**Question 1**

**1 / 1 pts**

**You are the Project Manager for a large construction project.  While reviewing the expenditures, you realize that you are 20% over budget.  What process group are you working in?**

You are the Project Manager for a large construction project.  While reviewing the expenditures, you realize that you are 20% over budget.  What process group are you working in?

Closure

**Correct!**

**Monitoring & Control**

Planning

Execution

**Question 2**

**0 / 1 pts**

**<p>What is the main benefit of a balanced matrix organization over a projectized organizational structure?</p>**

What is the main benefit of a balanced matrix organization over a projectized organizational structure?

Reporting to a functional manager

**You Answered**

Reporting to 2 Managers

As a Project Manager, you have a great deal of authority

**More efficient use of resources**

**Question 3**

**0 / 1 pts**

**As the Sponsor on a large, multi-national hydroelectric power project, during the execution phase, your primary responsibilities are to:**

As the Sponsor on a large, multi-national hydroelectric power project, during the execution phase, your primary responsibilities are to:

Provide status updates to the customer

**Provide the financial resources and champion the project**

Manage a group of interrelated projects

**You Answered**

Manage the Project Team

**Question 4**

**1 / 1 pts**

**Name the 5 project management process groups.**

Name the 5 project management process groups.

Business Case, Planning, Executing, Monitoring & Control, Closing

Starting, Organizing, Deliverables, Closing, Archiving

Planning, Executing, Monitoring, Integrated Change, Closing

**Correct!**

**Initiating, Planning, Executing, Monitoring & Control, Closing**

**Question 5**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533498#question_10332128_question_text)

You are hired to manage an exciting new project for a software development company making CRM tools.  You are unfamiliar with the project management resources available in the company.  Who should you go to for help identifying the resources and best practices?

Other Project Managers

Project Sponsor

**Correct!**

**Project Management Office**

Operations Manager

**Question 6**

**0 / 1 pts**

**As you progress through the project life cycle:**

As you progress through the project life cycle:

**Risk decreases and cost of changes increases**

**You Answered**

Risk increases and cost of changes increases

Cost of changes decreases and risk decreases

Cost of changes decreases and risk increases

**Question 7**

**1 / 1 pts**

**The purpose of the Closure process group is:**

The purpose of the Closure process group is:

Analyze the project risks at the end of the project

**Correct!**

**Formally complete the project**

Complete the work as quickly as possible

Inspect the outputs to ensure the quality is as planned

**Question 8**

**1 / 1 pts**

**In the Statement of Work you provide:**

In the Statement of Work you provide:

Market demand analysis

Project Charter

Change control tools you will use

**Correct!**

**Scope description**

**Question 9**

**1 / 1 pts**

**The output of the Develop Project Charter process is:**

The output of the Develop Project Charter process is:

**Correct!**

**Project Charter**

Project Management Plan

Business Case

Work performance data

**Question 10**

**1 / 1 pts**

**According to the PMBOK, all of the following are types of project constraints except:**

According to the PMBOK, all of the following are types of project constraints except:

Scope

**Correct!**

**Portfolio alignment**

Schedule

Risks

**Question 11**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533498#question_10332134_question_text)

You are the Project Manager for a project that will design and build the iPhone X, the latest in mobile phone technology.  The requirements call for a new production facility in Asia.  Immediately after working with Senior Management to create a business case and statement of work for the new production facility, what document will you want to produce?

Project Plan

Project document updates

Lessons Learned

**Correct!**

**Project Charter**

**Question 12**

**1 / 1 pts**

**The ideal Project Team size is?**

The ideal Project Team size is?

12-17

10-15

**Correct!**

**6-9**

3-6

**Question 13**

**1 / 1 pts**

**Your project has been officially approved by your Sponsor.  What process group will you move from and which process group will you move to?**

Your project has been officially approved by your Sponsor.  What process group will you move from and which process group will you move to?

**Correct!**

**Initiation to Planning**

Planning to Execution

Initiation to Execution

Planning to Initiation

**Question 14**

**0 / 1 pts**

**All of the following are examples of Expert Judgment except?**

All of the following are examples of Expert Judgment except?

Professional associations

**You Answered**

PMO

**Project Management Information System**

Technical manuals

**Question 15**

**1 / 1 pts**

**In Project Integration Management, as you develop the Project Management Plan, you will:**

In Project Integration Management, as you develop the Project Management Plan, you will:

**Correct!**

**Define, prepare, and coordinate all subsidiary plans and integrate them into a comprehensive plan.**

Validate plans and changes from Perform Integrated Change Control and ensure that the changes are appropriately executed.

Provide the project schedule which is derived from progress against the schedule baseline.

Direct and manage the planning of work defined in the Project Charter and implement to achieve the project’s objectives.

