**Chapter 1: Initiating the Project**

**Review Questions**

1. What is the definition of a project? Choose two.

1. **A group of interrelated activities that create a unique benefit to the organization**
2. Through the use of project management techniques, which are repeatable processes, a series of actions that are performed to produce the same result multiple times
3. **A temporary endeavor undertaken to create a unique product, service, or result**
4. A process used to generate profit, improve market share, or adhere to legal requirements
5. **A time-constrained endeavor with assigned resources responsible for meeting the goals of the project according to the quality standards**

2. What organization is recognized worldwide for setting project management standards?

A. PMC

**B. PMI® C. PMP**

D. CompTIA

3. What is the term for a group of related projects managed in a coordinated fashion?

A. Life cycle  
B. Phase  
C. Process group  
**D. Program**

4. Which of the following are true regarding project portfolios? Choose two.

1. **The independent projects in the portfolio may not have anything in common.**
2. The programs in the portfolio are related to one another.
3. **The programs and projects within the portfolio support the strategic goals of the portfolio.**
4. An organization has only one portfolio.
5. Portfolios consist of programs and do not contain stand-alone projects.

5. Which of the following general management skills does a project manager employ up to 90 percent of their time?

A. Programming   
**B. Communicating**   
C. Leading  
D. Problem-solving

1. You receive a request from customer service to develop and implement a desktop management system for the customer-support staff. What type of project request is this?

**A. Business need**B. Market demand  
C. Legal requirement   
D. Technological advance

1. You are working in a matrix organization. Choose two responses that describe this type of structure.
   1. Project resources are members of another business unit and may or may not be able to help you full-time.
   2. **Matrix organizations can be structured as strong, weak, or balanced.**
   3. Project managers have the majority of power in this type of structure.
   4. This organizational structure is similar to a functional organization.
   5. **Employees are assigned project tasks by their project manager in this type of structure.**
2. A project manager has the most authority under which organizational structure?   
   **A. Projectized**B. Functional  
   C. Balanced matrix   
   D. Strong matrix
3. Your project has expected cash inflows of $7.8 million in today’s dollars. Which cash flow technique was used to determine this?

**A. Discounted cash flow**B. IRR  
C. NPV   
D. Cost-benefit analysis

1. Which of the following are the steps required to validate a project? Choose two.

A. Analyze the feasibility.   
B. Justify the project.   
C. Align it to the strategic plan.   
**D. Validate the business case.   
E. Identify and analyze stakeholders.**

11. This general management skill concerns obtaining mutually acceptable agreements with individuals or groups.

A. Leadership  
B. Problem-solving   
**C. Negotiating**D. Communicating

12. Federico, the director of the marketing department, has approached you with an idea for a project. What are the elements you’ll include in the business case? Choose four.

**A. The business justification for the project  
B. The strategic opportunity/business need that brought about the project   
C. The recommended alternative**D. List of key stakeholders  
**E. Alternative solutions analysis**

13. Your project has expected cash inflows of $1.2 million in year 1, $2.4 million in year 2, and $4.6 million in year 3. The project pays for itself in 23 months. Which cash flow technique was used to determine this?

A. IRR  
B. NPV  
C. Discounted cash flow   
**D. Payback period**

14. You’ve been given an idea for a project by an executive in your organization. After writing the business-case analysis, you submit it to the executive for review. After reading the business case, he determines that the project poses a significant amount of risk to the organization. What do you recommend next?

A. Proceed to the project selection committee.   
B. Reject the project based on the analysis.  
C. Proceed to writing the project plan.   
**D. Perform a feasibility study.**

15. You’re a project manager working on a software development project. You are working hand in hand with a systems analyst who is considered an expert in her field. She has

years of experience working for the organization and understands not only systems development but also the business area the system will support. Which person should make the decisions about the management of the project?

A. Project manager  
B. Systems analyst  
**C. Project manager with input from systems analyst**D. Systems analyst with input from project manager

16. What is one disadvantage of a projectized organization?

1. The organization doesn’t work on anything that isn’t project-related.
2. Costs are high because specialized skills are required to complete projects in this type of structure.
3. The functional managers have control over which team members are assigned to projects.
4. **Once the project is completed, the project team members may not have other projects to work on.**

17. Which of the following are reasons for bringing about a project? Choose three.

A. Feasibility study  
**B. Market demand**C. Business case justification   
**D. Strategic opportunity**E. Stake holder needs  
**F. Social needs**

18. Your project has expected cash inflows of $7.8 million in today’s dollars. The project’s initial investment is $9.2 million. Which of the following is true?

1. The discounted cash flows are lower than the initial investment, so this project should be rejected.
2. The discounted cash flows are lower than the initial investment, so this project should be accepted.
3. **NPV is less than zero, so this project should be rejected.**
4. NPV is greater than zero, so this project should be accepted.

19. The executives in your organization typically choose which projects to perform first by reviewing the business case and then determining, based on their experience with similar projects, which will likely perform well and which will not. What form of project selection method is this?

A. Business case analysis   
**B. Expert judgment**C. Feasibility analysis   
D. Decision model technique

20. Which two elements should always be included in a business case analysis? Choose two.

A. Feasibility study  
B. Project selection methodology   
**C. Alignment to the strategic plan   
D. Justification**E. Cash flow techniques to determine financial viability

1. C, E. A project creates a unique product, service, or result and has defined start and finish dates. Projects must have resources in order to bring about their results, and they must meet the quality standards outlined in the project plan. Interrelated activities are not projects because they don’t meet the criteria for a project. Project management processes are a means to manage projects, and processes used to generate profits or increase market share do not fit the definition of a project. Processes are typically ongoing; projects start and stop.
2. B. The Project Management Institute (PMI®) is the leading professional project management association, with more than 700,000 members worldwide.
3. D. A program is a group of related projects that can benefit from coordinated management. Life cycles are the various stages a project goes through, and process groups consist of Initiating, Planning, Executing, Monitoring and Controlling, and Closing.
4. A, C. Portfolios consist of programs, subportfolios, and independent projects that are not necessarily related to one another. An organization could have any number of portfolios.
5. B. Project managers can spend up to 90 percent of their time communicating. The other skills listed here are important as well, but the clue in this question is the 90 percent figure that relates to the amount of time project managers may spend communicating.
6. A. A request to develop a product for use by an internal department is a business need. Market demands are driven by the needs of the market, legal requirements come about because of rules or regulations that must be complied with, and technological advances are because of improvements in expertise or equipment.
7. B, E. A matrix organization can be structured as a strong, weak, or balanced matrix. Employees are assigned to projects by their functional managers, and the project tasks are assigned to them by the project manager. The project manager has the majority of power in a projectized organization.
8. A.Aprojectizedorganizationisdesignedaroundprojectwork,andprojectmanagers have the most authority in this type of structure. Project managers have the least amount of authority in a functional organization; they have some authority in a balanced matrix and a little more authority in a strong matrix, but not as much authority as they have in a project-based organization.
9. A. The discounted cash flow technique compares the total value of each year’s expected cash inflow to today’s dollar. IRR calculates the internal rate of return, NPV determines the net present value, and cost-benefit analysis determines the cost of the project versus the benefits received.
10. D, E. The steps required to validate a project are validating the business case (which encompasses a feasibility analysis, justification for the project, and alignment to the strategic plan) and identifying and analyzing stakeholders.
11. C. Negotiating involves obtaining mutually acceptable agreements with individuals or groups. Leadership involves imparting a vision and motivating others to achieve the goal. Problem-solving involves working together to reach a solution. Communicating involves exchanging information.
12. A, B, C, E. The business case establishes the justification for the project, how it aligns to the strategic goals of the organization, the business need or opportunity that brought about the project, alternative recommendations and analysis, a recommendation on which alternative to choose, and the feasibility study or the feasibility study results may or may not be included in the business case.
13. D. Payback period is a technique that calculates the expected cash inflows over time to determine how many periods it will take to recover the original investment. IRR calculates the internal rate of return, NPV determines the net present value, and discounted cash flows determine the amount of the cash flows in today’s dollars.
14. D. The next best step to take in this situation is to perform a feasibility study. Feasibility studies are typically undertaken for projects that are risky, projects that are new to the organization, or projects that are highly complex. Projects of significant risk to the organization shouldn’t be taken to the selection committee without having a feasibility study first, and writing the project plan doesn’t make sense at this point because you don’t know if the project will be chosen or not. You also can’t reject the project because there isn’t enough information to determine whether it should be rejected until the feasibility study is completed.
15. C. The project manager is ultimately responsible for managing the work of the project. That doesn’t mean they should work without the benefit of input from others.
16. D. The key problem with a projectized organization is that there may not be a new project in place at the conclusion of the one team members were released from. This leaves specialists “sitting on the bench” with no work to do and is costly to the organization. It’s an advantage to a projectized organization to work on projects. Costs aren’t necessarily any higher in this type of organization than others. Costs will depend on the type of project you’re working on, not the organizational structure. And the project managers have control over who works on the projects in a project-based organization.
17. B, D, F. The needs or demands that bring about a project include the following: market demand, strategic opportunity/business need, customer request, technological advances, legal requirements, environmental considerations, and social needs. A feasibility study is conducted to determine the viability of a project, and the business case documents the reasons for the project and the justification for the project. Stakeholder needs may bring about a project, but their needs will fall more specifically

into one of the seven needs or demands that bring about a project.

1. C. NPV is calculated by subtracting the total of the expected cash inflows stated in today’s dollars from the initial investment. In this question, the initial investment is higher than the cash flows, so the resulting NPV is less than zero, and the project should be rejected. Discounted cash flows tell you the value of the cash flows in today’s dollars.
2. B. This question describes the expert judgment form of project selection. The question states the executives already read the business case analysis. The feasibility study is a study conducted to determine the risks and potential benefits to the project, and decision models are mathematical models that use differing variables to determine a decision.
3. C, D. The business case analysis may include the feasibility study but should always include the justification for the project and the alignment to the strategic plan. It’s a good idea to also include high-level timelines and estimated budgets.

**Chapter 2: Project Team Roles and Responsibilities**

**Review Questions**

1. You have identified all the key stakeholders on the project. You’ve listed their names, departments, interests in the project, and level of influence. What have you created? Choose two.

