete. The simplest formula to use to calculate EV is \_\_\_\_\_

- A. 0/100 rule
- B. 50/50 rule
- C. (Percent complete) × (budget at completion)
- D. Milestone method

**Correct Answer:** 

**Section: (none)**

#### QUESTION 442

While managing a large project in your organization, you realize that your project team requires training in contract administration because you will be awarding several major subcontracts. After you analyze your project requirements and assess the expertise of your team members, you decide that your team will need a one-week class in contract administration. This training should \_\_\_\_\_

- A. Commence as scheduled and stated in the staffing management plan
- B. Commence as scheduled and stated as part of the procurement management plan
- C. Be scheduled if necessary after performance assessments are prepared and after each team member has had an opportunity to serve in the contract administrator role
- D. Commence as scheduled and stated in the team development plan

**Correct Answer:** 

**Section: (none)**

**QUESTION 443**

Assume that on your project, you are using earned value management. Your project is one that has extremely long work packages. Therefore, the method you should use to calculate EV is\_\_\_\_\_

- A. 0/100 rule
- B. Milestone method
- C. Equivalent effort
- D. Apportioned effort

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 444**

Your project sponsor has asked you, "What do we now expect the total job to cost?" Given that you are using earned value, you should calculate the\_\_\_\_\_

- A. To-complete performance index
- B. Estimate to complete
- C. Estimate at completion
- D. Budget at completion

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 445**

One key reason that the develop project charter process is so important is that it\_\_\_\_\_

- A. Documents the boundaries of the project
- B. States the methods for acceptance of the project's deliverables
- C. Describes the project's characteristics
- D. Links the project to the ongoing work of the organization

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 446**

Your company has been awarded a contract for project management consulting services for a major government agency. You were a member of the proposal writing team, are PMP® certified, and you are the project manager. You are now working to prepare your project management plan, which is to be submitted in one week. You decided to use some facilitation techniques to help develop your plan. While a number are possible, you selected\_\_\_\_\_

- A. Conflict resolution
- B. Checklist analysis
- C. SWOT analysis
- D. Assumptions analysis

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 447**

Assume you had a phase gate meeting with your Governance Board for your project to develop the next generation radar system as part of the nation's airspace modernization program. At this meeting, the Board approved your project management plan. However, as you begin to execute your plan, an organizational process asset to consider is\_\_\_\_\_

- A. Stakeholder risk tolerances
- B. The organization's culture

- C. Hiring and firing guidelines
- D. Process measurement data base

**Correct Answer:** 

**Section:** (none)

#### QUESTION 448

Consider the data in the table below. Assume that your project consists only of these three activities. Your estimate at completion is \$4,400.00. This means you are calculating your EAC by using which of the following formulas?

Activity	% Complete	PV	EV	AC
A	100	2,000	2,000	2,200
B	50	1,000	500	700
C	0	1,000	0	0

- A.  $EAC = AC/EV \times BAC$
- B.  $EAC = AC/EV \times [\text{work completed and in progress}] + [\text{actual (or revised) cost of work packages that have not started}]$
- C.  $EAC = [\text{Actual to date}] + [\text{all remaining work to be done at the planned cost including remaining work in progress}]$
- D.  $EAC = \% \text{ complete} \times BAC$

**Correct Answer:** 

**Section:** (none)

#### QUESTION 449

Rolling wave planning in the create WBS process refers to situations in which \_\_\_\_\_

- A. Certain deliverables or subprojects will be accomplished far into the future
- B. Additional work is added to the project after the scope baseline has been established; therefore, additional decomposition is required
- C. Identification codes for the WBS elements cannot be determined until the schedule activity list is complete in case revisions are required
- D. Subprojects are developed by external organizations and then become part of the WBS for the entire project

**Correct Answer:** 

**Section:** (none)

#### QUESTION 450

The lessons learned documentation is an output from the \_\_\_\_\_

- A. Identify stakeholders process
- B. Develop project management plan process
- C. Manage communications process
- D. Plan communications management process

**Section:** (none)

#### QUESTION 451

Your experience has taught you that inappropriate responses to cost variances can produce quality or schedule problems or unacceptable project risk. When leading a team meeting to discuss the importance of

cost control, you note that cost control is concerned with\_\_\_\_\_

- A. Influencing the factors that create change to the authorized cost baseline
- B. Developing an approximation of the costs of the resources needed to complete the project
- C. Allocating the overall cost estimate to individual work items
- D. Establishing a cost performance baseline

**Section: (none)**

#### QUESTION 452

You are pleased to be the project manager for a new video conferencing system for your global organization. You want it to be one that is easy to use and is state of the art. As the project manager, you also are the project leader. You realize leadership is critical throughout the phases of the project and its key elements are\_\_\_\_\_

- A. Respect and trust
- B. Political and cultural awareness
- C. Negotiation and influencing
- D. Decision making and conflict management

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 453

The WBS represents all product and project work, including project management. It is sometimes called the\_\_\_\_\_

- A. Control account level
- B. 100% rule
- C. Integration of scope, cost, and schedule for comparison to the earned value
- D. The code of accounts

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 454

Your company is in the project management training business. In addition, the company publishes several exam study aids for the PMP® and CAPM® exam. You have your PMP®, and you have been appointed as the project manager to make sure your company's training materials are updated to be aligned with the new PMBOK® Guide. You must complete your project in six months. You are now in month four. Many of your team members have been working on other projects as the company uses matrix management. In a performance review meeting today, you informed your Governance Board that you did not think you could complete this project in the remaining two months. You were informed that additional resources were not available, but you had to complete your project on time. Your best course of action is to\_\_\_\_\_

- A. Revise your schedule baseline
- B. Use fast tracking
- C. Adjust leads and lags now in your schedule
- D. Use modeling techniques

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 455

You are trying to determine whether or not to conduct 100% final system tests of 500 ground-based radar units at the factory. The historical radar field failure rate is 4%; the cost to test each unit in the factory is \$10,000; the cost to reassemble each passed unit after the factory test is \$2,000; the cost to repair and reassemble each failed unit after factory test is \$23,000; and the cost to repair and reinstall each failed unit in the field is \$350,000. Using decision tree analysis, what is the expected value if you decide to conduct

these tests?

- A. \$5.5 million
- B. \$5.96 million
- C. \$6.42 million
- D. \$7 million

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 456

Motivation is dynamic and complex. The statement, "Motivation is an intrinsic phenomenon. Extrinsic satisfaction only leads to movements, not motivation" is attributed to which of the leading theories of motivation?

- A. Maslow's Hierarchy of Needs Theory
- B. Herzberg's Motivator-Hygiene Theory
- C. Morse and Lorsch's Contingency Theory
- D. McGregor's Theory X/Theory Y

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 457

Each time you meet with your project sponsor, she emphasizes the need for cost control. To address her concerns, you should provide\_\_\_\_\_

- A. Work performance information
- B. Cost baseline updates
- C. Resource productivity analyses
- D. Trend analysis statistics

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 458

One output of the control costs process is cost forecasts, which is when\_\_\_\_\_

- A. Modifications are made to the cost information used to manage the project and are communicated to stakeholders
- B. Trend analyses are performed and communicated to stakeholders
- C. A budget update is required and communicated to all stakeholders
- D. A calculated EAC value or a bottom-up EAC value is documented and communicated to stakeholders

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 459

You work for an electrical utility company and will be managing a project to build a new substation that will serve a new industrial park. This project was authorized because of a\_\_\_\_\_

- A. Business need
- B. Market demand
- C. Technological advance
- D. Customer request

**Correct Answer:** ☐

**Section: (none)**



**QUESTION 460**

A final project report is a recommended best practice. Although this report can be organized in a variety of ways, how should each item that is covered in the report be addressed?