**Question 16**

**1 / 1 pts**

**The process group where you will identify if any changes to the plan are needed and initiate those plans is:**

The process group where you will identify if any changes to the plan are needed and initiate those plans is:

Initiating

Planning

**Correct!**

**Monitoring & Control**

Executing

**Question 17**

**1 / 1 pts**

**The organizational structure that gives project managers a very high degree of authority over their project is:**

The organizational structure that gives project managers a very high degree of authority over their project is:

**Correct!**

**Projectized**

Weak matrix

Functional

Strong matrix

**Question 18**

**1 / 1 pts**

**The largest portion of the project’s budget will be expended in what process group?**

The largest portion of the project’s budget will be expended in what process group?

Monitoring & Control

**Execution**

Planning

Closing

**Question 19**

**1 / 1 pts**

**All of the following are examples of Enterprise Environmental Factors except:**

All of the following are examples of Enterprise Environmental Factors except:

Established communication channels

**Project Charter**

Project management information system

Organizational culture

**Question 20**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533498#question_10332143_question_text)

The leader of the project is working on completing a database upgrade but cannot get the additional resources she needs to be able to complete the project.  The rest of the project team is working on daily operations work.  The leader has not been given the authority to put additional resources on the project.  What is the organizational structure this team is working in?

Projectized

Strong Matrix

Project team

**Correct!**

**Functional**

**Question 21**

**1 / 1 pts**

**<p>Portfolio management refers to:</p>**

Portfolio management refers to:

Applying resource-leveling heuristics across all the organization's projects to achieve the organization's strategic objectives.

**Correct!**

**The centralized management of one or more portfolios to achieve strategic objectives.**

Managing various contents of the project file.

Managing the levels of functional authority to facilitate project decision making.

**Question 22**

**0 / 1 pts**

**<p>A project has all of the following characteristics except:</p>**

A project has all of the following characteristics except:

specific end

temporary endeavor

**You Answered**

unique

**short duration**

**Question 23**

**1 / 1 pts**

**<p>A program is:</p>**

A program is:

Sequence of steps constituting a project.

**Correct!**

**Group of related projects, subprograms, and program activities managed in a coordinated way.**

Group of related tasks lasting one year or less.

Project with a cost over $1 million.

**Question 24**

**1 / 1 pts**

**<p>The project manager has the lowest level of authority in this type of organization:</p>**

The project manager has the lowest level of authority in this type of organization:

Weak matrix

**Correct!**

**Functional**

Strong matrix

Projectized

**Question 25**

**1 / 1 pts**

**<p>Project Management Process Groups are:</p>**

Project Management Process Groups are:

Generally, discrete, one-time events.

Discrete, repetative events that occur generally at the same level of intensity throughout each phase of the project.

**Correct!**

**Overlapping activities that occur throughout the project.**

Overlapping activities that generally occur at the same level of intensity within each phase of the project.

**Question 1**

**1 / 1 pts**

**<p>Decomposition is:</p>**

Decomposition is:

**Correct!**

**Subdividing project scope and deliverables into more manageable components.**

Organizing and defining the complete scope of the project.

Documenting planning assumptions.

Creating subprojects to ensure scope is equally distributed.

**Question 2**

**1 / 1 pts**

**You are exactly half way through a construction project when the customer insists that you add a third entry way.  What process will you need to follow to make the updates?**

You are exactly half way through a construction project when the customer insists that you add a third entry way.  What process will you need to follow to make the updates?

Validate Scope

Collect Requirements

**Control Scope**

Brainstorming

**Question 3**

**1 / 1 pts**

**What process group determines how the scope is defined?**

What process group determines how the scope is defined?

Control Scope

Create WBS

**Correct!**

**Plan Scope Management**

Define Scope

**Question 4**

**1 / 1 pts**

**<p>Requirements must be: </p>**

Requirements must be:

**Correct!**

**Measurable**.

Validated for conformity as part of the project scope statement.

An output of the Validate Scope process.

A component of Change Control.

**Question 5**

**1 / 1 pts**

**<p>All of the following are tools for collecting requirements except:</p>**

All of the following are tools for collecting requirements except:

Observations

Focus groups

Interviews

**Correct!**

**Quality Assurance**

**Question 6**

**1 / 1 pts**

**<p>The process that documents stakeholder needs to meet the project’s objectives are:</p>**

The process that documents stakeholder needs to meet the project’s objectives are:

Decomposition

**Correct!**

**Collect Requirements**

WBS

Validate Scope

**Question 7**

**1 / 1 pts**

**<p>Acceptance criteria is:</p>**

Acceptance criteria is:

**Correct!**

**A set of conditions that is required to be met before deliverables are accepted.**

Given by the PMO.

Part of the lessons learned.

Unique and verifiable product, result, or capability for a product.

**Question 8**

**1 / 1 pts**

**<p>The Project Scope Statement is:</p>**

The Project Scope Statement is:

The features and functions that characterize a project.

