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higher

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1. A lifecycle is a series of phases a project passes through to meet project requirements. On which methodology is the current Project Management Institute (PMI) predictive lifecycle based?

1 / 1 point

- ☒ PDCA
- ☐ PDCL
- ☐ DMADV
- ☐ DMAIC

✔ **Correct**

Correct! W. Edwards Deming developed the Plan-Do-Check-Act (PDCA) methodology, which forms the basis of the PMI lifecycle.

2. Artifact is a term used in adaptive project management defined as templates, documents, outputs, or deliverables. Which **two choices** do we consider key artifacts when managing an adaptive project?

1 / 1 point

- ☐ Iterations
- ☒ Increments

✔ **Correct**

Correct! Adaptive project artifacts include the sprint backlog, product backlog, and increments.

- ☐ User stories
- ☒ Sprint backlog

✓ **Correct**

Correct! Adaptive project artifacts include the sprint backlog, product backlog, and increments.

3. The initiating process group is the first phase in the PMI project lifecycle. Which is a key output of the initiation phase?

1 / 1 point

- ☒ Stakeholder register
- ☐ Communications management plan
- ☐ Scope statement
- ☐ Business case

✓ **Correct**

Correct! The project manager develops the project charter and stakeholder register during the initiation process group.

4. A project management team worked hard and long to finalize the project management plan. The project sponsor requested a few modifications but approved the plan. What is the next step the team must take?

1 / 1 point

- ☐ Begin project planning
- ☐ Schedule scope validation
- ☐ Finalize project charter
- ☒ Conduct a kick-off meeting

✓ **Correct**

Correct! The project manager schedules a project kick-off meeting once a sponsor approves a project management plan. The purpose of the kick-off meeting is to gain stakeholder acceptance.

5. The six-month business application project is close to being completed. What are **two** key outputs that will result from project closure activities?

1 / 1 point

- ☒ Lessons learned

✓ **Correct**

Correct! Project closing outputs include final product transition and lessons learned.

☐ Accepted deliverables

☐ Closed procurements

☒ Product transition

✓ **Correct**

Correct! Project closing outputs include final product transition and lessons learned.

6. Communications planning is underway to support the project. The team is analyzing the need to send the right amount of information at the right time to the right people. In addition, they are discussing the training required to leverage better scheduling models used to support the project. Which **two** technological factors are the team analyzing?

1 / 1 point

☐ Availability and reliability of technology

☐ Project environment

☒ Urgency to share information

✓ **Correct**

Correct! The project manager and team should consider how urgent the need to share information is. Try to avoid the "Priority One" syndrome. Send the right amount of information at the right time to the right person.

☒ Ease of use

✓ **Correct**

Correct! The project manager and team should not assume that everyone is proficient in all systems and applications and should consider ease of use. The team may require training.

7. As the project progresses, the team adapts communication methods to suit the

1 / 1 point

project's needs while identifying and resolving any communication issues. The project manager continuously updates the communications management plan, and work performance information is evaluated and communicated through work performance reports. Which communications process is the team performing?

- ☐ Plan communications
- ☒ Monitor communications
- ☐ Control communications
- ☐ Manage communications

✓ **Correct**

Correct! This scenario includes activities the team accomplishes in monitoring communications.

8. Tailoring communications ensures that the purpose of your communications is clear. Building effective relationships enhance communications success, and displaying proper leadership behavior to support communications is critical. These skills take time to perfect. A project manager should strive to improve skills whenever possible. This scenario discusses the need for which of the following terms?

1 / 1 point

- ☐ Communications styles
- ☐ Communications commitment
- ☐ Need for feedback
- ☒ Communications competence

✓ **Correct**

Correct! Communications competence includes tailoring communications, ensuring the purpose of your communications is clear, building effective relationships to enhance communications success, and displaying proper leadership behavior to support communications.

9. A team has a significant conflict to resolve using a method that incorporates multiple viewpoints. All parties showed a cooperative attitude and strove for consensus and commitment. What was the conflict management technique

1 / 1 point

used?