- A. A recommendation for changing current practice should be made and defended.
- B. The focus should be solely on items that did not work well on the project.
- C. Individuals who did not contribute successfully as team members should be noted.
- D. An earned value discussion is warranted.

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 461**

At the time the risk register is first prepared, it should contain all the following entries EXCEPT \_\_\_\_\_

- A. Root causes of risk
- B. Structure for describing risks
- C. List of risks requiring near-term responses
- D. List of potential responses

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 462**

Which of the following theorists stated that people generally are motivated according to the strength of their desire either to achieve high levels of performance or to exceed in competitive situations?

- A. David McGregor
- B. David McClelland
- C. Victor Vroom
- D. B. F. Skinner

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 463**

CORRECT TEXT

Your project is considered very risky. You plan to perform numerous what-if scenarios on your schedule using simulation software that will define each schedule activity and calculate a range of possible durations for each activity. The simulation then will use the collected data from each activity to calculate a distribution curve (or range) for the possible outcomes of the total project. Your planned approach is an example of which following technique?

- A.
- B.
- C.
- D.

**Correct Answer:**

**Section: (none)**

**QUESTION 464**

Project execution must be compared, and deviations must be measured for management control according to the \_\_\_\_\_

- A. Scope baseline
- B. Performance measurement baseline

- C. Schedule baseline
- D. Control system

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 465**

A number of items may be part of the schedule data for the project. The amount of additional detail will vary, but the data should include all the following items EXCEPT \_\_\_\_\_

- A. Schedule activities
- B. Activity attributes
- C. Identified assumptions
- D. Resource breakdown structure

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 466**

If a team member, when facing schedule delays and cost overruns, develops several alternatives for completing the project successfully on schedule and within budget and asks questions such as, "Can we do it?," "If we do it what are the consequences?," and "Is it really worth the effort involved?," he or she is primarily motivated by the \_\_\_\_\_

- A. Contingency Theory
- B. Expectancy Theory
- C. Reinforcement Theory
- D. Equity Theory

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 467**

Which tool or technique is NOT used for schedule control?

- A. Performance reviews
- B. Project management software
- C. Work performance information
- D. Leads and lags

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 468**

All the following are examples of project document updates from the manage project team process EXCEPT \_\_\_\_\_

- A. Issue log
- B. Roles description
- C. Project staff assignments
- D. Personnel skills


**Correct Answer:** ☐

**Section:** (none)

**QUESTION 469**

Recording and reporting information regarding when appropriate configuration information should be provided and regarding the status of proposed and approved changes effectively is done through \_\_\_\_\_


- A. Configuration status accounting
- B. Configuration verification and audit
- C. Project management methodology
- D. A project management information system (PMIS)

**Correct Answer:**   
**Section:** (none)

#### QUESTION 470

Decomposition is a technique used to break larger, complex items into smaller and more manageable items. Which following statement best describes the role decomposition plays in creating the WBS?


- A. Final output of creating the WBS is described in terms of phases of a project life cycle.
- B. Final output of creating the WBS is described in terms of schedule activities.
- C. Final output of creating the WBS is described in terms of verifiable products, services, or results.
- D. Final output of creating the WBS is described in terms of the scope of the project.

**Correct Answer:**   
**Section:** (none)

#### QUESTION 471

The schedule management plan is a key document. It is\_\_\_\_\_


- A. An output of the develop schedule process
- B. A tool and technique used in the develop schedule process
- C. The first time management process
- D. A separate planning effort completed in conjunction with the time management processes

**Correct**   
**Section:** (none)

#### QUESTION 472

Activity attributes are used to extend the description of the activity and to identify its multiple components. In the early stages of the project, an example of an activity attribute is\_\_\_\_\_


- A. Activity codes
- B. Activity description
- C. Predecessor and successor activities
- D. Activity name

**Correct Answer:**   
**Section:** (none)

#### QUESTION 473

You are working on a new project in your city to construct an environmentally friendly landfill. The existing site is so undesirable that many residents have moved to other neighboring cities because of their proximity to it. However, even though the project has the support of the public, you need to have a number of hearings of the city's government before you are authorized to begin work. As you are in the planning phase of the project, you are waiting for these hearings to be scheduled and held before you can begin site preparation. These hearings are an example of\_\_\_\_\_

- A. A milestone
- B. An external dependency
- C. An item to be scheduled as a fragnet
- D. A mandatory dependency

**Correct Answer:**   
**Section:** (none)

**QUESTION 474**

You are working on a project and want to know how many activities in the previous month were completed with significant variances. You should use a(n)\_\_\_\_\_

- A. Control chart
- B. Inspection
- C. Scatter diagram
- D. Trend analysis

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 475**

Your project has a budget of \$1.5 million for the first year, \$3 million for the second year, \$2.2 million for the third year, and \$800,000 for the fourth year. Most of the project budget will be spent during\_\_\_\_\_

- A. Starting the project
- B. Organizing and preparing
- C. Carrying out the work
- D. Closing the project

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 476**

If you decide to follow an open subordination approach to resolving conflict, you are using which style of conflict resolution?

- A. Avoiding
- B. Accommodating
- C. Compromising
- D. Collaborating

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 477**

Typically, the seller receives formal written notice that the contract has been completed by the\_\_\_\_\_

- A. Project manager
- B. Authorized procurement administrator
- C. Member of the project management team responsible for daily contract administration
- D. Purchasing department head

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 478**

Working in the control procurements process since your project is using five contractors, you need to update a number of organizational process assets. An example is\_\_\_\_\_

- A. Procurement management plan
- B. Procurement documentation
- C. Correspondence
- D. Warranties

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 479**

You are beginning a new project staffed with a virtual team located across five different countries. To help limit conflict and misunderstandings concerning the justification, objectives, and high-level requirements of the project among your team members and their functional managers, you ask the project sponsor to prepare a\_\_\_\_\_

- A. Memo to team members informing them that they work for you now
- B. Project charter
- C. Memo to functional managers informing them that you have authority to direct their employees
- D. Human resource management plan

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 480**

To anticipate and help develop approaches to deal with potential quality problems on your project, you want to use a variety of root-cause analysis techniques including all the following approaches EXCEPT \_\_\_\_\_

- A. Fishbone diagrams
- B. Ishikawa diagrams
- C. System or process flowcharts
- D. Checklists

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 481**

All of the following are examples of ways to generate options for mutual gain during negotiations EXCEPT \_\_\_\_\_

- A. Separating inventing from deciding
- B. Options broadening
- C. Zero-sum game analysis
- D. Multiplying options by shuttling between the specific and the general

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 482**

Recently, your company introduced a new processing system for its products. You were the project manager for this system and now have been asked to lead a team to implement needed changes to increase efficiency and productivity. To help you analyze the process outputs, you and your team have decided to use which following technique?