Determining, documenting, and managing stakeholder needs and requirements.

**Correct!**

**Description of the project scope, major deliverables, assumptions, and constraints.**

Set of conditions that is required to be met before deliverables are accepted.

**Question 9**

**1 / 1 pts**

**<p>The WBS is:</p>**

The WBS is:

Project document updates

Work Breakdown System

Project schedule components organized by work package.

**Correct!**

**A hierarchical decomposition of the total scope of work to be carried out by the project team**

**Question 10**

**1 / 1 pts**

**The lowest level of WBS components are:**

The lowest level of WBS components are:

Quality requirements

Acceptance criteria

**Work packages**

WBS dictionary

**Question 11**

**1 / 1 pts**

**The Project Scope Statement includes all of the following except:**

The Project Scope Statement includes all of the following except:

Deliverable

Acceptance criteria

Scope description

**Correct!**

**Scope Baseline**

**Question 12**

**1 / 1 pts**

**One of the outputs for Validate Scope process is:**

One of the outputs for Validate Scope process is:

**Correct!**

**Accepted deliverables**

Description of work

Resources required

Acceptance criteria

**Question 13**

**0 / 1 pts**

**Which of the following provides more detailed information?**

Which of the following provides more detailed information?

**You Answered**

Scope statement

Scope baseline

WBS

**WBS dictionary**

**Question 14**

**1 / 1 pts**

**<p>You are the leader of the Project Management Office for your company.  One day, an experienced Project Manager asks why he should go to the trouble of creating a Work Breakdown Structure for his new project.  The best answer would be:</p>**

You are the leader of the Project Management Office for your company.  One day, an experienced Project Manager asks why he should go to the trouble of creating a Work Breakdown Structure for his new project.  The best answer would be:

It is optional.

It is a legal requirement for external projects.

It helps to verify project quality.

**Correct!**

**It will help you organize project deliverables and work.**

**Question 15**

**1 / 1 pts**

**<p>What is the purpose of the Validate Scope process?</p>**

What is the purpose of the Validate Scope process?

**Correct!**

**Acceptance of the project deliverables.**

Collect requirements for the project.

Make needed changes to the Project Charter.

Create the WBS.

**Question 16**

**1 / 1 pts**

**Create WBS is in which process group?**

Create WBS is in which process group?

Execution

Initiation

**Correct!**

**Planning**

Monitoring & Control

**Question 17**

**1 / 1 pts**

**<p>Gold plating is:</p>**

Gold plating is:

Changing requirements to improve the project.

**Correct!**

**Giving a customer more than they want.**

Decreasing risk by providing project safeguards.

Taking features away to keep costs down.

**Question 18**

**0 / 1 pts**

**<p>Project scope is:</p>**

Project scope is:

**Work performed to deliver a product, service, or result with the specified features and functions.**

The value created by completing a project under budget and on schedule.

**You Answered**

Determining, documenting, and managing stakeholder needs and requirements.

Making sure there is no gold plating in the project

**Question 19**

**1 / 1 pts**

**<p>What is the WBS typically used for?</p>**

What is the WBS typically used for?

**Correct!**

**Organizes and defines the work elements required to create the required deliverables.**

Identifies the logical person to be sponsor project deliverables.

To define the level of reporting that the seller provides the buyer.

Defines the stakeholder list at the lowest, work package level.

**Question 20**

**1 / 1 pts**

**<p>Which of the following process not an output of the control scope process?</p>**

Which of the following process not an output of the control scope process?

Work performance information.

Change requests.

Project document updates.

**Correct!**

**Excepted deliverables.**

**Question 21**

**1 / 1 pts**

**<p>You are managing a global project that involves stakeholders and several international locations. You are likely to consult the WBS dictionary to find:</p>**

You are managing a global project that involves stakeholders and several international locations. You are likely to consult the WBS dictionary to find:

High level task information for the schedule management plan.

**Correct!**

**Detail deliverable, activity, and scheduling information about each component in the WBS.**

Accepted deliverables.

Strengths, weaknesses, opportunities, and threats of key stakeholders and their impact upon the WBS.

**Question 22**

**1 / 1 pts**

**<p>The following is an example of a constraint associated with the project scope that limits the team's options and scope definition:</p>**

The following is an example of a constraint associated with the project scope that limits the team's options and scope definition:

**Correct!**

**A predefined budget or any imposed dates or schedule milestones that are issued by the customer or performing organization.**

The threat of a strike by a subcontractor.

Existing relationships with sellers, suppliers, or others in the supply chain.

Quality analysis.

**Question 23**

**1 / 1 pts**

**<p>An output of the Define Scope process is:</p>**

An output of the Define Scope process is:

Work breakdown structure.

Resource breakdown structure.

**Correct!**

**Project scope statement**

Scope and schedule delays control plan.