A. A project request  
**B. A stake holder matrix   
C. An artifact**D. A business case  
E. A high-level scope definition

1. This person is responsible for authorizing the project to begin and for signing the project charter.

**A. Project sponsor**B. Executive in the organization who requested the project   
C. Project champion   
D. Project manager

1. This team member assists the project manager with administrative functions.

A. Project management office   
B. Project scheduler  
**C. Project coordinator**D. Project sponsor

1. A key responsibility of the project manager includes informing this person of changes, status, conflicts, and issues on the project.

A. The project requestor   
**B. The project sponsor**C. The project champion   
D. The most influential project stakeholder

1. Which of the following does a PMO provide? Choose three.

A. High-level scope definition   
B. Business case  
**C. Tools   
D. Governance process**E. Change control   
**F. Templates**

6. Which stakeholder assigns employees to the project?

A. Project manager  
**B. Functional manager**C. Customer   
D. Sponsor

7. The project sponsor (who is also the project champion in this question) provides which of these functions to the project? Choose three.

A. Preparing the stakeholder matrix   
**B. Marketing the project  
C. Removing roadblocks**D. Assigning project team members   
**E. Defines the business justification**F. Responsible for artifacts

8. The high-level scope definition describes which of the following?

A. Reason for the project  
B. High-level deliverables of the project  
C. Objectives of the project   
**D. All of the above**

9. You are the project manager and have hired a team member to provide cross-functional coordination, check for quality, and assist you with documentation. What role does this person hold?

A. Project scheduler   
B. PMO team member   
**C. Project coordinator**D. Project team member

10. You receive a confusing request from the marketing department to develop a new product campaign. What is the first step you should take?

**A. You meet with the marketing person to identify and clarify the request.**B. You write the project charter.  
C. You submit a request to the project selection committee.   
D. You request the finance department to do a cost-benefit analysis.

1. Jack is a key stakeholder on the project. He’s a big believer in the benefits of the project and provides enthusiasm, energy, communication, and motivation for your project. What is Jack’s role?

A. Project stakeholder   
**B. Project champion**C. Project team member   
D. Business analyst

1. You’re working on a project to develop a client-server application. Your company’s collections department will equip their field personnel with wireless tablet PCs that will connect with the server and database. You work for the PMO and are managed by the director of administrative services. The IT department is managed by the director of IT. The telecommunications segments are managed by the director of telecommunications. Who is the project sponsor?

A. Manager of collections  
B. Director of administrative services   
C. Director of IT   
D. Director of telecommunications   
**E. Not enough information**

1. These people manage quality assurance, scope, risk, budget, and time.

A. Project team members  
B. Project coordinators  
C. Project schedulers   
**D. Project manager**

1. This stakeholder is the recipient of the product or service created by the project.

A. Sponsor   
B. Customer   
C. Client   
**D. Band C**E. All of the above

1. Project team members are responsible for several aspects of the project. Choose three. **A. Contribute deliverables according to the schedule**B. Set standards and practices   
   C. Cross-functional coordination   
   D. Provide input and requirements   
   **E. Estimate task durations   
   F. Estimate costs**
2. Rahul is a key resource for your project. You’ve worked with him on past projects and have identified him as one of the team members for this project. Some of Rahul’s duties will include reporting on schedule performance, obtaining task status from team members, communicating timelines, and communicating changes to timelines. What is Rahul’s role on this project?

**A. Project scheduler**B. Project manager  
C. Project coordinator  
D. PMO team member

1. Your project team members and key stakeholders are confused about the project you are all working on. What is the most compelling reason for this?

**A. The problem or need generating the project request was not defined.**B. The project sponsor has not signed the project request authorizing it to begin.   
C. The business case is not well documented.   
D. The project team members don’t understand their roles and responsibilities.

1. The governance processes for project management are well established in your organization. Who established these processes?

A. Project team  
B. Project manager   
C. Sponsor   
**D. PMO**

1. This component of the project request describes the project objectives, the high-level deliverables, and the reason for the project.

A. Project request justification  
B. High-level deliverables definition   
**C. High-level scope definition**D. High-level goals and objectives definition

1. Which of the following are true regarding the project baseline? Choose three.

A. The project baseline is approved by the project manager.   
**B. The project baseline includes the approved project scope.**C. The project baseline includes the approved business justification.   
D. The project baseline includes the approved project quality plan.   
E. The project baseline includes the approved project request.  
**F. The project baseline includes the approved project schedule.   
G. The project baseline is approved by the project sponsor.**

1. B,C.A stakeholder matrix includes the stakeholder name, department, contact information, role on the project, needs, concerns, interests, level of involvement on the project, level of influence over the project, and notes for your own reference. A stakeholder matrix is an artifact.
2. A. The project sponsor authorizes the project to begin and approves and signs the project charter.
3. C. The project coordinator assists the project manager with administrative functions on the project.
4. B. A key responsibility of the project manager is informing the sponsor of changes, status, issues, and conflicts on the project. The project requestor and stakeholders should be informed as well, but an important aspect of the project manager’s role involves informing the sponsor and keeping them updated.
5. C, D, F. The PMO provides standards and practices for the organization including tools, templates, and governance processes.
6. B. The functional manager provides and assigns employees to work on the project. The project manager is accountable for overseeing the work required to complete the project. The customer is the person or group that is the recipient of the product or service created by the project. The project sponsor champions the project throughout the organization and acts as an advisor to the project manager.
7. B, C, E. The project sponsor/champion approves funding, approves the project charter, markets the project benefits, removes roadblocks, and defines the business justification for the project.
8. D. The high-level scope definition describes the reason for the project, its objectives, and the high-level deliverables.
9. C. The project coordinator is responsible for supporting the project manager, providing cross-functional coordination, documentation, time and resource scheduling, and checking for quality.
10. A. You must clarify the project request to determine exactly what the marketing person needs. You need to understand the problem that needs to be addressed so that you can define the high-level requirements and write the project charter.
11. B. The project champion is someone who understands the goals of the project and serves as a voice of enthusiasm throughout the organization regarding the benefits of the project.
12. E. The project sponsor is an individual who is authorized to provide funding and resources necessary to bring about the deliverables of the project. In this question, there isn’t enough information to make a good decision about identifying the project

sponsor.

1. D. The project manager manages quality assurance, scope, risk, budget, and time, and is also responsible for artifacts.
2. D. The project customer, also known as a client, is the recipient of the product or service of the project.
3. A, E, F. Project team members contribute expertise to the project, contribute deliverables according to the schedule, estimate task durations, and estimate costs and dependencies.
4. A. Project schedulers are responsible for developing and maintaining the project schedule, communicating the timeline and changes to the timeline, reporting on schedule performance, and obtaining task status from resources.
5. A. The project manager should take the time to define the problem or need generating the project request and document this in the high-level scope definition. It could be that the business case was not well defined, but the reason for that is also because the problem or need was not well defined.
6. D. The PMO establishes governance processes for projects as well as providing tools, templates, and more for managing projects.
7. C. The project description describes the characteristics of the product, service, or result of the project. The project description is documented as part of the process of defining high-level scope.
8. B, F, G. The project baseline includes the approved schedule, cost, scope, and quality plans and documents and is approved by the project sponsor. The project baseline is then used to measure performance as the project progresses. You can refer back to the project baseline at any time to determine whether you are on schedule, within scope, and within budget, and to determine whether the quality standards are on target.

**Chapter 3: Creating the Project Charter**

**Review Questions**

1. The Initiating phase includes which task?  
   A. Assigning work to project team members  
   B. Sequencing project activities  
   C. Approving a project and authorizing work to begin

D. Coordinating resources to complete the project work

1. This person is responsible for authorizing the project to begin and signing the project charter.

A. Project sponsor  
B. Executive in the organization who requested the project C. Project champion

D. Project manager

1. Quality assurance, performance measuring and reporting, and change control are all part of which process?

A. Closing  
B. Planning C. Executing

D. MonitoringandControlling

1. A primary role of the project manager includes informing this person of changes, status, conflicts, and issues on the project.

A. The project requestor B. The project sponsor C. The project champion

D. The most influential project stakeholder

1. Which of these activities occur during the Planning phase? Choose three.

A. High-level scope definition B. Budget  
C. Business case

D. Schedule  
E. Change control F. Resources

1. The Closing phase addresses which of the following? Choose three. A. Project sign-off  
   B. Lessons learned  
   C. Governance processes

D. Change control closeout  
E. Integration plan is put into place. F. Deliverables verification

1. Which of the following options are processes in the project management process groups? Choose three.

A. Risk  
B. Initiating  
C. MonitoringandControlling

D. Procurement E. Scope  
F. Planning

1. This phase is where the work of the project is performed. A. Planning

B. MonitoringandControlling C. Initiating

D. Executing

1. Which of the following is true concerning the project charter?

A. Describes the project schedule  
B. Contains cost estimates for each task C. Authorizes the start of the project work

D. Lists the responsibilities of the project selection committee

1. Which of the following is performed once the project charter is signed?
   1. You should hold a project kickoff meeting.
   2. You should write the project scope statement.
   3. You should submit the request and the project charter to the project selection committee.

D. You should develop the project schedule.

11. You have just defined the major events for the project that will be used to determine and measure checkpoints throughout the project and determine whether the project is on time. What are they?

A. Deliverables B. Goals  
C. Milestones

D. Tasks

12. Your project sponsor has just signed the project charter. You held the kickoff meeting, and everyone on the team is anxious to get started on the work of the project. You are having a tough time holding them back and tell them you need to develop the work breakdown structure, schedule, and communication plan as a start. Which of the following is true regarding this scenario?

A. You’ve just completed the Initiating process.  
B. Your team wants to jump right to the Executing process.  
C. The next step in the project lifecycle is to begin the Planning process group.

D. The project sponsor has approved resources and funding for the project. E. All of the above.

13. Identify the items that should *not* be included in a project charter. Choose three. A. High-level budget  
B. Project objectives  
C. High-level cost-benefit analysis

D. Equipment and resources needed E. Business case  
F. Project description

G. High-level list of risks

14. Which of the following describes the difference between deliverables and milestones? Choose two.

1. Milestones are used to measure performance.
2. Deliverables are used to measure performance.
3. Milestones are an output or result that must be completed in order to consider the project complete.
4. Deliverables are an output or result that must be completed in order to consider the project complete.