- A. System flowcharts
- B. Design of experiments
- C. Pareto analysis
- D. Control charts

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 483**

Effective leadership is one key to successful project management. There are several theories of leadership. One model is Hershey and Blanchard's situational leadership model that describes directive behavior and supportive behavior. Of the following, which one is NOT a key word for supportive behavior?

- A. Listen
- B. Structure
- C. Praise
- D. Facilitate

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 484**

Based on quality control measurements on your manufacturing project, management realizes that immediate corrective action is required to the material requirements planning (MRP) system to minimize rework. To implement the necessary changes you should follow \_\_\_\_\_

- A. The organization's quality policy
- B. The quality management plan
- C. Established operational definitions and procedures
- D. A defined integrated change control process

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 485**

You are the project manager on a project to improve traffic flow in the company's parking garage. You decide to use flowcharting to \_\_\_\_\_

- A. Help anticipate how problems occur
- B. Show dependencies between tasks
- C. Show the results of a process
- D. Forecast future outcomes

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 486**

Successful project management involves both project leadership as well as project management skills. Several different leadership styles are appropriate in different phases of the project life cycle. Assume that you are working on a project, and it is in the execution phase. The leadership style that is most appropriate should consist of a blend of all but which one of the following?

- A. Change master
- B. Decision maker
- C. Team and synergy
- D. Trustworthiness

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 487**

Schedule control is one important way to avoid delays. While planning and executing schedule recovery, one tool available to you for control schedules is \_\_\_\_\_

- A. Changing the schedule management plan
- B. Immediately rebase lining
- C. Adjusting leads and lags
- D. Changing all project and resource calendars

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 488**

You have been the project manager for your nuclear submarine project for four years. While you did not assume this position until the project management plan had been prepared and approved, you find you spend a significant amount of time collecting data and communicating. You also spend time reviewing the impact of project changes and implementing ones that have been approved. Often you have had to modify a non-conforming product, which means you are spending time on\_\_\_\_\_

- A. Corrective actions
- B. Updating the project's requirements
- C. Updating the traceability matrix
- D. Defect repair

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 489**

You were assigned recently as the project manager of a program management office project to implement a new enterprise-wide scheduling system for use throughout your company. You identify the need for a project charter to provide you with appropriate authority for applying resources, completing the project work, and formally initiating the project. Who should issue the project charter?

- A. The project manager you
- B. The customer
- C. The person who formally authorizes the project
- D. A member of the training and development department as they will own the training on the new system

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 490**

In which of the following methods of resolving conflict will the conflict typically reappear again in another form?

- A. Smoothing
- B. Compromising
- C. Collaborating
- D. Confronting

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 491**

Statistical sampling is a method in perform quality control to determine the conformance to requirements for some component or product of a project. Its greatest advantage is that it\_\_\_\_\_

- A. Does not require a large expenditure of resources
- B. Is accurate enough with a sampling of less than 1%
- C. Does not require 100% inspection of the components to achieve a satisfactory inference of the population
- D. Needs to be conducted only when a problem is discovered with the end product or when the customer has some rejects

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 492**

Your project sponsor wants to know whether process variables are within acceptable limits. To answer this question, you should\_\_\_\_\_

- A. Conduct a process analysis
- B. Conduct a root cause analysis
- C. Use a control chart
- D. Use a run chart

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 493

All the following statements are true about the grassroots estimate, EXCEPT \_\_\_\_\_

- A. Its accuracy rate is from 5% to +10%
- B. It is also called an engineering estimate
- C. It is used primarily for Level 1 of the WBS
- D. It may take months to prepare

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 494

You are planning a project and want to account for how the project will be managed in the future. While building your cost performance data, you want to provide guidance for when the project is later executed, because you know that different responses are required depending upon the degree of variance from the baseline. For example, a variance of 10 percent might not require immediate action, whereas a variance of 20 percent will require more immediate action and investigation. You decide to include the details of how to manage the cost variances as part of which following plan?

- A. Cost management plan
- B. Change management plan
- C. Performance measurement plan
- D. Variance management plan

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 495

Assume that you are managing a project team. Your team is one in which its members confront issues rather than people, establish procedures collectively, and is team oriented. As the project manager, which of the following represents your team's stage of development and the approach you should use during this time?

- A. Storming; high directive and supportive approach
- B. Norming; high directive and low supportive approach
- C. Norming; high supportive and low directive approach
- D. Performing; low directive and supportive approach

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 496

You are finalizing all the contracts and ensuring that they are closed. The close procurements process involves all the following administrative actions EXCEPT \_\_\_\_\_

- A. The procurement administrator is reassigned
- B. Finalizing open claims
- C. Updating the project records to show the final contract results
- D. Archiving the contracts and contract records for future use

**Correct Answer:** ☐



**Section: (none)**

**QUESTION 497**

You are working on a project and want to identify the cause of problems in a process by the shape and width of the distribution of the process variables. You should use a \_\_\_\_\_

- A. Histogram
- B. Pareto chart
- C. Scatter diagram
- D. Trend analysis

**Correct Answer:** 

**Section: (none)**

**QUESTION 498**

You are working on a construction project in a city different from your headquarters' location. You and your team have not worked in this city, City B, previously, and you lack knowledge of the local building codes. You had a team member review the codes, and he said they were in far greater detail than those in your city, City A. When you asked him how much time he would need to spend to gain a complete understanding of these codes, he estimated that at least five weeks would be needed. You then decided it would be more cost effective to hire a local person from City B who specializes in this area. As a result, as you prepare your schedule and estimate your resource requirements for this project, you should coordinate this work closely with which of the following processes:

- A. Estimate costs
- B. Define activities
- C. Determine budgets
- D. Develop schedule

**Correct Answer:** 

**Section: (none)**

**QUESTION 499**

Assume that you were the first person in your company to be PMP® certified and also that you earned a doctorate in project management. People throughout the organization admired your achievements. Based on your success in managing projects, your company now has adopted a management-by-projects philosophy. You have been appointed head of your company's project management office to lead the organization as it transitions to this new way of working. So far, people seem to willingly comply with your demands and requests. In this situation, you are using which type of power?

- A. Legitimate
- B. Expert
- C. Contacts
- D. Referent

**Correct Answer:** 

**Section: (none)**

**QUESTION 500**

The nature of project work is such that it inevitably causes stress. Project managers thus need to learn how to cope with and manage stress and understand what stress is and why it is created. Project managers need to note that it can be a positive experience depending on how people perceive stress and should work to mentor team members accordingly. As you strive to become more aware of stress, which one of the following is NOT considered a stress-creating factor that is related to the project environment?