**Question 24**

**1 / 1 pts**

**<p>The difference between the Project Charter and the Project Scope Statement is:</p>**

The difference between the Project Charter and the Project Scope Statement is:

The Project Scope Statement provides a high level description of scope elements.

The Project Charter lists project deliverables in smaller, more manageable components.

**Correct!**

**The Project Charter provides a high level description of scope elements.**

The Project Scope Statement lists high level technical requirements and regulatory constraints.

**Question 25**

**1 / 1 pts**

**<p>Control Scope:</p>**

Control Scope:

Ensures risks are mitigated.

Plans how to determine scope.

Updates the WBS dictionary to ensure all tasks are accounted for.

**Correct!**

**Manages changes to the scope baseline.**

**Question 1**

**1 / 1 pts**

**<p>Plan Schedule Management is:</p>**

Plan Schedule Management is:

A. Identifying and documenting logical relationships among project activities.

B. Analyzing activity sequences to create the project schedule baseline.

C. Monitoring the status of project activities to ensure they are performing to expected specifications in regards to project constraints.

**Correct!**

**D. Establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule.**

**Question 2**

**1 / 1 pts**

**The duration of a milestone is:**

The duration of a milestone is:

**Correct!**

**0 days**

1 day

10 days

Auto scheduled

**Question 3**

**0 / 1 pts**

**<p>What is the best tool for determining the overall length of a project?</p>**

What is the best tool for determining the overall length of a project?

WBS

**Precedence diagram**

Expert judgment

**You Answered**

Pie chart

**Question 4**

**1 / 1 pts**

**<p>The critical path is:</p>**

The critical path is:

The shortest sequence duration.

The sequence of activities that are determined to be key activities for successful project execution.

The path with the highest number of activities.

**Correct!**

**The shortest amount of time you can get the project done in.**

**Question 5**

**1 / 1 pts**

**<p>The maximum amount of slack in the critical path is:</p>**

The maximum amount of slack in the critical path is:

+1

The same as the number of activities on the critical path.

-1

**Correct!**

**0**

**Question 6**

**1 / 1 pts**

**<p>The Critical Path has a duration of 10.  There is an independent sequence, XYZ.  Activity X has a duration of 2.  Activity Y has a duration of 3.  Activity Z has duration of 2.  The EAC is 4000.  The total float of XYZ is:      </p>**

The Critical Path has a duration of 10.  There is an independent sequence, XYZ.  Activity X has a duration of 2.  Activity Y has a duration of 3.  Activity Z has duration of 2.  The EAC is 4000.  The total float of XYZ is:

0

**Correct!**

**3**

Part of the critical chain.

Included in the buffer.

**Question 7**

**1 / 1 pts**

**<p>To complete your project on time, you ask for additional overtime for your project team.  This is an example of:</p>**

To complete your project on time, you ask for additional overtime for your project team.  This is an example of:

Fast Tracking

**Correct!**

**Crashing**

Critical chain

Schedule network analysis

**Question 8**

**1 / 1 pts**

**<p>Lag is:</p>**

Lag is:

The time an activity will start sooner than its dependency.

Determined by the critical chain.

The time when an activity is dependent on another activity to start at the same time.

**Correct!**

**The time an activity will start later than its dependency.**

**Question 9**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533502#question_10332212_question_text)

You ask your construction manager how long it will take to complete the new server room.  He gives you a likely estimate of 6 weeks, but says it may take as long as 10 weeks.  He may be able to get it done in 4 weeks if everything goes well.  Calculate your PERT estimate of how long it will take to complete the server room.

20 weeks

**6.3 weeks**

6 weeks

4.6 weeks

**Question 10**

**1 / 1 pts**

**The method where buffers are added to each activity to account for resource availability is:**

The method where buffers are added to each activity to account for resource availability is:

Critical path

Resource leveling

**Correct!**

**Critical Chain**

Crashing

**Question 11**

**0 / 1 pts**

**<p>A benefit of bottom-up estimating is:</p>**

A benefit of bottom-up estimating is:

**You Answered**

Determines resources need to schedule the project.

Ability to automate your estimate.

Allows for what-if analysis.

**A more accurate estimate.**

**Question 12**

**1 / 1 pts**

**<p>One of the outputs of the Develop Schedule process group that helps create the Project Management plan is: </p>**

One of the outputs of the Develop Schedule process group that helps create the Project Management plan is:

Sequence Activities

Work package acceptance criteria

**Correct!**

Schedule baseline

**Scope Baseline**

**Question 13**

**1 / 1 pts**

**The minimum project duration is 6 months.  Another path, series ABCD, will take 4 months to complete.  In addition, series EFG will take 2 months.  How much float is in ABCD?**

The minimum project duration is 6 months.  Another path, series ABCD, will take 4 months to complete.  In addition, series EFG will take 2 months.  How much float is in ABCD?