15. These items are developed in the Initiating phase. Choose three. A. Project budget  
B. Procurement plan  
C. Scope statement

D. Business case  
E. High-level scope definition F. High-level risks

16. Randy is a key technical resource for your project. You’ve worked with Randy on past projects and have identified him as one of the team members who will work on the project. The charter has been published, and there is great excitement about this project. You’ve scheduled a meeting to talk to Randy’s functional manager next week. Which of the following conditions does this describe?

A. Risk  
B. Assumption C. Deliverable

D. Constraint

17. From the following options, select those that best describe the definition of a deliverable. Choose three.

A. Marks the completion of a project phase  
B. Has measurable outcomes or results  
C. Is a specific item that must be produced to consider the project complete

D. Describes detailed characteristics E. Is documented in the business case F. Is tangible and easily verified

18. Which of the following does *not* describe a constraint? A. Project team actions are dictated.  
B. Itmayregardbudget,resources,orschedule.  
C. Project team actions are restricted.

D. Project situations are believed to be true.

19. This component of the project charter describes the characteristics of the product of the project.

A. Milestones

B. Deliverables  
C. Project description

D. Goals and objectives

20. Your project is to be performed outdoors. You are only four days from the big event, and there is a hurricane headed for shore. This is an example of which of the following?

A. Risk  
B. Assumption C. Deliverable

D. Constraint

1. C. The Initiating process concerns the formal acceptance of the project and authorizes the project manager to start the project work. Assigning work to project team members, sequencing project activities, and coordinating resources occur in the Planning process.
2. A. The project sponsor authorizes the project to begin and approves and signs the project charter.
3. D. Monitoring and Controlling deals with risks, performance measuring and reporting, quality assurance, governance processes, change control, and budget control.
4. B. A key role of the project manager is informing the sponsor of changes, status, issues, and conflicts on the project. The project requestor and stakeholders should be informed as well, but the primary role of the project manager involves informing the sponsor and keeping them updated.
5. B, D, F. The activities in the Planning process include the following: project schedule, work breakdown structure, resources, detailed risks, requirements, communication plan, procurement plan, change management plan, and budget. The project charter does include a high-level budget but the project budget is fully developed in the Planning process and is continually monitored throughout the remainder of the project.
6. A, B, E. The Closing process is where the integration plan and transition of the product of the project to other areas of the organization is performed. Lessons learned, project sign-off, close contracts, releasing resources, and archiving documents occur during this process as well.
7. B, C, F. The five process groups are Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Options A, D, and E are Knowledge Areas.
8. D. The Executing process is where the work of the project is performed.
9. C. The project charter formally approves the project and authorizes work to begin. The project schedule and cost estimates are developed later in the Planning process.
10. A. After the project charter is signed and approved, you should hold a kickoff meeting with key stakeholders and key team members to discuss the goals of the project.
11. C. Milestones are major events in a project that are used to measure progress. They may also mark when key deliverables are completed and approved. Milestones are also used as checkpoints during the project to determine whether the project is on time and on schedule.
12. E. All of the options listed are true. If the project charter is signed, you have completed the Initiating process, and the sponsor has officially approved the funds and resources for the project. If the team is anxious to start working right away, they are jumping

ahead to the Executing process group.

1. C, D, E. The project charter does not include a high-level cost-benefit analysis or the business case. The business case is its own document and is not part of the project charter. The business case is where the cost-benefit analysis is documented.
2. A, D. Deliverables are an output or result that must be completed in order to consider the project complete. Milestones are used to measure performance.
3. D, E, F. The Initiating phase produces the project charter, business case, high-level scope definition, and high-level risks.
4. B. Assumptions are things believed to be true. In this case, you have not verified Randy’s availability and are assuming the functional manager will agree to assign him to the project.
5. B, C, F. Deliverables are measurable outcomes or results or are specific items that must be produced in order to consider the project complete. Deliverables are tangible and are easily measured and verified. Requirements provide detailed characteristics of the deliverables.
6. D. Constraints restrict or dictate the actions of the project team and may take the form of budget, resources, schedules, or other limitations. Situations believed to be true are assumptions.
7. C. The project description describes the characteristics of the product, service, or result of the project.
8. A. Risks are potential future events that pose either opportunities or threats to the project. This is a potential event that would have negative consequences to the project if it were to occur.

**Chapter 4: Creating the Work Breakdown Structure**

**Review Questions**

1. Which of the following is not a key component of scope planning? A. Work breakdown structure (WBS)  
   B. Scope statement  
   C. Project charter

D. Scope management plan

1. The scope statement provides which of the following?
   1. A basis for a common understanding of the project and for making future decisions regarding the project
   2. A detailed list of all resources required for project completion
   3. A schedule of all the key project activities
   4. A process for managing change control
2. Which of the following is a characteristic of a WBS?
   1. A cost center structure for the project that describes the work of the project and the costs per work component to complete the deliverables
   2. A deliverables-oriented chart of the work of the project with assignments showing the project teams responsible for the work components
   3. A deliverables-oriented structure that describes the detailed tasks required to complete the deliverables
   4. A deliverables-oriented structure that defines the work of the project
3. Which of the following are components of a scope statement? Choose three.

A. General project approach  
B. Project description  
C. Assumptions and constraints

D. Exclusions  
E. Stakeholderlist  
F. High-level milestones

G. Change request process

1. A WBS is created using a technique called *decomposition*. What is decomposition?

A. Matching resources with deliverables  
B. Breaking down the project deliverables into smaller, more manageable

components  
C. Estimating the cost of each individual deliverable

D. Creating a detailed to-do list for each work package

1. What is the lowest level of the WBS?

A. Work package B. Level 5  
C. Milestone

D. Activities

1. Which of the following describes influences?

A. Influences can impact, change, or create a new constraint. B. Scope creep is an example of an influence.  
C. Change request is an influence.

D. Interaction between constraints is an example of an influence. E. All of the above  
F. A,B,D

1. Which of the following is not a benefit of a WBS?  
   A. A WBS is an excellent tool for team building.  
   B. A WBS helps prevent critical work from being overlooked. C. A WBS can become a template for future projects.

D. A WBS can be used to describe how the deliverables will be validated.

1. All of the following are true regarding code-of-accounts identifiers except for which one?

A. These are unique numbers for each component on the WBS. B. They are documented in the WBS dictionary.  
C. They are tied to the organization’s chart of accounts.

D. They are assigned to the resources who are associated with the work package level.

1. Your team has already created a WBS for the ABC product launch project. You are kicking off phase 2 of this project, which is the product development phase. Which of the following is an example of what might appear in the second level of your project’s WBS?

A. ABC Product Launch Project B. Project deliverables

C. Project phases D. Activities

1. Which element is not a component or function of the scope management plan? A. Describes the deliverables acceptance criteria  
   B. Describes how scope changes will be handled  
   C. Describes the procedures for preparing the scope statement

D. Describes the procedures for preparing the WBS

1. This involves changing the project or product scope without considering the impacts it will have to the project schedule, budget, and resources.

A. Change request  
B. Scope creep  
C. Stakeholder/management directive

D. Quality deficiency

1. There are three primary constraints on most all projects. Your customer, or project sponsor, will stipulate which of the three is the most important to them. Which three are the typical constraints found on the majority of projects? Choose three.

A. Budget  
B. Team members C. Scope

D. Quality  
E. Time  
F. Sponsors and stakeholders

G. Scope management plan

1. Your project is underway, and a key stakeholder has submitted a change request. After further investigation, you discover some scope creep has also occurred on the project. These are examples of which of the following?

A. Constraints B. Assumptions C. Influences

D. Dependencies

1. Which term describes a characteristic of the scope planning (and other Planning) processes?

A. Looping B. Iterative C. Ongoing

D. Repetitive

16. Your project is nearing completion of the first phase. Your key stakeholder for this phase reminds you that she will not accept the deliverable unless it measures 3 centimeters exactly. If the measurements are off, phase 2 will be delayed, and the entire project will be at risk. This is an example of which of the following?

A. Acceptance criteria B. Change request  
C. Stability of scope

D. Product scope description

17. Elements of the project that are not listed on the WBS are considered what? Choose two.

A. Work that will be completed in a future phase of the project B. Exclusions from scope  
C. They are considered scope creep.

D. They are not considered part of the project. E. They are considered change requests.

18. You’re developing a scope statement for a customer request. A couple of the elements that the customer wants could be difficult to accomplish, but after consulting with the project team, you think they can be done. These elements are not included in the product description. What should you do?

1. Include these elements in the scope document, trusting your project team to deliver.
2. Include these elements in the scope document, denoting them as a concern, and document how the issues were resolved.
3. Discuss the problem elements with the project sponsor and the customer. Obtain sponsor sign-off.
4. Note the elements in the exclusions section of the scope statement, and state that they’ll be included in phase 2.

19. As you decompose the WBS, you discover a requirement that wasn’t listed in the requirements section of the scope statement. This requirement is essential to a successful project because it details industry standard measurements that your team must comply with in order to complete the deliverable. Which of the following is true

regarding this scenario?  
A. This is an example of a constraint.  
B. This is an example of an influence. C. This is an example of an assumption.

D. This is an example of a dependency.

20. You’re developing the scope statement for a new project. What project phase are you in?

A. Initiating B. Planning C. Executing

D. Controlling

1. C. The key components of scope planning are the scope management plan, scope statement, and work breakdown structure. The project charter is created during project initiation.
2. A. The scope statement serves as a basis for understanding the work of the project and for future decision-making.
3. D. A WBS is a deliverables-oriented hierarchy that defines the work of the project and can be used on projects of any size or complexity.
4. B, C, D. The sections of a scope statement are project description, key deliverables, success and acceptance criteria, exclusions, time and cost estimates, assumptions, and constraints.
5. B. Decomposition breaks the major deliverables down into smaller, more manageable units of work that can be used estimate cost and time and perform resource planning.
6. A. The lowest level of a WBS is the work package. The number of levels will vary by project and complexity.
7. E. All of the options describe and provide examples of influences.
8. D. The scope management plan, not the WBS, describes how the deliverables will be validated.
9. D. The code of accounts identifier is a unique number assigned to each component of the WBS. It is documented in the WBS dictionary and is tied to the chart of accounts.
10. C. The first level of the WBS is the project name, in this case ABC Product Launch. The second level of the WBS represents major project deliverables, project phases, or subprojects. If the project has phases or subprojects, these are listed at the second level, with deliverables listed at the third level. Since the question asks about phase 2 of the project and option C is project phases, this is the correct second-level entry for the WBS.
11. A. The scope management plan contains a definition of how the deliverables will be validated, but the acceptance criteria are documented in the scope statement.
12. B. Scope creep involves changing the product or project scope without regard to impacts to the schedule, budget, and/or resources. KPIs are key performance indicators that help you incrementally monitor project performance.
13. A, C, E. They are budget, scope, and time, all of which impact quality.
14. C. Scope creep and change requests are examples of influences on the project. Influences can change, impact, or bring about new constraints.
15. B. Project planning processes are iterative, meaning you’ll define the scope statement and other planning documents, and as you create these documents, more information

may come to light or you may discover an element you missed. So, you’ll go back through processes you’ve already started and modify them with the new information.