- ☐ Reconcile
- ☐ Direct
- ☒ Collaborate
- ☐ Accommodate

✓ **Correct**

Correct! The Collaborate/Problem Solve conflict management technique incorporates multiple viewpoints and shows a cooperative attitude. Project managers should strive for consensus and commitment. We sometimes refer to this technique as a win-win.

10. PMI defines four values that drive effective communications in its Code of Ethics. Which **two** values does the Code of Ethics cover?

1 / 1 point

- ☐ Equity
- ☒ Respect

✓ **Correct**

Correct! PMI defines four values that drive effective communications in its Code of Ethics. They include responsibility, respect, fairness, and honesty.

- ☒ Fairness

✓ **Correct**

Correct! PMI defines four values that drive effective communications in its Code of Ethics. They include responsibility, respect, fairness, and honesty.

- ☐ Commitment

11. The stakeholder team recently completed a stakeholder mapping activity. The team identified several stakeholders in the high-power but low-interest category. Which strategy is optimal for managing this stakeholder group?

1 / 1 point

- ☐ Monitor

- ☐ Keep informed
- ☒ Keep satisfied
- ☐ Manage closely

☒ **Correct**

Correct! High Power/Low Interest: Keep Satisfied

12. PMI provides recommended commitment levels, and they published a tool called a stakeholder engagement assessment matrix that provides five stakeholder classifications. Which **two** classifications does the PMI use?

1 / 1 point

☐ A

☒ N

☒ **Correct**

Correct! PMI provides recommended commitment levels, and they published a tool called a stakeholder engagement assessment matrix that provides five stakeholder classifications. The classifications include U: Unaware, N: Neutral, R: Resistant, L: Leading, and S: Supportive.

☐ B

☒ S

☒ **Correct**

Correct! PMI provides recommended commitment levels, and they published a tool called a stakeholder engagement assessment matrix that provides five stakeholder classifications. The classifications include U: Unaware, N: Neutral, R: Resistant, L: Leading, and S: Supportive.

13. The project team has been working together for three weeks. They have reached the point where they are productive but still have questions or reservations regarding the project. What is the optimal leadership strategy for this team?

1 / 1 point

- ☐ Sell
- ☐ Delegate
- ☒ Participate

☐ Tell

☒ **Correct**

Correct! This team is in the norm stage of the Tuckman ladder, so the project manager should use the participate strategy.

14. PMI adapted a team charter to aid a team in developing ground rules to guide team behavior. What are **two** recommended areas for norms?

1 / 1 point

☒ Conflict resolution process

☒ **Correct**

Correct! The PMI team charter format recommends creating norms for team values, communications guidelines, decision-making criteria and processes, conflict resolution processes, meeting guidelines, and team agreements.

☐ Sell

☐ Delegate

☒ Teams agreement

☒ **Correct**

Correct! The PMI team charter format recommends creating norms for team values, communications guidelines, decision-making criteria and processes, conflict resolution processes, meeting guidelines, and team agreements.

15. The team is well into the project and implementing strategies to increase and sustain desired levels of commitment. Which project stakeholder management process is the team performing?

1 / 1 point

☐ Plan stakeholder engagement

☒ Manage stakeholder engagement

☐ Monitor stakeholder engagement

☐ Identify stakeholders

✓ **Correct**

Correct! The team is performing the manage stakeholder engagement process, which implements strategies in the stakeholder management plan.

16. The team identifies risks that may impact a newly approved construction project. The team first identified the risks in the original business case, which determined that a project was required. Where will these risks first be documented?

1 / 1 point

- ☒ Project charter
- ☐ Project scope statement
- ☐ Stakeholder register
- ☐ Risk management plan

✓ **Correct**

Correct! The project team identifies risks during the project charter development process.

17. The project manager developed a risk register to identify and document risks for a project. What is the proper way to document a risk?

1 / 1 point

- ☒ Cause-Event-Impact
- ☐ Cause-Event-Consequences
- ☐ Situation-Occurrence-Consequences
- ☐ Situation-Occurrence-Impact

✓ **Correct**

Correct! The project manager and team document risks in the form of risk metalanguage. This is Cause-Event-Impact.