2 months

0 months

**Correct!**

**2 months**

12 months

**Question 14**

**1 / 1 pts**

**Which of the following allows you to accomplish tasks in parallel when they normally would be done in sequence?**

Which of the following allows you to accomplish tasks in parallel when they normally would be done in sequence?

**Correct!**

**Fast Tracking**

Critical Chain

Resource Leveling

Crashing

**Question 15**

**1 / 1 pts**

**Analogous estimating is a technique for estimating the duration or cost of an activity or project using historical data from a similar activity or project.  What is the disadvantage of this technique?**

Analogous estimating is a technique for estimating the duration or cost of an activity or project using historical data from a similar activity or project.  What is the disadvantage of this technique?

More costly

Takes more time

Requires using PERT

**Less accurate**

**Question 16**

**0 / 1 pts**

**<p>Your project will run through the summer when your employees generally take vacation.  To account for the risk of lower resource availability in your project plan, you could use:</p>**

Your project will run through the summer when your employees generally take vacation.  To account for the risk of lower resource availability in your project plan, you could use:

**Critical Chain**

Crashing

**You Answered**

Resource Leveling

Fast Tracking

**Question 17**

**1 / 1 pts**

**You need Activity A in your project plan to start 3 days before Activity B.  Activity A would be called:**

 You need Activity A in your project plan to start 3 days before Activity B.  Activity A would be called:

Lag

**Correct!**

**Lead**

Critical Chain

Initiation

**Question 18**

**0 / 1 pts**

**You are creating the Schedule Baseline for a multi-national government pipeline project that will deliver oil faster and cheaper.  You need to know how long it will take to build the new capacity.  Who would you consult to determine the time required?**

You are creating the Schedule Baseline for a multi-national government pipeline project that will deliver oil faster and cheaper.  You need to know how long it will take to build the new capacity.  Who would you consult to determine the time required?

Government experts

The project sponsor

**You Answered**

Scrum Master

**The people that will be doing the work**

**Question 19**

**0 / 1 pts**

**<p>An example of a Finish to Finish (FF) relationship is:</p>**

An example of a Finish to Finish (FF) relationship is:

Rocket fuel tanks that must be filled prior to launch.

**You Answered**

A dinner cruise that sells tickets up until the boat departs.

**Dinner when all of the food is ready at the same time.**

Drag racing

**Question 20**

**1 / 1 pts**

**<p>Rolling wave planning:</p>**

Rolling wave planning:

Long-term activities are planned in detail in the WBS.

**Work in the future is planned at a high level and is not fully decomposed.**

Focuses on planning at a daily activity level.

Documents the project at a high level and accepts that change will occur.

**Question 21**

**1 / 1 pts**

**<p>In rolling waves planning:</p>**

In rolling waves planning:

Focus is maintained on long-term objectives, allowing near-term objectives to be rolled out as part of the ongoing wave of activities.

**Correct!**

**The work to be accomplished in the near term is planned in detail, the work in the more distant future is planned at a higher level.**

The work far in the future as planned in detail for work packages that are at a low level of the WBS.

A wave of detailed activities is planned during strategic planning to ensure that WBS deliverables and project milestones are achieved.

**Question 22**

**1 / 1 pts**

**<p>Analogous duration estimating is:</p>**

Analogous duration estimating is:

**Correct!**

**Frequently used to estimate project duration when there is a limited amount of detailed information about the project.**

A bottom up estimating technique.

Based on multiple duration estimating.

Generally more accurate than other duration estimating methods when expert judgment is used.

**Question 23**

**0 / 1 pts**

**<p>To enter logical dependencies in Microsoft Project, you enter the dependency in which column:</p>**

To enter logical dependencies in Microsoft Project, you enter the dependency in which column:

**Predecessor**

Resource

**You Answered**

Linkages

Critical Chain

**Question 24**

**1 / 1 pts**

**<p>Outputs from the Estimate Activity Resources process include:</p>**

Outputs from the Estimate Activity Resources process include:

**Correct!**

**Activity Resource Requirements.**

Salary schedules for various project human resources.

Risk Register.

Activity List

**Question 25**

**1 / 1 pts**

**<p>An example of a mandatory dependency is:</p>**

An example of a mandatory dependency is:

A dependency established based on knowledge of best practices within a particular application area

A dependency established based on some unusual aspect of the project where a specific sequence is desired.

**Correct!**

**On a construction project, to erect the superstructure only after the foundation has been built.**

On a software development project, to start design only after completion and approval of all project requirements.

**Question 1**

**1 / 1 pts**

**<p>Earned Value is:</p>**

Earned Value is:

Actual cost of work scheduled.

AC / % complete

Process of monitoring the status of the project to update costs and manage changes to the cost baseline.

**Correct!**

**Measure of work expressed in terms of budget authorized for that work.**

**Question 2**

**1 / 1 pts**

**Your SPI is 1.4.  Your project is?**

Your SPI is 1.4.  Your project is?