1. A. This is an example of acceptance criteria for the deliverable.
2. B, D. Work that is not included in the WBS is not part of the project. Exclusions from scope are work components that are not included in the project and should not appear on the WBS.
3. C. Whenever problems arise on a project that are outside the authority or control of the project manager to resolve or when problems have the ability to affect project outcomes, the sponsor should always be informed.
4. A. This is an example of a constraint because it dictates the actions of the project team.
5. B. The Planning process group is where you begin to define important documents such as the scope statement and project plan.

**Chapter 5: Creating the Project Schedule**

**Review Questions**

1. Which of the following is not true for the critical path?
   1. It has zero float.
   2. It’s the shortest activity sequence in the network.
   3. You can determine which tasks can start late without impacting the project end date.
   4. It controls the project finish date.
2. You are a project manager for a major movie studio. You need to schedule a shoot in Denver during ski season. This is an example of which of the following?
   1. External dependency
   2. Finish-to-start relationship
   3. Mandatory dependency

D. Discretionary dependency

1. What is analogous estimating also referred to as?
   1. Bottom-upestimating
   2. Expert judgment
   3. Parametric estimating

D. Top-down estimating

1. You are working on your network diagram. Activity A is a predecessor to Activity B. Activity B cannot begin until Activity A is completed. What is this telling you?
   1. There is a mandatory dependency between Activity A and Activity B.
   2. There is a finish-to-start dependency relationship between Activity A and Activity B.
   3. Activity A and Activity B are both on the critical path. D. Activity B is a successor to multiple tasks.
2. What are the most commonly used forms to display project schedules? Choose two.
   1. PERTcharts
   2. Gantt charts
   3. CPM diagrams

D. A spreadsheet

1. What are the crashing and fast tracking techniques used for?
2. Duration compression
3. Activity sequencing
4. Precedence diagramming

D. Task definition

1. Which of the following is true for float?
   1. It’s calculated by adding the durations of all tasks and dividing by the number of tasks.
   2. It’s time that you add to the project schedule to provide a buffer or contingency.
   3. It’s the amount of time an activity can be delayed without delaying the project completion date.

D. It is calculated only on the longest path of the project schedule.

1. You have added a checkpoint in the project schedule to determine whether the work is accurate. What is this called?
   1. Governance gate
   2. Quality gate
   3. Approval gate

D. Checkpoint gate

1. Activity B on your project schedule starts on Monday, October 3, and ends on Wednesday, October 12. You calculate duration in workdays, and the team does not work on Saturdays or Sundays. How many days is the total duration of this task in workdays?
   1. 9days
   2. 10days
   3. 8 days

D. 7 days

1. Which of the following is not true for critical path tasks?

A. The early start date is less than the late start date.  
B. These activities are on the longest full path on the project schedule. C. The float time for tasks is zero.

D. The late finish date is the same as the early finish date.

11. Starting two activities at the same time that were previously scheduled to start sequentially is known as which of the following?

A. Fast tracking

B. Mandatory dependency C. Crashing

D. Baselining

12. Your task requires 4 miles of paving, and it will take 30 hours to complete a mile. On a past project similar to this one, it took 150 hours to complete. Which of the following is true regarding this estimate?

1. The total estimate for this task is 120 hours, which was derived using expert judgment.
2. The total estimate for this task is 120 hours, which was derived using parametric estimating.
3. The total estimate for this task is 150 hours, which was derived using analogous estimating.
4. The total estimate for this task is 150 hours, which was derived using expert judgment.

13. Governance gates include all of the following except for which one? A. Assigning a go/no-go decision point  
B. Obtaining client sign-off  
C. Securing management approvals

D. Obtaining legislative approvals  
E. Assuring the work is performed correctly

14. You’re working on a project that you and your team have estimated takes 15 business days to complete. Your team does not work on Saturday, Sunday, or holidays. Given the work calendar shown here and a start date of Tuesday, November 1, what is the scheduled completion date for this task?

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29 30

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A. 21 B. 15

C. 22 D. 23

1. All of the following are true regarding milestone charts except for which one? A. Milestone charts list the major deliverables or phases of a project.  
   B. Milestone charts show the scheduled completion dates.  
   C. Milestone charts show the actual completion dates.

D. Milestone charts are commonly displayed in bar chart format.

1. You’re in the process of developing a project schedule for a new project. You’ve just completed the WBS. What would be the project manager’s next step in figuring out what tasks go into the project schedule?

A. Develop a task list.  
B. Determine the critical path tasks. C. Develop a project schedule.

D. Estimate activity duration.

1. After the schedule is approved by the sponsor, customer, and key stakeholders, what happens next?

A. The resources are assigned.  
B. The schedule baseline is established.  
C. The task start and end dates are finalized.

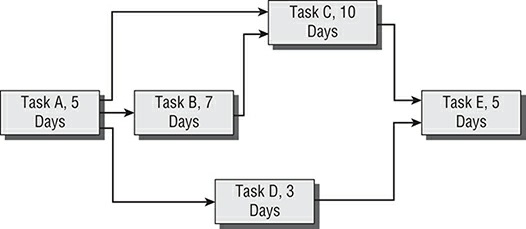
D. The critical path is finalized.

1. Which is the most commonly used logical relationship?

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

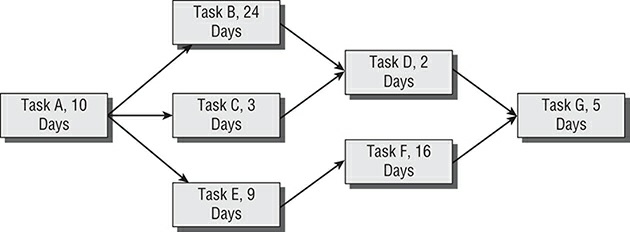
D. Finish-to-finish

1. How long is the critical path in days in the graphic shown here if you eliminate Task B?



A. 13 days B. 20days C. 27 days D. 30days

20. The following exhibit shows a series of tasks in a project schedule. Which path represents the critical path?



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

D. A-B-D-F-G

1. B. The critical path is the longest path on the project. The tasks have zero float because the critical path controls the project end date. Using critical path, you can determine which tasks can start late or go longer than planned without impacting the project end date.
2. A. A requirement such as weather conditions or a specific season that drives the scheduling of a task is an example of an external dependency.
3. D. Analogous estimating is also called top-down estimating. It is used early in the project, when there is not enough detail to do a detailed estimate.
4. B. There is a finish-to-start dependency relationship between Activity A and Activity B. You do not have enough information to determine whether the dependency between the two activities is mandatory, discretionary, or external or if they are critical path activities.
5. A, B. PERT charts and Gantt charts, a type of bar chart, are the most common ways to display a project schedule.
6. A. Duration compression involves either crashing the schedule by adding more resources or creating a fast track by working activities in parallel that would normally be done in sequence.
7. C. Float time is the length of time a task may be started late or the additional duration a task may take without impacting the project completion date. The early start and late start dates are the same, and the early finish and late start finish dates are the same.
8. B. A quality gate is used to determine whether the work is accurate and meets quality standards.
9. C. The total work day duration is eight days. The first day counts as one full day.
10. A. Float is always zero for the critical path activities, so early start and late start are the same date.
11. A. Fast tracking is a technique where you perform multiple tasks in parallel that were previously scheduled to start sequentially.
12. B. If you didn’t know the quantity and rate, option C or D would be acceptable. In this case, you’d use the parametric estimating technique because you do know the quantity and rate; 30 hours times 4 miles is a total duration of 120 hours.
13. E. Governance gates might include go/no-go decisions, client sign-off, management approval, and legislative approval.
14. C. The task will take 15 business days to complete (not counting weekends or

nd  
holidays) so that makes the task completion date the 22 . Day 1 counts as the first

full day of work.

1. D. Milestone charts list the major deliverables, key events, or project phases and show the scheduled and actual completion dates of each milestone. They may include other information, but that information would not be displayed as bar charts.
2. A. After the WBS is developed, the next step involves creating an activity list that describes the activities required to complete each work package on the WBS.
3. B. Once the schedule is approved by the sponsor, customer, and stakeholders, the schedule baseline is set. The baseline is the approved project schedule and shows task start and end dates and resource assignments.
4. A. Finish-to-start is the most commonly used logical relationship in network and schedule diagrams.
5. B. Eliminating Task B leaves you with the longest path through the network diagram, which is path A-C-E for a duration of 20 days.
6. C. Tasks A, B, D, and G represent the longest dependent path through the network diagram at 41 days.

**Chapter 6: Resource Planning and Management**

**Review Questions**

1. Your project is underway and your team members are working well together, anticipating the needs of the project, and they all understand their roles in the project. A new team member has been introduced and started working with the team this week. Which stage of team development does this situation represent?

A. Forming  
B. Storming C. Performing

D. Norming

2. Which of the following helps to build an efficient and effective team, improves morale, and builds social bonds?

A. Team building  
B. Trust building  
C. Having dedicated resources on the project team

D. Using appropriate conflict-resolution techniques at the right time

3. A team member has come to your office to complain that a fellow team member is never available for meetings before noon and seems to ignore her requests to follow proper processes. Which of the following does this describe? Choose two.

A. This describes an interproject resource contention. B. This describes a low-quality resource.  
C. This describes a conflict.

D. This describes a situation where the negotiating conflict technique should be used. E. This describes varying work styles.