- A. Role ambiguity
- B. Corporate politics
- C. Career development
- D. Selection of team members

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 501

Assume you are working as the project manager on the first project in your company to use the critical chain approach to scheduling. You are a PMP® and also are certified in critical chain. You are getting ready for a performance review with your Governance Board, and you can expect they will ask questions about\_\_\_\_\_

- A. The magnitude of variance against the schedule baseline
- B. Schedule risk
- C. Performance to date since the past review meeting
- D. The buffer needed and buffer remaining

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 502

You are in the early stages of a project to manufacture disposable medical devices. You need a number of engineers including ones with specialties in mechanical, environmental, and systems engineering. In the early stages of this project, your resource pool includes a large number of both junior and senior engineers in the various specialty areas. However, as the project progresses\_\_\_\_\_

- A. Fewer systems engineers will be needed
- B. The resource pool can be limited to those people who are knowledgeable about the project
- C. To complete the project on time, you will continue to require access to a large number of engineers in their specialty areas
- D. You will only need junior level engineers as the senior level people can be used early in the project to mentor and train them

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 503

A number of approaches can be helpful when estimating resource requirements for activities on a project. Assume you are managing a project and you have already prepared your WBS. When you decomposed your WBS, it has 45 work packages. You then prepared an activity list. Now, you are preparing your schedule and determining your resource requirements. You found there were about 30 activities that you could not estimate with a reasonable degree of confidence, so you and your team decided to use which one of the following approaches to help with these activity resource estimates:

- A. Resource breakdown structure
- B. Published estimating data
- C. Alternatives analysis
- D. Bottom-up estimating

**Correct Answer:** ☐

**Section:** (none)

#### QUESTION 504

To practice effective schedule control, your project team must be alert to any issues that may cause problems in the future. To best accomplish effective schedule control, the team should\_\_\_\_\_

- A. Review work performance information
- B. Allow no changes to the schedule
- C. Update the schedule management plan on a continuous basis
- D. Hold status reviews

**Correct** ☐

**Section:** (none)

**QUESTION 505**

Functional managers play a vital role in ensuring project success. Since most projects operate in a matrix environment, there is shared authority between project managers and functional managers. Functional managers tend to focus on \_\_\_\_\_

- A. Who will do the task
- B. Why the project manager needs resources
- C. How much time and money is available for the task
- D. Why will the task be done

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 506**

You are a member of a project selection committee that uses the net present value technique. Using this approach, the project is acceptable if the \_\_\_\_\_

- A. Sum of the net present value of all estimated cash flow during the life of the project equals the profit
- B. Net present value of the inflow is greater than the specified amount or percentage threshold
- C. Gross present value of all future expected cash flow divided by the initial cash investment is greater than one
- D. Net present value of the inflow is less than the specified amount or percentage threshold

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 507**

A watch list of low priority risks is documented in the \_\_\_\_\_

- A. Work performance information
- B. Risk register
- C. Fallback plans
- D. Risk response plan

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 508**

You are the project manager for a major logistics installation project and must obtain specific services from local sources external to your project. Your subcontracts administrator has told you to prepare a product or service description, which is referenced in a \_\_\_\_\_

- A. Project statement of work
- B. Contract scope statement
- C. Request for proposal
- D. Contract

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 509**

It often is advantageous to appoint a termination manager in the closing phase of the project and release the project manager so that he or she is available to work on another project. If this is the case, the termination manager should focus attention on all but which one of the following?

- A. Ensuring that documentation is complete
- B. Ascertaining any product support requirements
- C. Receiving formal acceptance of the project from the client

D. Preparing personnel performance evaluations

**Correct Answer:** [REDACTED]

**Section: (none)**

**QUESTION 510**

You are working on a project to upgrade the existing fiber-optic cables in your province. You have determined that a resource can install 25 meters of cable per hour, so the duration required to install 1,000 meters would be 40 hours. This means you are using\_\_\_\_\_

- A. Productivity efficiency factors
- B. Parametric estimating
- C. Analogous estimating
- D. PERT

**Correct Answer:** [REDACTED]

**Section: (none)**

**QUESTION 511**

During the stages of team development, your team is in which stage when there is problem solving and interdependence along with achievement and synergy?

- A. Storming
- B. Forming
- C. Norming
- D. Performing

**Correct Answer:** [REDACTED]

**Section: (none)**

**QUESTION 512**

When you are about to terminate a contract, the one place to look for specific procedures for contract closure is in the\_\_\_\_\_

- A. Statement of work in the contract
- B. Terms and conditions in the contract
- C. Product description
- D. Organizational process assets

**Correct Answer:** [REDACTED]

**Section: (none)**

**QUESTION 513**

Today, the primary cause of why projects are not completed on time and within cost and are terminated early is due to\_\_\_\_\_

- A. Contractual issues
- B. Complexity of the project
- C. An increase in the allocated time
- D. Behavioral-oriented reasons

**Correct** [REDACTED]


**Section: (none)**

**QUESTION 514**

Life-cycle phase definitions are different in different industries. For example, all of the following are terms that could be used in the closing phase of a project EXCEPT\_\_\_\_\_

- A. Testing and commissioning


- B. Conversion
- C. Implementation
- D. Final audit

**Correct Answer:**   
**Section: (none)**

#### QUESTION 515

Your company is embarking on a project to launch a new product delivery service. You are the project manager for this project and have just finished the concept phase. The various outputs/deliverable(s) for this phase include\_\_\_\_\_


- A. Project management plan
- B. Scope of work and requirements
- C. Project charter and stakeholder register
- D. Roles and responsibilities of the project manager

**Correct Answer:**   
**Section: (none)**

#### QUESTION 516

Behavior roles of team members influence the team's process, behavior, and effectiveness. An example of a task-oriented role to perform is that of a(n)\_\_\_\_\_


- A. Harmonizer
- B. Initiator
- C. Devil's advocate
- D. Group observer

**Correct**   
**Section: (none)**

#### QUESTION 517

You are managing a project in which your team members all work in the same geographic location and have worked together previously on many projects. Everyone is aware of the various strengths and weaknesses of the individual team members and their key areas of expertise. As a result\_\_\_\_\_


- A. A kickoff meeting is recommended
- B. Team-building activities will not be needed on your project
- C. You should expect minimal conflicts and changes to occur
- D. Rewards and recognition will be handled smoothly throughout the project

**Correct Answer:**   
**Section: (none)**

#### QUESTION 518

Team building should be ongoing throughout the project life cycle. However, it is hard to maintain momentum and morale, especially on large, complex projects that span several years. One guideline to follow to promote team building is to\_\_\_\_\_

- A. Consider every meeting a team meeting, not the project manager's meeting
- B. Conduct team building at specific times during the project through off-site meetings
- C. Engage the services of a full-time facilitator before any team-building initiatives are conducted
- D. Develop the project schedule using the services of a project control officer and then issue it immediately to the team

**Correct Answer:**   
**Section: (none)**

**QUESTION 519**

You have been assigned as the project manager for a major project in your company where the customer and key supplier are located in another country. You have been working on your project for six months. Recently, you traveled to this country, and at the conclusion of a critical design review meeting, which was highly successful, you realized you were successful in building a high-performing team. You had your own team members, who work in a weak matrix structure, on a conference call during this meeting. Although it was difficult to reach agreement on some key issues, you therefore relied on your interpersonal skills in\_\_\_\_\_