**Correct!**

**A. Ahead of schedule**

B. Over budget

C. Under budget

D. Behind schedule

**Question 3**

**1 / 1 pts**

**You are 1 month into your project.  You need to determine how much your project will cost when it is done.  What Earned Value metric will you use to determine the cost?**

You are 1 month into your project.  You need to determine how much your project will cost when it is done.  What Earned Value metric will you use to determine the cost?

BAC

**Correct!**

**EAC**

CV

WBS

**Question 4**

**1 / 1 pts**

**<p>Project XYZ has a Schedule Variance of -500.  That means that: </p>**

Project XYZ has a Schedule Variance of -500.  That means that:

The SPI is 500

The AC is -1000

The project is ahead of schedule

**Correct!**

**Your project is behind schedule**

**Question 5**

**1 / 1 pts**

**Your EAC is 4000.  The PV is 1000.  The AC is 400.  What is the ETC?**

Your EAC is 4000.  The PV is 1000.  The AC is 400.  What is the ETC?

-10

10

2600

**3600**

**Question 6**

**1 / 1 pts**

**<p>All of the following are processes included in Project Cost Management process group except:</p>**

All of the following are processes included in Project Cost Management process group except:

Determine Budget

**Estimate Activity Resources**

Estimate Costs

Control Costs

**Question 7**

**1 / 1 pts**

**<p>Planned value is:</p>**

Planned value is:

Actual cost of work performed

Realized cost for the work performed

**Authorized budget assigned to the scheduled work**

Difference between earned value and actual cost

**Question 8**

**1 / 1 pts**

**If the earned value is 40,000, the planned value is 50,000, and the actual cost is 45,000, what is the cost performance index?**

If the earned value is 40,000, the planned value is 50,000, and the actual cost is 45,000, what is the cost performance index?

1.13

.**88**

1.27

Need more information

**Question 9**

**1 / 1 pts**

**In class, we discussed that a Rough Order of Magnitude estimate should be within what percent?**

In class, we discussed that a Rough Order of Magnitude estimate should be within what percent?

+-25%

+-3%

+-10%

**+-50%**

**Question 10**

**1 / 1 pts**

**Your project is behind schedule and over budget.  When calculating the project’s CPI, you will get:**

Your project is behind schedule and over budget.  When calculating the project’s CPI, you will get:

A number greater than 1

**A number less than 1**

An activity cost estimate

A greater number

**Question 11**

**1 / 1 pts**

**What metric will show how efficiently the project team is using time?**

What metric will show how efficiently the project team is using time?

PV

**SPI**

CPI

SV

**Question 12**

**1 / 1 pts**

**The output of the Determine Budget process is:**

The output of the Determine Budget process is:

Schedule

Cost forecasts

Cost management plan

**Cost Baseline**

**Question 13**

**1 / 1 pts**

**<p>During a project, earned value analysis is performed.  You get the following numbers:</p> <p>EV = 50,000  PV = 60,000  AC = 75,000</p> <p>What are the correct results?</p>**

During a project, earned value analysis is performed.  You get the following numbers:

EV = 50,000  PV = 60,000  AC = 75,000

What are the correct results?

**Correct!**

**CV = -25,000 SV = -10,000**

CV = 10,000 SV = -15,000

CV = .6 SV = .8

CV = 25,000 SV = 10,000

**Question 14**

**1 / 1 pts**

**There are 4 activities in your project.  Activity A has a planned value of 20,000.  Activity B has a planned value of 30,000.  Activity C has a planned value of 10,000.  Activity D has a planned value of 40,000.  What is the BAC?**

There are 4 activities in your project.  Activity A has a planned value of 20,000.  Activity B has a planned value of 30,000.  Activity C has a planned value of 10,000.  Activity D has a planned value of 40,000.  What is the BAC?

25,000

37,000

12,500

**100,000**

**Question 15**

**1 / 1 pts**

**<p>Determine the variance at completion with the following information:</p> <p>SV = -50,000 </p> <p>Estimate at completion = 100,000</p> <p>Budget at completion = 200,000</p> <p> </p>**

Determine the variance at completion with the following information:

SV = -50,000

Estimate at completion = 100,000

Budget at completion = 200,000

50,000

**100,000**

2

1.5

**Question 16**

**1 / 1 pts**

**<p>Direct costs are:</p>**

Direct costs are:

**Correct!**

**Directly related to the project and can be controlled.**

Included in overhead costs.

Excluded from the project budget.

Part of activity cost estimates.

**Question 17**

**1 / 1 pts**

**Which of the following processes do not belong to the Project Cost Management process group?**

 Which of the following processes do not belong to the Project Cost Management process group?