4. All of the following are stages of team development except for which one? A. Adjourning  
B. Confronting  
C. Performing

D. Storming

5. One of the key project team members is assigned to two other projects. The project schedule shows this resource needed during the same time they’re needed on one of the other projects. What does this describe?

A. Resource allocation

B. Interproject resource contention C. Resource shortage

D. Resource conflict

6. Your project is undergoing some difficulties. You’ve determined that the primary problem is vendor performance. A key stakeholder insists the problem is not the vendor; the problem is the project team. However, the key stakeholder spends most of the meeting emphasizing the areas of agreement. Which conflict-resolution technique does this describe?

A. Avoiding  
B. Forcing  
C. Confronting

D. Smoothing

7. You have two stakeholders who are at odds about the scope of the project work. You listen, ask questions, and lead them both to agree that some scope items need to be added and others changed. Which conflict-resolution technique does this describe?

A. Confronting B. Smoothing C. Negotiating

D. Avoiding  
8. Which of the following are conflict-resolution techniques? Choose three.

A. Adjourning B. Negotiating C. Norming

D. Avoiding  
E. Compromising

9. Your system engineer has started making negative comments during your weekly team meeting. He has had a heated argument with the marketing manager, and you have heard from various team members that he has become difficult to work with. What is the best course of action for you to take?

1. You should write a memo to the system engineer’s functional manager and request a replacement as soon as possible.
2. The system engineer is critical to the project, so you should give him some slack and wait to see whether the behavior stops.
3. You should confront the system engineer openly at the next team meeting. Let him

know that his behavior is unacceptable and that he will be replaced if there is not an immediate change.

D. You should schedule an individual meeting with the system engineer to determine whether he has issues with the project that need to be resolved. Get his perspective on how the project is progressing and how he feels about his role.

10. Which of the following is true regarding a RACI chart? Choose three.

A.

B. C. D. E.

11. All A.

B. C.

D.

A RACI chart shows roles and responsibilities of team members or business units and how they intersect with project tasks.

RACIstandsforresponsible,approved,consulted,andinformed.

A RACI is a matrix-based chart.

A RACI is a type of organization breakdown structure.

RACIstandsforresponsible,accountable,consulted,andinformed.

of the following are true regarding rewards and recognition except for which one?

You should have a written procedure describing the criteria for rewarding team members.

Rewards and recognition are a form of motivation.

Rewards and recognition should be applied consistently to all project team members.

Rewards and recognition almost always involve money.

12. You are working on a construction project. Your organization owns one crane, and the crane is needed for two tasks on your project at the same time. This is known as which of the following?

A. Resource shortage  
B. Resource allocation  
C. Interproject dependencies

D. Sharedresource

13. This meeting, held after the project charter is signed or at the beginning of the Executing phase, formally introduces the team members and stakeholders and outlines the goals and objectives of the project for the team.

A. Project status meeting  
B. Kickoff meeting  
C. Project introductory meeting

D. Steering-committee meeting

14. The project sponsor will approve the final deliverables of the project. On a RACI chart, how would this be designated?

A. R B. I C. A

D. C

15. Your team is working well together. They understand their roles on the project, perform the work with the best effort possible, and really enjoy working with one another. A new team member will be introduced next week who is well respected by the current team. Which of the following is true regarding this situation? Choose two.

1. The team is currently in the performing stage of team development.
2. Once the new team member is introduced, the team will revert to the forming stage of team development.
3. The team is currently in the performing stage of team development and will stay in performing because they know the new team member.
4. Once the new team member is introduced, the team will revert to the norming stage of team development.
5. The team is currently in the performing stage of team development and will revert to the storming stage of team development because they know the new team member.

16. Of the situations listed, for which would team-building efforts have the greatest impact? Choose three.

A. Schedule changes  
B. Organizational changes C. Personality clashes

D. Budget changes  
E. Staff changes  
F. Organizational changes

17. All the following are elements of the project kickoff meeting except for which one? A. Introductions  
B. Overview of goals and objectives  
C. High-level budget overview

D. Roles and responsibilities overview

E. WBSoverview

F. Stakeholderexpectations  
18. Which conflict-resolution technique is known as win-lose?

A. Smoothing B. Avoiding  
C. Confronting

D. Forcing

19. Resources who are awaiting new assignments between projects are costly to an organization and typically reside in a projectized organizational structure. Which of the following does this describe?

A. Overallocatedresources B. Benchedresources  
C. In-house resources

D. Remote resources

20. One way you are presenting the work of the project is by listing the departments responsible for the work along with the work packages they’re assigned to. What type of chart is this?

A. RBS  
B. Project organization chart C. OBS

D. Organization chart

1. A. When a new team member is introduced on the project, the team development stage starts again at the forming stage, no matter which stage the team was in before.
2. A. Team-building activities help to build effective and efficient teams, improve morale, and build social bonds. Trust building will help form high-performing work teams but doesn’t directly lead to building social bonds or effective and efficient teams.
3. C, E. This situation describes varying work styles, which are a common cause of conflict. An interproject resource contention is where resources are working on multiple projects and there are scheduling issues. Low-quality resources lack skills or abilities. The negotiating conflict technique often uses a third party to help the two conflicting sides reach a resolution.
4. B. The stages of team development are forming, storming, norming, performing, and adjourning. Confronting is a conflict-resolution technique.
5. B. This question defines interproject resource contention. A resource shortage would occur if there was only one resource available or resources were scarce. Since this question describes more than one project, it involves an interproject resource contention.
6. D. The smoothing conflict resolution technique is temporary, and one of its characteristics is emphasizing the areas of agreement and keeping the real issue buried.
7. C. Negotiating is a technique that involves listening and asking questions.
8. B, D, E. The conflict-resolutions techniques are smoothing, forcing, compromising, avoiding, and negotiating. Adjourning, norming, and storming are stages of team development.
9. D. To address the issue, you need to understand what is behind the system engineer’s current behavior. He may have been given additional work that you are not aware of, or he may misunderstand the project goals, to name just a couple of possibilities. The situation cannot be ignored, no matter how valuable the person is, and it should be handled in private.
10. A, C, E. A RACI is a matrix-based chart that shows resources (or business units) responsible for project tasks. It stands for responsible, accountable, consulted, and informed. Accountable does mean this resource approves the work, but the *A* in RACI stands for accountable.
11. D. Rewards and recognition do not have to involve money, and many times they may include rewards such as a thank-you, a letter to the functional manager, a public mention of the accomplishment at a team meeting, and so on.

12. A. This question refers to a resource shortage. You have one resource that’s needed for

two tasks. Resource allocation is assigning the resource with the right skills and abilities to the task. Interproject dependencies rely on one project finishing before the next can start, and shared resources are typically resources that are shared among departments or between the functional manager and the project manager.

1. B. The kickoff meeting is where the project team members and stakeholders are introduced to each other, and it’s held at the beginning of the Executing process group.
2. C. The RACI chart acronym stands for responsible, accountable, consulted, and informed. The person accountable is also an approver of the work.
3. A, B. Whenever a new team member is introduced, the team development stage reverts to the forming stage and progresses through all the stages once again with the new team member.
4. B, C, E. Personality clashes and staff changes are situations where team-building activities can assist in solving problems. Organizational changes require immediate communication from the project manager. As a rule, most people are generally sensitive to change and are asking, “What does this mean for me?” This has a tendency to disrupt working patterns and decrease efficiencies, and it requires that you act as a change agent—getting people through the change while continuing the work of your project. Additionally, it’s quite possible that an organizational change may directly affect your project, in which case you, too, need to ask, “What does this mean for the project?”
5. E. The WBS is too detailed to review at a project kickoff meeting and is better handled during a meeting with project team members only.
6. D. Smoothing is a lose-lose technique, forcing is win-lose, confronting is win-win, and avoiding is lose-lose.
7. B. Benched resources are costly to an organization. These are resources who are not currently assigned to project tasks and are typically between projects. This generally occurs in a projectized organization.
8. C. An organization breakdown structure shows work by the department or work unit responsible for completing the work packages. A resource breakdown structure shows the types of resources needed and the work packages. A project organization chart shows the hierarchy of the project team members, and an organizational chart shows the hierarchy of the reporting structure within an organization.

**Chapter 7: Defining the Project Budget and Risk Plans**

**Review Questions**

1. You are asked to prepare an estimate for a project that involves planting new trees in the parking lot. The trees cost $800 each, and the labor to install them is $75 per hour. You are planting 10 new trees, and each tree takes one hour of labor to plant, stake, and water. What is the estimated cost of the labor for this project, and which technique are you using to determine this estimate? Choose two.

A. $8,000  
B. Three-point estimate C. Bottom-upmethod

D. $750  
E. Analogous method F. Parametric method

G. $8,750

1. Top-down estimating is another name for which type of estimating technique?

A. Parametric estimating B. Analogous estimating C. Three-point estimating

D. Expert judgment

1. The total time it will take for one person to complete a task from beginning to end without taking into account holidays, time off, or other project work is known as this.

A. Duration estimate  
B. Work effort estimate C. Bottom-upestimate

D. Parametric estimate

1. A discretionary fund used by the project manager to cover the cost of possible adverse events during the project is known as which of the following?

A. Management reserve B. Chart of accounts  
C. Contingency fund

D. Cost baseline

1. You are in the process of determining the cost baseline. All of the following are used in the cost baseline except for which one?

A. Management reserves  
B. Chart of accounts  
C. Human resource cost estimates

D. Materials and equipment estimates

6. You are developing a bottom-up estimate for the first phase of your project. Which of the following is the most important input to complete this task?

A. Historic data from a similar project B. Chart of accounts  
C. The WBS

D. The scope statement  
7. What is considered the most accurate estimate?

A. Analogous estimate  
B. Bottom-upestimate  
C. Estimates based on expert judgment

D. Parametric estimate

8. You are asked to present and explain your project cost baseline. All of the following are true except which one?

A. The baseline will be used to track actual spending against the cost estimates. B. The baseline can be used to predict future project costs.  
C. The baseline is calculated and approved by the project manager.

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

9. Your project task is complex and you decide to use a three-point estimating technique. Which of the following options determine the three-point estimate? Choose three.