18. Review this entry in the risk management plan. To which term is this entry referred? (See illustration)

1 / 1 point

Risk Score	Risk Management Plan
20-25 High Urgent List	<ul style="list-style-type: none">• Assign risk owner• Review risk weekly• Include on status reports
10-19 Moderate	<ul style="list-style-type: none">• Assign risk owner• Review risks every two weeks• Include on status reports as required
1-9 Low Watch List	<ul style="list-style-type: none">• Assign risk owner• Review risk monthly

- ☐ Risk urgency scale
- ☐ Risk owner matrix
- ☒ Probability and impact matrix
- ☐ Risk reassessment schedule

✓ **Correct**

Correct! The probability and impact matrix entry shows how the project manager will manage various risks by risk score. It is part of the risk management plan.

19. The team identified the probability of all risks impacting the project. After an intense conversation, the team identifies the impact and calculates the final risk score by determining the probability of times impact. What process did the team complete?

1 / 1 point

- ☐ Risk scoring analysis
- ☐ Quantitative risk analysis
- ☐ Risk metalanguage
- ☒ Qualitative risk analysis

✓ **Correct**

Correct! Qualitative risk analysis defines a probability times impact = risk score for all risks.

20. A project to repave a parking area to accommodate increased customer traffic listed weather as a risk. The team believes there is a way to predict severe weather before it occurs. These include weather reports, radar, and line of sight. Which term are these early warning signs defining?

1 / 1 point

- ☐ Notice
- ☒ Trigger
- ☐ Caution
- ☐ Warning

☒ **Correct**

Correct! The PMI identifies an early warning that a risk is about to occur as a trigger. The project manager documents trigger in the risk register.

21. The team identifies a new risk that could add more than three weeks to a tight schedule. The risk owner develops a response that will increase the need for contingency reserves. The project manager needs approval from the sponsor. Which response strategy must the team employ?

1 / 1 point

- ☐ Avoid
- ☐ Transfer
- ☒ Escalation
- ☐ Mitigation

☒ **Correct**

Correct! The team uses the escalation response strategy when the project manager must gain approval for a response.

22. A project manager presents risk status to the project sponsor. He plans to use the Pareto Principle to ensure that only the most critical risks are shared. What percentage of the risks will the project manager include in the presentation?

1 / 1 point

☒ 20%

☐ 50%

☐ 10%

☐ 90%

☒ **Correct**

Correct! The Pareto Principle uses the 20/80 formula. In this case, 20% of the risks will result in 80% of the impact.

23. The team presents risk status to leadership tomorrow and plans to use a tool, as shown in the illustration. What is this tool?

1 / 1 point

Project											
P R O B A B I L I T Y	5						Top Risks				
	4						#	Cause	Event	Impact	Response
	3						R1				
	2						R2				
	1						R3				
							R4				
I M P A C T	1						R5				
							R6				
Scoring											
	1	2	3	4	5		Watch List Low				
							Watch List Moderate				
							Urgent List High				

☐ Risk grid

☒ Risk matrix

☐ Risk plan

☐ Risk register

☒ **Correct**

Correct! A risk matrix typically classifies risks based on the risk score. The project manager extracts top risks from the risk register and documents risks by cause, event, impact, and response.

24. A risk owner developed a risk response that increases the number of materials ordered to guard against shortages. A functional manager stated that the extra materials would cost about \$10k. The risk owner proposes a material increase to mitigate the risk of incurring \$5k in teamwork stoppages. The cost of this

1 / 1 point

response exceeds the risk it is meant to prevent. What type of risk is this scenario describing?

- ☐ Added risk
- ☒ Secondary risk
- ☐ Residual risk
- ☐ Primary risk

✓ **Correct**

Correct! The PMI defines a secondary risk as a risk that may result from a risk response. The risk from this response has a potential \$10k budget impact.

25. Which **two** statements are accurate when defining a project risk management approach?

1 / 1 point

☒ Risk scores may change as a project progress

✓ **Correct**

Correct! Risk scores may change as a project progresses.

☐ Risk management begins as soon as the project charter is approved

☒ Risk owners are primarily responsible for managing individual risks

✓ **Correct**

Correct! Risk owners are primarily responsible for managing individual risks.

☐ The project manager includes an overall strategy to perform risk management in the risk register.