Plan Cost Management

Control Cost

Determine Budget

**Contingency Reserve**

**Question 18**

**1 / 1 pts**

**Cost estimation of individual work packages or activities is called:**

Cost estimation of individual work packages or activities is called:

**Correct!**

**Bottom-up estimating**

Analogous estimating

Three point estimation

Expert judgment

**Question 19**

**Original Score: 1 / 1 pts Regraded Score: 1 / 1 pts**

**<p>The output of the Determine Budget process is:</p>**

**This question has been regraded.**

The output of the Determine Budget process is:

Cost Management Plan

Activity Cost Estimates

**Cost Baseline**

Basis of Estimates

**Question 20**

**1 / 1 pts**

**<p>The earned value calculations for your project are:</p> <p>BAC = 10,000   EAC = 5,000   ETC = 4,000</p> <p>What is the VAC and are you over or under budget?</p>**

The earned value calculations for your project are:

BAC = 10,000   EAC = 5,000   ETC = 4,000

What is the VAC and are you over or under budget?

6,000 and over budget

**5,000 and under budget**

1,000 and over budget

6,000 and under budget

**Question 21**

**1 / 1 pts**

**<p>Parametric estimating involves:</p>**

Parametric estimating involves:

Defining cost or duration parameters of the project lifecycle.

Calculating the individual cost estimates or each work package and integrating them to obtain the total cost of the project.

**Correct!**

**Using statistical relationship between relevant historical data and other variables to calculate a cost estimate for project work.**

The actual cost of a previous similar project to estimate the cost of the current project.

**Question 22**

**1 / 1 pts**

**<p>The estimate at completion (EAC) is typically based on:</p>**

The estimate at completion (EAC) is typically based on:

**Correct!**

**The actual costs incurred for work completed (AC), and the estimate to complete (ETC) the remaining work.**

The actual costs incurred for work completed (AC) and the cumulative cost performance index (AC) and the cumulative cost performance index (CPI).

The earned value (EV) and the actual cost for work completed (CV).

The cost performance index (CPI) and the cost of variance (CV).

**Question 23**

**1 / 1 pts**

**<p>Earned value management (EVM) is a commonly used:</p>**

Earned value management (EVM) is a commonly used:

Analysis of the value of the equipment that has been installed in the project as of the status to date.

Analysis of the sum of the labor costs, which have been incurred on the project to date.

Method to assess performance management and progress for projects.

Method of measuring the amount of money that has been spent on the project to date.

**Question 24**

**1 / 1 pts**

**<p>You're earned value management analysis indicates that your project is falling behind its baseline schedule. You know this because the cumulative EV is much: </p>**

You're earned value management analysis indicates that your project is falling behind its baseline schedule. You know this because the cumulative EV is much:

Higher than the AC.

Higher than the PV.

Lower than the PV.

Lower than the CPI.

**Question 25**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533504#question_10334685_question_text)

Item          PV          AC          EV

1               10,000   11,000    10,000

2               9,000     8,000      7,000

3               8,000     8,000      8,000

4               7,000     7,000      5,000

Which is the most over budget?

Item 1

Item 2

Item 3

Item 4

**Question 1**

**1 / 1 pts**

**Plan Quality Management is:**

Plan Quality Management is:

**Correct!**

Process of identifying quality requirements

Planning the cost of precision measurement

Identifying project grade

Auditing the quality requirements and results

**Question 2**

**0 / 1 pts**

**What would be the least effective tool or method to reduce quality cost?**

What would be the least effective tool or method to reduce quality cost?

Statistical sampling

Inspection

**You Answered**

Nominal group technique

Control charts

**Question 3**

**1 / 1 pts**

**Quality is:**

Quality is:

Categorization of deliverables having the same functional use but different technical characteristics

Measure of exactness

Assessment of correctness

**Correct!**

The degree to which a set of inherent characteristics fulfill requirements

**Question 4**

**1 / 1 pts**

**The 3 Quality processes in the Project Quality Management process group are:**

The 3 Quality processes in the Project Quality Management process group are:

Determine Quality, Monitor Quality, Plan Quality

Perform Quality Assurance, Plan Quality Management, Quality Risk Assessment

Cost Benefit Analysis, Cost of Quality, Cost of Conformance

Plan Quality Management, Control Quality, Perform Quality Assurance

**Question 5**

**1 / 1 pts**

**The Ishikawa diagram is a tool to:**

The Ishikawa diagram is a tool to:

Gather information on the frequency of poor quality

Help identify the actionable root cause of the problem

Describe the central tendency of a process

Show if a process is stable and predictable

**Question 6**

**1 / 1 pts**

**Grade is:**

Grade is:

Measure of exactness

Categorization of deliverables having the same functional use but different technical characteristics

The degree to which a set of inherent characteristics fulfill requirements

Assessment of correctness

**Question 7**

**1 / 1 pts**

**The cost of quality (COQ) includes all of the following except:**

The cost of quality (COQ) includes all of the following except:

Prevention costs

Returns

Raw materials

Customer service

**Question 8**

**1 / 1 pts**

**The Quality Management Plan is an output of which process?**

The Quality Management Plan is an output of which process?