A. Quantity estimate  
B. Work package level estimate C. Materials estimate

D. Pessimistic estimate E. Resource estimate F. Rate estimate

G. Optimistic estimate H. Most likely estimate

1. How is burn rate typically calculated? A. CV

B. Determining spending rates over time C. CPI

D. AC—PV

1. The work effort multiplied by which of the following will bring about the total estimate for each task?

A. Duration  
B. Rate  
C. Number of resources

D. Number of hours

1. Your project has a potential for a future risk event. The sponsor has told you that the organization cannot sustain the consequences of this risk. You recommend purchasing insurance so that if the risk event occurs, the organization can recoup their expenditures for the impacts of the risk. What risk strategy is this known as?

A. Avoid  
B. Mitigate C. Accept

D. Transfer

1. This technique can be used to help identify risks.

A. SWOT B. CPI  
C. EVM

D. CV

1. The risk register typically contains several pieces of information. Which of the following would you expect to see on a risk register? Choose three.

A. Risk owner  
B. Description of risk C. Risk score

D. Cost estimate for response plan  
E. Resource costs to track risks  
F. Cost estimate of the consequences of the risk

1. You have identified a risk on your project, and the team decides they won’t create a response plan; if the risk happens, they’ll deal with consequences when they occur. This is an example of which risk strategy?

A. Exploit B. Avoid  
C. Mitigate

D. Accept

1. The difference between planned expenditures and actual expenditures is known as which of the following?

A. Plannedvalue  
B. Variance  
C. Expenditure reporting

D. Burn rate

1. The clouds are rolling in over the horizon and the wind is picking up. Your outdoor event is about to get rained out. What is this an example of?

A. Risk trigger  
B. Risk analysis  
C. Risk probability

D. Risk response

1. All of the following are strategies for dealing with negative risks, except for which one?

A. Accept B. Transfer C. Share

D. Mitigate

1. Project costs when displayed graphically over time represent which of the following?

A. Scurve  
B. C curve  
C. Evenly distributed expenditures

D. Erratic expenditures

1. You are determining the risk score for each of the risks in your risk register. You need which of the following to determine this score? Choose two.

A. Response plans  
B. Risk owners  
C. Probability the risk will occur

D. Contingency reserves  
E. Risk trigger scores  
F. Impact if the risk occurs

1. C, F. The labor is $75/hour times 10 trees is $750. This is the parametric method of estimating because you are multiplying the quantity times the rate. Analogous estimating involves using estimates from similar projects, and three-point estimates use the average of three estimates.
2. B. Top-down estimating is another name for analogous estimating.
3. B. A work effort estimate or person-hour estimate is used to develop the cost estimates. This is the amount of time it will take to complete the task from beginning to end without accounting for work breaks, holidays, and so on. Duration estimates account for holidays, work breaks, and so on. Bottom-up estimates are estimates for individual components of work that are rolled up into the overall estimate, and parametric estimates are usually derived by multiplying quantity by rate.
4. C. A contingency fund is an amount allocated to cover the cost of possible adverse events, and the project manager generally has the ability to use this fund. The project manager does not usually have the authority to spend money from the management reserve. The chart of accounts is a description of the accounts listed in the accounting ledger, and the cost baseline is the total expected cost for the project.
5. A. Management reserves are not part of the project cost budget or cost baseline.
6. C. Bottom-up estimates start at the work package level of the WBS. Each work package on the WBS for the first phase of the project is summed to come up with an overall estimate for this phase. Historical data would be useful if you were using the analogous estimating technique. The chart of accounts doesn’t help at all with this exercise, and the scope statement will give you an understanding of what’s detailed on the WBS, but it won’t help with estimating.
7. B. Bottom-up estimates are the most accurate estimates, and analogous estimates are the least accurate. Estimates based on expert judgment are analogous estimates. Parametric estimates are only as accurate as the data you’re using for the parametric model.
8. C. The cost baseline is approved by the project sponsor, not the project manager.
9. D, G, H. Three-point estimates are the average of the most likely, optimistic, and pessimistic estimates.
10. C. The burn rate is typically calculated using the cost performance index (CPI). This tells you the efficiency or benefits of the money spent at any point in the project.
11. B. The rate that is established for a given resource times the work effort (usually expressed in hours) will yield the total estimate for the task.
12. D. Transfer is a risk strategy that transfers the consequences of the risk to another party.
13. A.SWOTstandsforstrengths,weaknesses,opportunities,andthreats.Examiningthe project from each of these perspectives helps you identify risks. The other options are cost performance measurements.
14. A, B, C. During the early stages of risk planning, a risk register typically has a risk identification number, a description of the risk, the probability and impact of the risk event, risk score, and risk owner. Your risk register could also contain the risk trigger and other pertinent information about the risk.
15. D. The risk strategy of accepting a risk involves dealing with the consequences when they occur. You don’t prepare a risk response plan for risks you plan to accept.
16. B. The difference between what you planned to spend and what was actually spent is known as a budget variance.
17. A. Risk triggers are symptoms or signs that a risk event is about to occur.
18. C. Sharing is a positive risk strategy. The negative risk strategies are avoid, transfer, mitigate, and accept.
19. A. When project costs are displayed graphically over time, they represent an S curve. This is because spending starts out slowly on the project, picks up speed during the middle of the project, and tapers off at the end.
20. C, F. The risk score is calculated by multiplying the probability by the impact. Probability is the likelihood a risk event will occur. It is expressed as a number from 0.0 to 1.0. Impact is the consequence of the risk event if it occurs and can also be expressed as a number from 0.0 to 1.0.

**Chapter 8: Communicating the Plan**

**Review Questions**

1. Why should you spend time developing a solid communication plan? Choose three. A. To set performance goals  
B. To set aside time for your own needs  
C. To keep vendors informed

D. To understand where the blame lies when something goes wrong E. To keep stakeholders updated on your progress  
F. To keep team members informed of project progress

2. This person is responsible for understanding the information correctly and making certain they’ve received all the information.

A. Sender  
B. Messenger  
C. Project manager

D. Receiver

3. There are four participants in your upcoming meeting. How many lines of communication are there?

A. 6 B. 4 C. 8

D. 16

4. You are working on a project that is being implemented in a country different from your country of origin. You also have team members in several locations around the globe. You should consider all of the following specifically in regard to managing teams in this situation except for which one?

A. Time zones  
B. Cultural differences C. Gate reviews

D. Language barriers

5. All of the following are considered stakeholder communication requirements except for which one?

A. Frequency  
B. Distribution of printed media

6.

C. Confidentiality constraints  
D. Tailor communication style to stakeholder needs

Your project team is located in differing time zones. You need to hold a kickoff meeting and decide to use which communication method?

A. Video conferencing B. Email  
C. Fax

D. Voice conferencing  
Which of the following are considered communication methods? A. Email  
B. Meetings  
C. Social media  
D. Distribution of printed media  
E. Text message

F. Face-to-face  
G. All of the above  
H. A,B,C,E,andF  
Communications planning is the process of which of the following?

A. Scheduling a regular meeting for the project team  
B. Developing a distribution list for the stakeholders  
C. Identifying the people or groups that need information on your project

D. Creating a template to report project status

You are a project manager and have a small team who are colocated. Which of the following factors is probably best suited to communicating with your team?

A. Face-to-face  
B. Personal preferences C. Video conferencing

D. Meetings

You are a new project manager working in the PMO. Your project customer is the finance department. The finance department is uncooperative in working with the PMO and following standard project processes. What factor of influence on communication does this represent?

7.

8.

9.

10.

A. Cultural differences  
B. Personal preferences  
C. Interorganizational differences

D. Intraorganizational differences

11. You are a project manager for a telecommunications company assigned to a project to deploy a new wireless network using a technology that does not have a proven track record. One of the key stakeholders introduces a change that could impact the schedule. Which of the following does this describe?

A. Communication method  
B. Factorinfluencingcommunication C. Communication trigger

D. Communication preferences

12. The basic communication model consists of which of the following elements? Choose three.

A. Decoder  
B. Sender  
C. Transmission

D. Listen E. Message F. Receiver

G. Encrypt

13. You have a project employee who had an inappropriate outburst in a meeting. You need to coach this team member and let them know how to better handle a similar situation in the future. What should the project manager’s next step be with this employee in this circumstance?

A. Set up a face-to-face meeting with the employee.  
B. Email the employee and explain this is not appropriate behavior. C. Set up a meeting with the functional manager and the employee.

D. Text message the employee and demand they stop this behavior. 14. All of the following are communication triggers except for which one?

A. Audits  
B. Incident response C. Task initiation

D. Resource changes  
E. Technological factors F. Milestones

1. You engage in hallway conversations, emails, and phone calls with your team members. What is this considered?

A. Communication triggers  
B. Factors that influence communication C. Communication requirement

D. Informal communication

1. Video conferencing and voice conferencing are examples of this type of meeting.

A. Impromptu B. In person C. Virtual

D. Informal

1. You have an important message to deliver to stakeholders. Which of the following should the project manager do?

A. Write the message in an email and distribute it to those who need to know. B. Tailor the communication method based on the content of the message.  
C. Call an impromptu meeting.

D. Set up a voice conference meeting.

1. You have a complex message to communicate to the project stakeholders. Which of the following is the best method to use? Choose two.

A. In-person meeting B. Email  
C. Instant message

D. Voice conference E. Informal  
F. Written format

1. Frequency, level of report detail, types of communication, confidentiality constraints, and tailoring your communication style are examples of which of the following? Choose two.

A. Rapport building/relationship building

B. Elements of the communication plan C. Communication methods

D. Stakeholder communication requirements

20. Interorganizational differences, personal preferences, rapport building/relationship building, and technological factors are examples of which of the following?