- A. Facilitation
- B. Negotiating
- C. Influencing
- D. Decision making

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 520**

You are leading a team to review and improve the project selection and prioritization method. You know that the two most important questions to answer are "can we do the project?" (feasibility study) and "should we do the project?" (cost-benefit analysis). The team is considering many different management concerns, including financial return, market share, and public perception. The most important criterion for building a project selection model is\_\_\_\_\_

- A. Risks
- B. Realism
- C. Ease of use
- D. Benefits realization

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 521**

Because risk management is relatively new on projects in your company, you decide to examine and document the effectiveness of risk responses in dealing with identified risks and their root causes. You therefore\_\_\_\_\_

- A. Conduct a risk audit
- B. Hold a risk status meeting
- C. Ensure that risk is an agenda item at regularly scheduled staff meetings
- D. Reassess identified risks on a periodic basis

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 522**

Thinking back to lessons that your company learned from experiences with its legacy information systems during the Y2K dilemma, you finally convinced management to consider systems maintenance from the beginning of the project. However, maintenance should\_\_\_\_\_

- A. Always be included as an activity to be performed during the closeout phase
- B. Have a separate phase in the life cycle for information systems project because 60% to 70% of computer systems' life-cycle costs generally are devoted to maintenance
- C. Not be viewed as part of the project life cycle
- D. Be viewed as a separate project

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 523**

On your systems development project, you noted during a review that the system had less functionality than planned at the critical design review. This note suggests that during the control risks process you used which following tools and techniques?

- A. Risk reassessment
- B. Variance analysis
- C. Technical performance measurement
- D. Reserve analysis

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 524

The workaround that you used to deal with a risk that occurred should be documented and included in which following processes?

- A. Report performance and monitor and control risks
- B. Validate scope and perform quality assurance
- C. Direct and manage project work and perform integrated change control
- D. Monitor and control project work and control risks

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 525

Contested changes are requested changes when the buyer and seller cannot agree on compensation for the change. They are also known as all but which one of the following?

- A. Disputes
- B. Demands
- C. Appeals
- D. Claims

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 526

A structured review of the seller's progress to deliver project scope and quality within cost and schedule is known as a(n)\_\_\_\_\_

- A. Procurement performance review
- B. Procurement audit
- C. Inspection
- D. Status review meeting

**Correct Answer:** ☐

**Section: (none)**

#### QUESTION 527

Within your company's portfolio, your project is ranked in the top five in terms of importance of the 60 projects under way; however, the number of resources available to you is still limited. You have decided to pilot test the use of critical chain on your project. You have calculated your critical path. You want to ensure that your target finish date does not slip in the critical chain method. To do so you should\_\_\_\_\_

- A. Add a project buffer
- B. Put in three feeding buffers
- C. Determine the drum resource
- D. Manage the total float of the network paths

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 528**

The greatest degree of uncertainty is encountered during which phase of the project life cycle?

- A. Concept
- B. Planning
- C. Implementation
- D. Closeout

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 529**

A team-building approach that facilitates concurrent engineering is\_\_\_\_\_

- A. Matrix management
- B. Fast-tracking
- C. Tight matrix
- D. Task force

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 530**

A number of different decision-making styles can be used in a team environment. When quality and acceptance are both important, which of the following styles should be used?

- A. Command
- B. Consultation
- C. Consensus
- D. Coin flip

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 531**

Historical information is used\_\_\_\_\_

- A. To compare current performance with prospective lessons learned
- B. To prepare the stakeholder management plan
- C. To evaluate the skills and competencies of prospective team members
- D. As an input to develop project charter

**Correct Answer:** ☐

**Section: (none)**

**QUESTION 532**

Work completed, key performance indicators, technical performance measures, start and finish dates of schedule activities, number of change requests, number of defects, actual costs, and actual decisions are examples of work performance data are an output of\_\_\_\_\_

- A. Project plan development
- B. Risk control
- C. Monitor and control project work
- D. Direct and manage project work



**Correct Answer:** ☐

**Section:** (none)

**QUESTION 533**

Two team members on your current construction project are engaged in a major argument concerning the selection of project management software. They refuse to listen to each other. The most appropriate conflict resolution approach for you to use in this situation is \_\_\_\_\_

- A. Accommodating
- B. Compromising
- C. Collaborating
- D. Forcing

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 534**

As you use the critical chain method in lieu of the critical path method in developing your schedule, assume you have determined the buffer schedule activities. Your planned activities are scheduled to their latest possible planned start and end dates. Therefore, you are focusing on \_\_\_\_\_

- A. Managing the free float of each network path
- B. Managing the total float of the network paths
- C. Managing remaining buffer durations against the remaining durations of task chains
- D. Managing the total buffer durations against the durations of the task chains

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 535**

A key member of your project has deep technical skills and many years of experience in the company. Although she is not a manager, people respect her and do what she suggests. Of the following types of power, which one does she have?

- A. Legitimate
- B. Reward
- C. Referent
- D. Expert

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 536**

You have been placed in charge of a group of people that is selecting one of three possible projects. As you gather in the conference room, many team members already have decided which project selection technique to use. Some prefer IRR, and others argue for BCR. In deciding which method to use, your first step should be to \_\_\_\_\_

- A. Compare and contrast selection techniques and identify the advantages and disadvantage of each
- B. Identify the technique used most often in the company and determine if it is appropriate for this project
- C. Select the method for which most team members have knowledge
- D. Determine the philosophy and wishes of management

**Correct Answer:** ☐

**Section:** (none)

**QUESTION 537**

Before considering a project closed, what document should be reviewed to ensure that project scope has been satisfied?

- A. Project scope statement
- B. Project management plan
- C. Project closeout checklists
- D. Scope management plan

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 538

A cost management plan should establish and document the various earned value rules of performance measurement. Along with defining the WBS to the level that the earned value analysis will be performed and establishing how earned value will be credited to the project (0-100, 0-50-100, and so on), which following rule is also recognized regarding performance measurement?

- A. Determine the formula for calculating the estimate to complete (ETC) for the project
- B. Determine the code of accounts allocation provision for the WBS
- C. Determine the formula for calculating the estimate at completion (EAC) for the project
- D. Determine the variance thresholds to be used in the project

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 539

All the following elements are organizational process asset updates, resulting from closing a project or phase EXCEPT \_\_\_\_\_

- A. Project files
- B. Project or phase closure documents
- C. Historical information
- D. Final product, service, or result transition

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 540

You have a conflict on your team but have enough time to resolve it, and you want to maintain future relationships. Thankfully, there is mutual trust, respect, and confidence among the parties involved. You decide to use confronting to resolve this conflict. In using this approach, your first step should be to \_\_\_\_\_

- A. Separate people from the problem
- B. Acknowledge that conflict exists
- C. Establish ground rules
- D. Explore alternatives

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 541

One way to evaluate the project schedule performance is to \_\_\_\_\_

- A. Use the project management information system (PMIS)
- B. Determine the percent complete of in-progress schedule activities
- C. Establish a schedule change control system
- D. Determine the total float variance

**Correct Answer:** ☒

**Section:** (none)

**QUESTION 542**

Validate scope works hand-in-hand with control quality and generally follows control quality. A tool and technique used in validate scope that is not used in control quality is\_\_\_\_\_

