1. Many project managers worry about managing the triple constraints. The Project Management Institute (PMI) refers to this as the project manager's triangle. Which of the following two constraints apply to this description?

1 point

- [ ] Scope

- [ ] Cost

- [ ] Communications

- [ ] Risk

2. The project management framework is divided into five distinct phases: initiate, plan, execute, monitor, control, and close. How does the PMI refer to these phases?

1 point

- ○ Project phase gates

- ○ Project lifecycles

- ○ Project steps

- ○ Project process groups

3. The project management framework developed by the PMI lists forty-nine specific processes. Where do the majority of these processes fall within the framework?

1 point

- ○ Plan

- ○ Monitor and Control

- ○ Initiate

- ○ Execute

4. The ABC Company recently implemented a Project Management Office (PMO). The initial plan is for this PMO to provide information, standard templates, and guidance to the firm's project managers. What type of PMO does this scenario describe?

1 point

○ Supportive

○ Informational

○ Controlling

○ Directive

5. The PMI breaks project management lifecycles into adaptive and predictive categories. Which two project management models fall under the predictive category?

1 point

☐ Agile

☐ Six Sigma

☐ Scrum

☐ Waterfall

6. A team plans to implement an agile model to support certain projects in an organization. Where will the team maintain and document all requirements?

1 point

○ In the product backlog

○ In the scope management plan

○ In the scope statement

○ In the scope backlog

7. Ralph Stacey developed an analysis matrix to determine the optimal lifecycle to choose to implement a project. What are the two criteria Stacey recommends to make this decision?

1 point

☐ Technical degree of uncertainty

☐ Scheduling volatility

☐ Overall risk exposure and score

☐ Requirements uncertainty

8. A project sponsor reviewed a list of key roles supporting an agile project. He notices that the list includes more than one role. What role is not included on the agile supporting role list?

1 point

◯ Product owner

◯ Scrum master

◯ Project manager

◯ Development team

9. Which two of the following options are formal phases in the PMI project management lifecycle?

1 point

☐ Execute

☐ Initiate

☐ Implement

☐ Manage

10. The PMI stresses the impact that organization models can have on a project and the team. They define three distinct matrix models. In one of the models, the project manager enjoys power more than the functional manager, can make decisions on the allocation of resources, has a great deal of control, and can utilize their project management skills on the projects. Which matrix model does this describe?

1 point

◯ Standard Matrix Model

◯ Strong Matrix Model

◯ Weak Matrix Model

◯ Balanced Matrix Model

11. A team is performing a cost of quality study and analyzing costs of non-compliance against costs of compliance. Which two costs are non-compliance?

1 point

☐ Warranty claims costs

☐ Verification costs

☐ Reworks costs

☐ Training costs

12. A product owner is analyzing the transition model for change due to changes happening on the project. Some people's productivity is dropping due to frustration or confusion. Others seem to be motivated, creative, and passionate. What stage of the transition model is the team in?

1 point

◯ Ending, Losing, and Letting Go

◯ The New Beginning

◯ Transition

◯ The Neutral Zone

13. Current ABC Company management assumes employees are motivated from within. They use a more personal coaching style to influence the team. What is this management style?

1 point

◯ Theory Z

◯ Theory Y

◯ Theory W

◯ Theory X

14. When managing the virtual team, which skill is most critical to success?

1 point

◯ Motivation

◯ Communications

◯ Coaching

◯ Influencing

15. A project manager wants to create a learning environment where the team can attain new skills and grow, provide continual performance feedback, and

1 point

communicate effectively to manage issues as they occur. Which knowledge area should the project manager consult for guidance?

○ Communications management

○ Quality management

○ Integration management

○ Resource management

16. A project manager reviews critical financial metrics. Which two of the following metrics are not impacted by the time value of money?   **1 point**

☐ IRR

☐ NPV

☐ ROI

☐ Payback

17. A project manager will need to acquire some key materials which the project will fund. How should the project manager categorize these costs?   **1 point**

○ Direct costs

○ Contingency costs

○ Reimbursable costs

○ Indirect costs

18. A project manager analyzes key project stakeholders and develops strategies to ensure desired commitment levels are met. What plan did the project manager develop?   **1 point**

○ RACI chart

○ Stakeholder register

○ Stakeholder engagement plan

○ Resource register

19. Which of the following is true regarding the stakeholder register?   **1 point**

○ The project manager updates the stakeholder register throughout the project.

○ The project manager accomplishes the stakeholder register in the planning process group.

○ The project manager uses the stakeholder engagement plan to fill out the stakeholder register.

○ The project manager completes the stakeholder register before publishing a project charter.

20. A project sponsor uses a fast-decision-making method where an individual   **1 point**
makes all the decisions. However, there are risks associated with this method.
Which decision-making method is the sponsor using?

○ Autocratic

○ Plurality

○ OARP

○ Unanimity

21. Bethany schedules a project kick-off meeting. What are the two primary   **1 point**
purposes of this meeting?

☐ To gain stakeholder acceptance

☐ To introduce the project charter

☐ To gain sponsor approval

☐ To formally enter the executing phase

22. A team recently completed Earned Value analysis of a project. The CPI was .91.   **1 point**
The SPI was 1.06. What is the status of this project?

○ Ahead of schedule and ahead of budget

○ Ahead of schedule but behind budget

○ Behind on schedule but ahead of budget

○ Behind on schedule and behind on budget

23. A project manager develops a simple "how-to" plan that provides process and direction to the team on how to define, develop, monitor, control, and validate the project schedule. Which of the following plans is being described?

1 point

○ Schedule process plan

○ Schedule model

○ Schedule management plan

○ Schedule critical path analysis

24. A project manager and team are currently developing support plans for the overall project management plan. Which two of the following plans should the manager place in the support planning folder?

1 point

☐ Communications management plan

☐ Quality management plan

☐ Scope management plan

☐ Cost management plan

25. The project team completes scope planning and develops a document that is said to be the most detailed version of the scope. Which document did the team produce?

1 point

○ Work breakdown structure (WBS)

○ Scope management plan

○ Project scope statement

○ Project network diagram

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