A. Factors influencing communication methods  
B. Specific stakeholder communication requirements C. Communication triggers

D. Determining the target audience and rationale

1. C, E, F. A communication plan is developed to determine who needs communication, when, in what format, and the frequency of the communications. Once the plan is developed, it’s used to update stakeholders, team members, vendors, and others who need information on the project.
2. D. In the sender-message-receiver model, the receiver is responsible for understanding the information correctly and making certain they’ve received all the information.
3. A. There are four participants in the meeting and six lines of communication. The formula for this is 4(4 – 1) ÷ 2 = 6.
4. C. Gate reviews are a communication trigger. Language barriers, cultural differences, and others are factors that influence communication methods.
5. B. Frequency, level of report detail, types of communication, confidentially constraints, and tailor communication styles are all stakeholder communication requirements.
6. A. One of the purposes of a kickoff meeting is to introduce team members to each other. Video conferencing would be the best choice so that team members can see each other during introductions as well as hear the project goals and so on.
7. G. All of the options are considered communication methods. You should tailor the method of communication to the audience.
8. C. Communications planning is the process of identifying who needs to receive information on the project, what information they need, and how they will get that information.
9. B. The only factor influencing communications listed in the options provided is personal preference. All the incorrect options are communication methods.
10. D. Intraorganizational differences affect different departments across the organization. This question states you work for the PMO and the finance department is uncooperative, meaning you have two departments involved in the difference.
11. C. A stakeholder change is an example of a communication trigger.
12. B, E, F. The basic communication model is the sender-message-receiver model.
13. A. A face-to-face meeting with the employee is the best method of communicating when you need to discuss sensitive information. If the employee refuses to change their behavior, the next step might be meeting with the functional manager. However, you should always try to resolve the problem first with just the employee.
14. E. Technological factors are factors that influence communication methods.
15. D. Informal communications include email, hallway conversations, and phone calls.

They are typically unplanned and casual in nature.

1. C. Virtual meetings can be attended by people from any geographic location. They are not in-person meetings.
2. B. The first step is to tailor the communication method based on the content of the message. There isn’t enough information in the question to determine the content of the message, so we don’t know which method is best to use.
3. A, F. Complex information is best delivered in a written format and then explained at an in-person meeting so the stakeholder can ask questions and you are able to determine whether their body language indicates they understand.
4. B, D. These are all stakeholder communication requirements and should be recorded in the communication plan.
5. A. The question describes factors that influence communication methods.

**Chapter 9: Processing Change Requests and Procurement Documents**

**Review Questions**

1. You are a project manager for a project developing a new software application. You have just learned that one of your programmers is adding several new features to one of the deliverables. What is the best action to take?

1. Make any needed adjustments to the schedule and cost baseline, and tell the programmer that any future changes must be approved by you.
2. Request that the programmer remove the coding for the new features, because he is outside the boundaries of the original scope statement.
3. Contact the appropriate functional manager, and request a replacement for this programmer.
4. Determine the source of the request for the new features, and put this change through the change control process to determine the impact of the changes and obtain formal approval to change the scope.

2. Which of the following is not a type of change? A. Corrective actions  
B. Defect repairs  
C. Performance corrections

D. Preventive actions

3. This entity is responsible for reviewing change requests, reviewing the analysis of the impact of the change, and determining whether the change is approved, denied, or deferred.

A. CAB B. CCB C. CRB D. TRB

4. Which of the following should be established as part of the change control system in the event the change control board (CCB) cannot meet in a timely manner?

1. Emergency change request procedures
2. Procedures for analyzing the impacts of change and preestablished criteria for determining which changes can be implemented
3. Process for documenting the change in the change request log
4. Coordination and communication with stakeholders

5. After a change request is submitted, all of the following steps occur prior to being

reviewed by the change control board except for which one?

1. The change request is recorded in the change log.
2. Analysis of the impacts of the change is performed.
3. Specific elements of the project, such as additional equipment needs, resource hours, quality impacts, and more, are analyzed.
4. Update the appropriate project planning document to reflect the change.

6. Stakeholders have come to you to tell you they want to change the scope. Before agreeing to the change, what things should you do? Choose two.

1. Determine which project constraint (time, budget, quality) is most important to stakeholders.
2. Discuss the proposed scope change with the sponsor.
3. Ask team members what they think about the scope change.
4. Define alternatives and trade-offs that you can offer the stakeholders.
5. Implement the change.

7. You have just received the latest status updates from the team. Based on the progress to date, system testing is projected to take three weeks longer than planned. If this happens, user acceptance testing will have to start three weeks late, and the project will not complete on the planned finish date. The customer scheduled the user acceptance testing participants weeks in advance. What is the best course of action?

1. Explain to the test team that system test must end on the scheduled date, and they are accountable for the accuracy of the testing results.
2. Meet with the test team to determine the cause of the delay. If you determine that there are not enough testers to complete all of the scenarios in the time allotted, work with the sponsor to secure additional testers to complete the system test as planned.
3. Submit the change request to the CCB and, if it’s approved, baseline the schedule again.
4. Escalate the issue of the system test delay to the sponsor, and let them decide what action to take.

8. What is the technique of looking at the trade-offs between producing goods or services internally vs. procuring it from outside the organization?

A. Cost estimating  
B. Vendor selection criteria C. Staff augmentation

D. Make-or-buy analysis

1. Your project is in danger of being canceled because of an organizational change. Despite the protests of your executive manager, several of the department managers in your old company have been laid off and replaced by the new organization’s management team. Which of the following options does this scenario describe?

A. Your company has experienced a demerger from another organization. B. Your company has been merged with another organization.  
C. Your company has been acquired by another organization.

D. Your company has split from another organization.

1. This document describes the goods or services you want to procure from outside the organization.

A. RFQ B. RFP C. RFI

D. SOW

1. You have just posted an RFP and have invited the vendors to participate in a meeting to ask questions about the work of the project. What is this meeting called?

A. RFPconference  
B. Bidders conference  
C. Procurement communication conference

D. Sellers conference

1. This vendor selection method weighs various criteria from the RFP and SOW, scores each vendor on each of the criteria, and determines an overall score for each vendor.

A. Weightedscoringmodel B. Screening system  
C. Sellerratingsystem

D. Independent estimates

1. This type of contract is the riskiest for the buyer.

A. Time and materials  
B. Fixedprice  
C. Fixed price plus incentive

D. Cost reimbursable

1. This type of contract assigns a unit rate for work or goods, but the total cost is unknown.

A. Time and materials  
B. Fixedprice  
C. Fixed price plus incentive

D. Cost reimbursable

15. You know that the project management plan consists of several project documents and, once approved, serves as the baseline for the project. All of the following are true regarding the project management plan except which one?

1. It’s used during Executing and Monitoring and Controlling phases to determine whether the project is on track.
2. It’s used during the procurement processes to negotiate with the vendor.
3. It is a communication tool.
4. It’s used when changes are requested to determine whether the change is in keeping with the original goals and objectives of the project.

16. This person is responsible for managing the backlog, prioritizing the backlog, and updating stakeholders with team progress.

A. Product owner B. Scrum master C. Sprint owner

D. Project manager

17. Team members each describe what they accomplished yesterday, what they will work on today, and what obstacles are in their way in this type of meeting. Choose two.

A. Sprint planning meeting B. Standupmeeting  
C. Scrum meeting

D. Project status meeting E. Stakeholdermeeting

18. These two project management methodologies use an iterative approach. Choose two. A. PRINCE2

B. Six Sigma C. Waterfall

D. Agile  
E. Critical path

19. Your project sponsor has instructed you to use a methodology that allows for continuous feedback and also uses self-organized and self-directed teams. Which methodology does this describe?

A. PMI®  
B. PRINCE2 C. Agile

D. Waterfall  
20. What is a backlog? Choose two.

1. A backlog is the remaining work to be completed in a specific phase of the project.
2. Backlogs are used in an Agile methodology, and team members choose backlog items at the sprint planning meeting.
3. A backlog is a list of work that’s prioritized by the product owner, but team members choose the backlog items to work on.
4. Backlogs are used in an Agile methodology, and team members choose backlog items at the sprint retrospective.
5. Backlog is work not yet completed but was scheduled for a specific iteration.
6. D. The customer or a stakeholder may have requested the new features. If these are required features that were omitted from the original scope statement, you need to analyze the impact to the project and obtain approval for the change. If you just make adjustments to the budget and schedule without any analysis, not only do you risk being late and over-budget, but there may be impacts to other areas of the plan or risks associated with this change. Removing the new features may add cost and time to the schedule as well as create a potentially hostile relationship with the customer. Unless this is a situation where the programmer has repeatedly changed scope outside of the approval process, requesting a replacement resource is not an appropriate response.
7. C. Corrective actions, defect repairs, and preventive actions are all types of change.
8. B. The change control board (CCB) is responsible for reviewing and approving, denying, or deferring change requests.
9. A. Emergency change request procedures should be documented so that changes that must be made on an emergency basis prior to the next CCB meeting can be made. All changes should be documented and reported at the next CCB meeting.
10. D. After options A–C are conducted, the change request and analysis are given to the CCB to make a decision. The appropriate project planning document is not updated until the CCB makes a decision regarding the disposition of the change request.
11. A, D. Determining the constraint that stakeholders think is driving the project will help you determine the kinds of trade-offs or alternatives you can propose to lessen the effect of the proposed scope change.
12. C. The correct action to take in this situation is to submit the change request to the CCB. If it is approved, it will require that you rebaseline the schedule to reflect the new dates.
13. D. Make-or-buy analysis is the technique of determining the cost-effectiveness of procuring goods or services outside the organization.
14. C. An acquisition gives power to the organization that is taking over. In this scenario, your old company has experienced some layoffs and managers from the new organization have taken over. This describes an acquisition.
15. D. The statement of work (SOW) describes in detail the goods or services you are purchasing from outside the organization.
16. B. Bidders conferences are usually set up shortly after the RFP is posted and allow vendors the opportunity to ask questions about the project.

12. A. Weighted scoring models weigh various criteria from the RFP and SOW, which

allows you to score each vendor on each of the criteria and determine an overall score for each vendor.

1. D. Cost-reimbursable contracts are the riskiest for buyers, since the buyer is responsible for reimbursing the seller on the costs of producing the goods or services.
2. A. Time and materials contracts are a cross between fixed-price and cost-reimbursable contracts. They assign a unit rate for work, but the total cost isn’t known until the work is complete.
3. B. The project management plan serves as the baseline for project progress and is used throughout the Executing and Monitoring and Controlling phases to determine whether the project is on track. It is used to help evaluate changes against the original goals and objectives of the project and serves as a communication tool.
4. A. The product owner is responsible for the backlog and communicating with the project stakeholders.
5. B, C. Standups and Scrum meetings are held daily to establish progress on the project. They are typically limited to 15 minutes in length.
6. C, D. Waterfall and Agile use iterative approaches to manage projects. PRINCE2 divides projects into stages, and the critical path method is a scheduling method.
7. C. Agile allows for continuous feedback and utilizes self-organized and self-directed teams.
8. B, E. Backlogs are used in the Agile methodology. The product owner prioritizes the backlog based on value to the business. Team members choose backlog items to work on in the sprint planning meeting. They may also break down large backlog items into smaller work components that can be completed in a single sprint.