- A. Group decision-making techniques
- B. Inspection
- C. Statistical sampling
- D. Variance analysis

**Correct** ( )

**Section: (none)**

**QUESTION 543**

Research has shown that during the execution phase of the project, the majority of conflicts involve\_\_\_\_\_

- A. Personalities
- B. Project priorities
- C. Cost
- D. Schedule

**Correct** ( )

**Section: (none)**

**QUESTION 544**

You are a goal-oriented project manager who is more interested in work accomplishment than relationship building. This indicates that you tend to resolve conflicts primarily through the use of\_\_\_\_\_

- A. Smoothing
- B. Compromising
- C. Collaborating
- D. Forcing

**Correct** ( )

**Section: (none)**

**QUESTION 545**

You are working on a long-term project that has a number of benefits to its customers and users. Therefore, as the project manager, one of your first steps was to identify the stakeholders that were critical to project success. Because this project will need long-term support by your organization once it is completed, key stakeholders are\_\_\_\_\_

- A. Operations managers
- B. Functional managers
- C. Sellers
- D. Business partners

**Correct** ( )

**Section: (none)**

**QUESTION 546**

Effective communication occurs in groups as well as between individuals and is made up of several key components, such as the purpose of the message, the audience that you are delivering the message to, and the content of the message itself. One important area to consider when working with manage communications\_\_\_\_\_

- A. The choice of media
- B. How often to distribute the information
- C. The communications plan

D. The project performance report structure

**Correct Answer** [REDACTED]

**Section: (none)**

**QUESTION 547**

A conflict resolution approach that is NOT considered to be very effective when more than a few players are involved and their viewpoints are mutually exclusive is\_\_\_\_\_

- A. Forcing
- B. Avoiding
- C. Compromising
- D. Collaborating

**Correct** [REDACTED]

**Section: (none)**

**QUESTION 548**

The key output of identify stakeholders that documents identification information, assessment information, and classification is the\_\_\_\_\_

- A. Stakeholder management plan
- B. Communications plan
- C. Stakeholder register
- D. Communications log

**Correct** [REDACTED]

**Section: (none)**

**QUESTION 549**

Improvement to the processes and the product is a goal of project quality management. Assume that after completing a quality audit, you have discovered some gaps/shortcomings in the way that the project team is completing one deliverable. As an output to perform quality assurance, you would create which following item that feeds directly into the perform integrated change control processes?

- A. Quality management plan updates
- B. Risk register
- C. Change requests
- D. Project document updates

**Correct** [REDACTED]

**Section: (none)**

**QUESTION 550**

The estimate costs process uses all the following tools and techniques EXCEPT\_\_\_\_\_

- A. Three-point estimating
- B. Cost of quality assumptions
- C. Reserve analysis (contingency reserves)
- D. Basis of estimates

**Correct** [REDACTED]

**Section: (none)**

**QUESTION 551**

A contract typically is used when a project is being performed for an external customer. An agreement is used as an input to\_\_\_\_\_

- A. Develop project charter

- B. Develop project team
- C. Plan procurement management
- D. Conduct procurements

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 552

As you prepare to close your project, which of the following is an input to the close project or phase process?

- A. Work performance information
- B. Expert judgment
- C. Accepted deliverables
- D. Change requests

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 553

Managing change to the scope baseline is the main objective of the process of control scope. The scope baseline consists of the following components EXCEPT \_\_\_\_\_

- A. Project scope statement
- B. WBS
- C. WBS dictionary
- D. Scope management plan

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 554

Assume you have been working with your sponsor to prepare your charter, and you plan to present it to your Steering Committee on Friday. You are managing a software project, and the business need stated that you should use agile for the first time in our company rather than waterfall. In the Develop Project Charter process, this is then \_\_\_\_\_

- A. Tool and technique
- B. Part of the enterprise environment factors as an input to this process
- C. A high-level requirement
- D. Stated in the strategic plan as a tool and technique in this process

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 555

Procurement documents are used in the identify stakeholder process because they \_\_\_\_\_

- A. Are an enterprise environmental factor and an input to the process
- B. Are an organizational process asset and an input to the process
- C. Note key stakeholders as parties in the contract
- D. Serve as a way to prioritize and classify stakeholders

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 556

You completed your stakeholder analysis. How do you want to manage those stakeholders that have a high interest in your project and high power over decisions affecting your project?

- A. Manage them closely
- B. Keep them satisfied
- C. Keep them informed
- D. Monitor them occasionally

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 557

Change requests include a group of potential changes to a project. Types of change requests include all the following EXCEPT \_\_\_\_\_

- A. Defect repairs
- B. Maintenance requests
- C. Corrective actions
- D. Preventive actions

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 558

You are working on a project that needs approval from your City Council and the courts, because the project is one with significant environmental and social impacts. Although many consumer groups are advocates of this project, others are opposed to it. Hearings are scheduled to resolve these issues and to obtain the needed permits to proceed. In preparing your human resource plan, you decide to designate a person as the court liaison, which is an example of a \_\_\_\_\_

- A. Role
- B. Responsibility
- C. Required competency
- D. Ability of the team member to make appropriate decisions

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 559

Assume you are managing an international project. Your team is located in Atlanta, Georgia, US; Berlin, Germany; and Melbourne, Australia. You and your sponsor are located in Paris, France, and your customer is located in Athens, Greece. Recognizing the different locations of the stakeholders in your project in its initial stages, a best practice to follow in terms of working toward project success is to \_\_\_\_\_

- A. Determine who decides the project is a success
- B. Aligning the personal inputs of different project participants with a vision focused on success
- C. Establishing the project culture during the initiating stage of the project
- D. Identifying basic cultural characteristics and selecting one to follow

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 560

As a project manager, you recognize the importance of actively engaging key project stakeholders on a project. You have prepared an analysis of your stakeholders early in your project and classified them according to their interest, influence, and involvement in your project. You want to now \_\_\_\_\_

- A. Focus on relationships necessary to ensure success
- B. Assess stakeholder legitimacy
- C. Determine the urgency that each stakeholder requires when he or she requests information about the project

D. Focus on each stakeholder's power relevant to the project

**Correct Answer** [REDACTED]

**Section: (none)**

**QUESTION 561**

Based on a recent quality audit of your project, your organization's quality assurance department is supportive of your approach as it notes the following characteristics of quality that are being followed consistency. They include all of the follow EXCEPT \_\_\_\_\_

- A. Cost of quality
- B. Customer satisfaction
- C. Management responsibility
- D. High-performing team

**Correct** [REDACTED]

**Section: (none)**

**QUESTION 562**

The plan quality management process includes all the following techniques EXCEPT \_\_\_\_\_

- A. Benchmarking
- B. Design of experiments
- C. Process analysis
- D. Control charts

**Correct** [REDACTED]

**Section: (none)**

**QUESTION 563**

You are managing a major international project that involves multiple performing organizations. To establish the guiding rules for the project regarding quality, you and your project team must develop a \_\_\_\_\_

- A. Improvement management plan
- B. Configuration management plan
- C. Quality policy
- D. List of quality metrics for the project

**Correct Answer** [REDACTED]

**Section: (none)**

**QUESTION 564**

You are working on a project that management has decided to terminate early, because the product was rendered obsolete by the introduction of new technology by a competitor. You have awarded a contract for part of the project that will be terminated, and fortunately have a clause that enables you to terminate it for convenience at any time. This means that \_\_\_\_\_

- A. Your contractual obligations are complete once you issue the termination for convenience
- B. You may need to compensate the seller for seller preparations and for any completed or accepted work
- C. You need to compensate the seller only for accepted work that was completed prior to the termination order
- D. Specific rights and responsibilities are determined once the termination order is issued

**Correct** [REDACTED]

**Section: (none)**

**QUESTION 565**

Of the following, which one is NOT true concerning a contract?

- A. It is a legal relationship subject to remedy in the courts.
- B. It can take the form of a complex document or a simple purchase order.
- C. It is a mutually binding legal relationship that obligates the seller to provide specific products, services, or results and obligates the buyer to pay the seller.
- D. It includes a specific contract management plan.

**Correct Answer:** ☒

**Section:** (none)

#### QUESTION 566

All of the following can be used in lieu of the term "bidders conferences" EXCEPT \_\_\_\_\_

- A. Contractor conferences
- B. Pre-bid conferences
- C. Vendor conferences
- D. Project review meetings

**Correct:** ☒

**Section:** (none)

#### QUESTION 567

Assume you are preparing your procurement management plan. A useful tool and technique is to \_\_\_\_\_

- A. Have a meeting
- B. Use your risk register
- C. Review the requirements document
- D. Use your stakeholder register

**Correct:** ☒

**Section:** (none)

#### QUESTION 568

Your role in the project includes helping to resolve problems; making recommendations regarding priorities; accelerating activities to meet the target schedule; promoting communications among project team members; and helping management monitor the project's progress on a regular basis. Most of the people working on your project are scientists or technical experts. You are working in which of the following types of organizational structures?

- A. Task force
- B. Balanced matrix
- C. Project expeditor
- D. Project coordinator

**Correct:** ☒

**Section:** (none)

#### QUESTION 569

In order for a matrix organizational approach to be successful, the two-boss situation should be resolved. To overcome the two-boss problem, it is important to \_\_\_\_\_

- A. Have the project manager and the functional manager work together to complete performance evaluations
- B. Prepare a responsibility chart to define responsibilities
- C. Guarantee a balance of power between the functional manager and the project manager
- D. Promote interface relationship management

**Correct Answer:** ☒



**Section: (none)**

**QUESTION 570**

The resource calendar is an output of which following process?

- A. Develop project team
- B. Acquire project team
- C. Estimate activity durations
- D. Manage project team

**Correct** 

**Section: (none)**

**QUESTION 571**

An intentional activity to ensure future performance of project work is aligned with the project management plan is \_\_\_\_\_

- A. Preventive action
- B. Corrective action
- C. Implemented change requests
- D. Work performance information

**Correct** 

**Section: (none)**

**QUESTION 572**

Close procurements is a process that involves includes activities for administrative closure such as \_\_\_\_\_

- A. Customer acceptance and final payment
- B. Audit project success or failure and archiving records
- C. Final contractor payment and lessons learned
- D. Transition of the final product and acceptance of deliverables

**Correct** 

**Section: (none)**

**QUESTION 573**

As a project manager, not only must you be a leader, but you also must be responsible for the management, administrative, and technical aspects of the project. Which following skill is NOT representative of the skills needed for project leadership/interpersonal relations?

- A. Influencing the organization by sharing power and getting others to cooperate toward common goals
- B. Creating an environment to meet project objectives while offering maximum self-satisfaction related to what people value the most
- C. Helping a group of people bound by a common sense of purpose to work interdependently with each other
- D. Understanding of policies, operating procedures, and regulations of external stakeholder organizations

**Correct Answer** 

**Section: (none)**

**QUESTION 574**

Assume you are managing a project, and your project management plan has been approved. Your project has a high level of change associated with it. There is active and ongoing stakeholder involvement. This means you probably are working with a(n) \_\_\_\_\_

- A. Adaptive life cycle
- B. Iterative life cycle

- C. Incremental life cycle
- D. Predictive life cycle

**Correct** [REDACTED]  
**Section: (none)**

#### QUESTION 575

One way to help mitigate personnel risks that may occur during the end of the project is to \_\_\_\_\_

- A. Meet individually with each team member
- B. Provide specific recognition to each team member who has worked on the project
- C. Prepare a staff release plan
- D. Document the time each person is to work on the project in a resource calendar

**Correct** [REDACTED]  
**Section: (none)**

#### QUESTION 576

You are conducting a stakeholder analysis on your project. After identifying potential stakeholders, the next step in the process is to \_\_\_\_\_

- A. Determine their desired level of participation
- B. Provide detailed contact information for each identified stakeholder
- C. Perform an assessment to see how each stakeholder might react in certain situations
- D. Analyze each stakeholder's impact or support and classify them

**Correct** [REDACTED]  
**Section: (none)**

#### QUESTION 577

Assume your project communication management plan has been approved by your sponsor and the members of your Steering Committee. You are managing a global project and have team members working virtually in four continents and stakeholders in numerous locations. Your next step is to \_\_\_\_\_

- A. Set up an information management system
- B. Select communications technology
- C. Determine performance reporting methods
- D. Select a communications model

**Correct Answer** [REDACTED]  
**Section: (none)**

#### QUESTION 578

Although your project team is working virtually, you are striving to make it a high-performing team. You held a virtual kickoff meeting to ensure there was a shared project vision. You now see that team members are addressing the work to be done, but they do not seem to be collaborating. You realize the team is \_\_\_\_\_

- A. Concerned about their formal roles and responsibilities
- B. Independent
- C. Forming
- D. Storming

**Correct** [REDACTED]  
**Section: (none)**

#### QUESTION 579

You are conducting a stakeholder analysis on your project. Your organization uses an approach to classify

stakeholders based on their level of authority and their active involvement in the project.  
This approach is known as\_\_\_\_\_

- A. A power/interest grid
- B. A power/influence grid
- C. An influence/impact grid
- D. A salience model

**Correct** \_\_\_\_\_  
**Section: (none)**

#### QUESTION 580

When managing projects, one important technique is capturing lessons learned from previous projects to improve the organization's project management process. Therefore, in planning the project, it is important to plan the closing procedures, particularly to review the\_\_\_\_\_

- A. Risk responses that were used
- B. Checklists for risk identification
- C. WBS and scope documents
- D. Team members' performance feedback

**Correct** \_\_\_\_\_  
\_\_\_\_\_

#### QUESTION 581

The basic approach to quality management in projects is to be compatible with which of the following:

- A. Six-Sigma, failure mode and effect analysis, and total quality management
- B. The International Organization for Standardization (ISO)
- C. Methods, such as those recommended by Deming, Juran, and Crosby
- D. Inspection over prevention

**Correct** \_\_\_\_\_  
**Section: (none)**

#### QUESTION 582

During a bidders conference, it is important that\_\_\_\_\_

- A. Only qualified sellers participate
- B. All potential sellers are given equal standing
- C. The evaluation criteria for the proposal is used to determine participation
- D. Responses to questions be provided solely to the prospective seller that asked the question

**Correct** \_\_\_\_\_  
\_\_\_\_\_

#### QUESTION 583

One key interpersonal skill used to manage stakeholder expectations is\_\_\_\_\_

- A. Negotiation skills
- B. Building trust
- C. Compromise
- D. Conversation

**Correct** \_\_\_\_\_  
**Section: (none)**

#### QUESTION 584

You are a project manager leading the construction project of a new garbage incinerator. Local residents

and environmental groups are opposed to this project because of its environmental impact. Management agrees with your request to partner with a third party that will be responsible for providing state-of-the-art "air scrubbers," to clean the exhaust to an acceptable level. This decision will delay the project but will allow it to continue. It is an example of which following risk response?