**Chapter 10: Project Tools and Documentation**

**Review Questions**

1. You want to assure version control of project documents and provide a collaborative platform for team members and stakeholders to review and update certain documents. You could use all of the following knowledge management tools to accomplish this except which one?

A. Wiki pages B. Intranet site C. Dashboards

D. Collaboration software

1. You have just left a meeting with the project sponsor where you were advised that your project has been canceled because of budget cuts. You have called the project team together to fill them in and to review the remaining activities to close out the project. Several of your team members question the benefit of doing a lessons learned review on a project that has been canceled. What should your response be?
   1. Advise the team that part of the review time will be spent on documenting the failure of the lack of clear requirements from the customer.
   2. Tell the team they need to do this to be able to stay on the project payroll another week while they look for a new assignment.
   3. Inform the team that a final report is a requirement from the PMO, regardless of how the project ends.
   4. Explain that there is value both to the team and for future projects in analyzing the phases of the project that have been completed to date to document what went right, what went wrong, and what you would change.
2. You have just left a meeting with the project sponsor where you were advised that your project has been canceled because of budget cuts. You have called the project team together to fill them in and to review the remaining activities to close out the project. Which of the following describes the type of project ending this project experienced?

A. Extinction B. Starvation C. Addition

D. Integration

4. Which of the following measurement tools are used to measure operational or performance goals for systems?

A. KPIs

B. KPPs  
C. Balanced score card

D. Run chart

1. Which of the following is the “best” type of project ending?

A. Extinction B. Addition  
C. Integration

D. Starvation

1. What is the primary purpose of a formal sign-off at the conclusion of the project work?
   1. The sign-off allows the project manager to start a new assignment.
   2. The sign-off means the project team is no longer accountable for the product of the project.
   3. The sign-off is the trigger for releasing team members back to their functional organization.
   4. The sign-off indicates that the project meets the documented requirements and the customer has accepted the project deliverables.
2. Which of the following charts is a type of histogram? A. Scatterdiagram  
   B. Fishbone  
   C. Pareto chart

D. Run chart

1. What is the focus of the lessons learned report?
   1. The report should cover both the positive and negative aspects of the project, with suggestions for improvement.
   2. The report should primarily summarize the results of the project schedule, the budget, and any approved scope changes.
   3. The report should focus on the project deliverables and any issues that were created by the customer.
   4. The report should cover what went well during the project and should determine which team member or business unit was responsible for failures or issues.
2. Your project is winding down, and some of your team members are anxious about their status. What is the best way to deal with their concerns?
3. Explain to the team members that they will be released when the project is done.
4. Let the team members know that you can only discuss their release date with the functional managers.
5. Establish the same release date for all the team members, even if their work is not completed.
6. Review the team member release plans with the functional managers. Keep team members and functional managers informed based on the status of the project schedule.

10. You are in the Monitoring and Controlling phase of the project. Several problems have come to light, and you want to know what the causes of the problems are that are generating the effect. You hold a brainstorming meeting with key team members and plot the cause-and-effect scenarios on this type of chart.

A. Pareto chart  
B. Histogram  
C. Fishbone diagram

D. Scatterdiagram

11. This document records items that usually arise during a status meeting. They concern the project but do not generally impact the project work directly. This document contains a description, an owner, and status, among other items.

A. Status report B. Action items C. Issues

D. Meeting minutes

12. This is used to keep stakeholders and team members up to date. It typically contains information related to budgets, timelines, deliverables, and risks. The issues log and action items are usually distributed with this document.

A. Status report  
B. Meeting minutes C. Wiki pages

D. Dashboardinformation

13. Your project evolved over time into an ongoing operation. What type of project ending is this, and what are your next steps? Choose two.

A. The next step is to write the project close report.  
B. The next step is to inform the project sponsor and stakeholders the project has

ended.  
C. The project ending is because of integration.

1. The project ending is because of addition.
2. The next step is to perform a postmortem analysis.

14. Which of the following charts are cause-and-effect diagrams or used to determine if there is a cause-and-effect correlation between two numerical variables? Choose two.

A. Pareto chart B. Fishbone  
C. Run chart

D. Scatterdiagram E. Histogram

15. This document is produced at the end of the project and reports the final project outcomes.

A. Lessons learned  
B. Status report  
C. Project close report

D. Postmortem analysis

16. You’re a project manager for a large project. You’re in the middle of the Executing phase. The project sponsor has decided to cancel the project because of unexpected cost overruns and resource shortages. What are your next steps? Choose two.

A. Change vendors to obtain a lower bid for hardware and software components. B. Prepare project closure documents.  
C. Perform a lessons learned analysis and release resources.

D. Ask the sponsor to allow you to redesign the project with fewer deliverables. E. Ask the stakeholders to speak to the sponsor.

17. Your project is too slow paced and your executive stakeholders want more up-to-date information available to them in an easy-to-use format. They are monitoring the project to determine whether it should be canceled or further actions taken to get it back on track. Which of the following is the best option for you to implement?

A. Dashboards  
B. More frequent status reports C. A daily email with status

D. Invite the stakeholders to the daily stand up meetings so they can hear up-to-date

status for themselves.

18. All of the following are true regarding the release of team members except for which one?

1. Team members are released after lessons learned are documented.
2. The project manager should perform a final performance appraisal for team members when they’re released from the project.
3. The project manager should inform the functional managers well in advance of the team members’ release date.
4. The project manager should communicate with the team members about their upcoming release date.

19. Your project has experienced some setbacks, and your stakeholders are not happy with progress. A hurricane wiped out one of your vendor’s warehouses, and you are scrambling for parts. You work with the vendor and your procurement department to find other suppliers who may have the parts you need. Which of the following is the best option given this scenario?

A. Cancel the project.  
B. Document the situation in the meeting minutes.  
C. This is an issue that should be recorded and tracked in the issues log.

D. This is a KPI that the vendor has not met.  
20. Who is responsible for authorizing the closure of the project?

A. Stakeholders  
B. Project manager  
C. Executive team members

D. Sponsor

1. C. The knowledge management tools include intranet sites, Internet sites, wiki pages, vendor knowledge bases, and collaboration tools. A dashboard is a reporting tool.
2. D. There is valuable information to be gained from a review of any project, even projects that do not complete. The assessment should focus on those phases of the project that did finish, as well as a look at whether anything could have been done differently to make the project a success. The purpose of lessons learned is not to assign blame, even for projects that are canceled.
3. B. Starvation is a project ending caused by resources being cut off from the project. Extinction occurs when the project work is completed and is accepted by the stakeholders. Addition occurs when projects evolve into ongoing operations, and integration occurs when resources are distributed to other areas of the organization.
4. B. Key performance parameters are used to measure performance or operational goals for systems. They are similar to KPIs, which are used to measure any element of the project or operational areas of the business to determine whether goals are being achieved. A balanced score card is a type of management tool used to determine whether organizational goals are being met.
5. A. Extinction occurs when the project work is completed and is accepted by the stakeholders. This is the best type of project ending. Starvation is a project ending caused by resources being cut off from the project. Addition occurs when projects evolve into ongoing operations, and integration occurs when resources are distributed to other areas of the organization.
6. D. A sign-off is the formal acceptance of the project’s final product, service, or result. Its primary purpose is the customer’s acceptance of the product of the project. Team members are released after sign-off, but this isn’t the primary purpose of a formal sign-off. Both the project manager and the project team members may continue to be involved in the project until all closure activities are complete.
7. C. A Pareto diagram is a type of histogram that measures the frequency of occurrences of data elements in rank-order over time.
8. A. Both the successes and failures of a project need to be documented in the lessons learned report. Successes will provide blueprints to follow on future projects, and failures will alert teams on what to avoid. A good lessons learned document covers all aspects of the project from all participants. It should include all project information, not just schedule, budget, and changes, and it should never place blame for the things that went wrong.
9. D. Both team members and functional managers need to know in advance when you think a team member will be released. Team members may roll off the project at different times, so you need to discuss the release with each team member individually.
10. C. The fishbone diagram is a cause-and-effect diagram. Brainstorming sessions are a great way to construct this chart and determine what causes are impeding your results.
11. B. Action items generally arise during the status meetings. They should be documented in an action item list. They are assigned an identification number, a description, and an owner, and their status is recorded and reviewed at status meetings. Issues generally impact the project work directly and may impede progress or bring about a risk. Action items are usually “to dos” or questions that must be answered regarding the project.
12. A. Status reports update stakeholders on project progress. The issues log and action item list are usually distributed with the status report. Wiki pages are a way to distribute the reports. Meeting minutes document what occurred during the meeting and what decisions were made, while dashboards are up-to-date, real-time information on the status of key project elements.
13. D, E. Addition occurs when the project evolves into ongoing operations. Integration occurs when the resources on the project are reassigned to other projects or activities. When a project fails, is canceled, or otherwise ends before completion, the next step is performing a postmortem review.
14. B, D. Fishbone diagrams are cause-and-effect diagrams. Scatter diagrams are used to determine whether there is a correlation between cause and effect.
15. C. The project close report is produced at the end of the project, and it serves as the final status report. It summarizes the project goals, costs, schedule, lessons learned, and historical data.
16. B, C. If you have a sponsor who opts to cancel the project, you will still perform project closing procedures. During this process, you’ll assemble the closure documents, perform a lessons learned analysis, and release any resources working on the project.
17. A. Executives don’t have time to attend daily standup meetings and aren’t likely to read daily emails. The best option is to provide them a dashboard with up-to-date information that’s easy to read.
18. A. Team members can be released prior to the lessons learned session. If your team members are leaving the organization or are located at a different geographical location, you could perform a lessons learned session with them before they leave, or you could include them in the final lessons learned session using video conferencing or similar technology.
19. C. This question describes an issue that has occurred on the project that will likely impede progress. You will record this issue in the issues log and report regularly on its status.
20. D. The sponsor is the one who signs off on the closure documents. As the project manager, you create the documentation and provide supporting artifacts to demonstrate that all deliverables have been successfully completed.