- A. Passive acceptance
- B. Active acceptance
- C. Mitigation
- D. Transference

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 585

All the following are processes in project procurement management EXCEPT \_\_\_\_\_

- A. Terminate procurements
- B. Control procurements
- C. Plan procurement management
- D. Close procurements

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 586

Working in the systems integration field, you are primarily responsible for coordinating the work of numerous subcontractors. Your current project is coming to an end. You have 15 major subcontractors as well as a variety of other sellers. Now that you are closing contracts (procurements), you should \_\_\_\_\_

- A. Conduct a trend analysis
- B. Use earned value to assess lessons learned
- C. Ask each contractor to meet with you individually at its own expense
- D. Conduct a procurement audit

**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 587

You are managing a moderately risky project. You have done well identifying risks and assessing them both on the probability of the risk event occurring and on the level of impact that the risk could have on your project if it actually occurred. But to help with a "next" level of qualitative risk analysis, you could use a \_\_\_\_\_

- A. Risk priority assessment
- B. Risk quality assessment
- C. Risk urgency assessment
- D. Quantitative risk analysis


**Correct** XXXXXXXXXX  
**Section: (none)**

#### QUESTION 588

You are identifying possible risks to your project concerning the development of a nutritional supplement. You want to reach out to your experts and build consensus on the risks that qualitative and quantitative risk analysis can address later. Although you can use various techniques, a key information gathering technique that helps to build consensus is \_\_\_\_\_

- A. Documentation review


- B. Probability/impact analysis
- C. Checklist analysis
- D. Delphi technique

**Correct**   
**Section: (none)**

#### QUESTION 589

Managing five contractors on your project for a new stadium in your City that can be used for baseball and for football and can be easily converted for either sport is a challenge along with managing your 15 person project team. You decided to conduct an audit of one of your contractors and are\_\_\_\_\_


- A. Using it as a baseline for improvements to the other contracts under way
- B. Verifying compliance in the seller's work processes
- C. Accompanying it with a project quality audit
- D. Using it for lessons learned documentation

**Correct**   
**Section: (none)**

#### QUESTION 590

A weighting system can be used for all but which one of the following reasons?


- A. To select a single seller that will be asked to sign a standard contract
- B. To establish a negotiating sequence by ranking all proposals by the weighted evaluation scores that have been assigned
- C. To quantify qualitative data to minimize possible bias
- D. To establish minimum requirements of performance for one or more of the evaluation criteria

**Correct**   
**Section: (none)**

#### QUESTION 591

One way to make it more likely practice project risk management on projects is to\_\_\_\_\_


- A. Hold meetings
- B. Have the team take an orientation class on risk management early in the project
- C. Give one team member the responsibility for risk management working in conjunction with the PMO
- D. Assign each team member a risk to own, which is documented in the risk register

**Correct**   
**Section: (none)**

#### QUESTION 592

Your firm specializes in roller-coaster construction. It recently received an RFP to build the world's most "death-defying" roller coaster. You know that such a roller coaster has never been built before and that this would be a high-risk project. You are receiving a cost-plus-award-fee contract, which means\_\_\_\_\_

- A. Your fee will be paid for completed work
- B. Your fee amount will not change unless there is a scope change
- C. Your fee is generally not subject to appeals
- D. If your final cost is greater, you will share costs with the buyer based on a pre-negotiated cost sharing formula

**Correct Answer:**   
**Section: (none)**

#### QUESTION 593

Work performance information in control risks means that\_\_\_\_\_

- A. Recommended preventive or corrective action is considered through change requests
- B. Outcomes of risk reassessments and risk audits are documented
- C. Templates to the risk management plan and the risk register are recommended
- D. A mechanism to communicate and support project decision making is provided

**Correct** ( )

**Section: (none)**

#### QUESTION 594

A number of factors affect make-or-buy decisions such as\_\_\_\_\_

- A. Desired level of quality
- B. Risk-related contract decisions
- C. Value delivered by vendors meeting the needs
- D. Performance data

**Correct** ( )

**Section: (none)**

#### QUESTION 595

For complex procurement items, often contract negotiation can be an independent process. An example of an input if such a process is used is\_\_\_\_\_

- A. Open items list
- B. Approved changes
- C. Documented decisions
- D. Expert judgment

**Correct** ( )

**Section: (none)**

#### QUESTION 596

Marketplace conditions are an input to which one of the following processes?

- A. Plan procurement management
- B. Conduct procurements
- C. Control procurements
- D. Close procurements

**Correct** ( )

**Section: (none)**

#### QUESTION 597

Each project can benefit from stakeholder involvement; however, it is in both the project manager's and the teams' best interest to ensure that all project stakeholders have positive attitudes toward the project and its goals and objectives. Working as a project manager, you have a number of key stakeholders on your project. The stakeholder that identifies potential conflicts between organizational strategies and project goals is the\_\_\_\_\_

- A. Chairperson of the Governance Board
- B. Program manager
- C. Director of the project management office
- D. Chief Operating Officer

**Correct** ( )

**Section: (none)**

**QUESTION 598**

While many different techniques can be used to rate or score proposals, all will use\_\_\_\_\_

- A. A screening system
- B. A weighting system in conjunction with a screening system
- C. Expert judgment and some form of proposal evaluation techniques
- D. Quality ratings and contractual compliance

Correct ☒

Section: (none)

**QUESTION 599**

When determining the message that you will deliver to stakeholders, knowing both the content (what you want to say) and your audience is important. Which of the following helps you to understand how others may interpret your message?

- A. Sender-receiver models
- B. Facilitation techniques used in delivery
- C. Negotiation skills
- D. Presentation skills used in the development of the message

Correct ☒

Section: (none)

**QUESTION 600**

One of the reasons why it is challenging to work on a virtual team is that e-mail is the primary form of communications. However, words alone typically comprise what percent of the total impact of any message?

- A. Seven percent
- B. 15 percent
- C. 38 percent
- D. 55 percent

Correct ☒

Section: (none)

**QUESTION 601**

Assume you are working on a multi-phase project as your project is planned to last three years. A best practice is to\_\_\_\_\_

- A. Periodically review the business case
- B. Use a single prime contractor and have this contractor award any subcontracts
- C. Rely on your PMO for guidance
- D. Set up a 'tight matrix'

Correct ☒

Section: (none)