Project Quality Management

**Correct!**

Plan Quality Management

Control Quality

Benchmarking

**Question 9**

**1 / 1 pts**

**<p>Increased prevention costs should result in:</p>**

Increased prevention costs should result in:

Increased frequency of external failures

Higher internal failure costs

Increased internal and external failure costs

**Correct!**

Decreased internal and external failure costs

**Question 10**

**1 / 1 pts**

**<p>Pareto diagrams:</p>**

Pareto diagrams:

Are used to gather attributes data while performing inspections to identify defects

**Correct!**

Identify the vital few sources that are responsible for causing the most problems

Are used to monitor cost and schedule variances

Compare actual or planned project practices to those of comparable projects to identify areas of improvement

**Question 11**

**1 / 1 pts**

**Perform Quality Assurance is:**

Perform Quality Assurance is:

A. The processes and activities that will determine quality policies, objectives, and responsibilities.

B. Auditing the quality requirements and results

C. Process of identifying quality requirements

D. Process of determining project grade

**Question 12**

**1 / 1 pts**

**Scatter diagrams:**

Scatter diagrams:

Diagrams showing forces for and against change

Map operational details of procedures

Used to describe the central tendency, dispersion, and the shape of the statistical distribution.

**Correct!**

Seek to explain changes in variable y in relation to changes in variable x

**Question 13**

**1 / 1 pts**

**<p>A project manager can use a control chart to determine:</p>**

A project manager can use a control chart to determine:

The central distribution of a statistical distribution

If the amount of prevention costs are increasing

The quality grade of the project management plan outputs

**Correct!**

If a process is stable or predictable

**Question 14**

**1 / 1 pts**

**The results of performing the Control Quality process are:**

The results of performing the Control Quality process are:

A. Decreased costs

B. Stable processes

**Correct!**

C. Verified deliverables

D. The Quality Project Management plan

**Question 15**

**1 / 1 pts**

**<p>An example of appraisal costs is:</p>**

An example of appraisal costs is:

Rework

Warranties

Training

**Correct!**

Inspections

**Question 16**

**1 / 1 pts**

**The Perform Quality Assurance process is in:**

The Perform Quality Assurance process is in:

**Correct!**

Execution

Planning

Monitor & Control

Initiation

**Question 17**

**1 / 1 pts**

**<p>Checksheets are:</p>**

Checksheets are:

**Correct!**

Used to organize facts in a manner that will facilitate the effective collection of useful data about a potential quality problem

Graphically shows relative frequencies of each specified cause listed

Used to describe the central tendency, dispersion, and the shape of the statistical distribution

Used to monitor cost and schedule variances

**Question 18**

**1 / 1 pts**

**<p>In class, we did an exercise.  What was made? </p>**

In class, we did an exercise.  What was made?

Widgets

Airplanes

Towers

Control charts

**Question 19**

**1 / 1 pts**

**<p>Degree of quality should be:</p>**

Degree of quality should be:

Inspected in

Planned in

Determined during the Control Quality process

SWOT

**Question 20**

**1 / 1 pts**

**Control Quality is:**

Control Quality is:

A. Comparing the cost of quality to the project requirements

B. Achieving project objectives of scope, time, and cost

C. Planning the cost of precision measurement

D. Process of monitoring and recording results of quality activities to asses project performance

**Question 21**

**1 / 1 pts**

**<p>Understanding, evaluating, defining, and managing requirements are essential to satisfying:</p>**

Understanding, evaluating, defining, and managing requirements are essential to satisfying:

**Correct!**

Customer expectations.

The scope statement.

Upper management.

Functional requirements.

**Question 22**

**1 / 1 pts**

**<p>The quality management plan is a component of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that describes how the organization's quality policies will be implemented.</p>**

The quality management plan is a component of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that describes how the organization's quality policies will be implemented.

**Correct!**

Project management plan.

WBS.

Project scope.

External project stakeholders management plan.

**Question 23**

**1 / 1 pts**

**<p>The seven basic quality tools include all of the following except:</p>**

The seven basic quality tools include all of the following except:

**Correct!**

Calibration graphs.

Pareto diagrams.

Control charts.

Cause and effect diagrams.

**Question 24**

**1 / 1 pts**

**<p>Inspection is:</p>**

Inspection is:

**Correct!**

Examination of a work product to determine if it conforms to documented standards.

Documenting results of control quality activities.

A project or product attribute and how it will be measured.

A validated deliverable required by the project.

**Question 25**

**1 / 1 pts**

**<p>Which of the following is true regarding precision and accuracy?</p>**

Which of the following is true regarding precision and accuracy?

Precision is a major of correctness whereas accuracy is an assessment of exactness.

Precision is a major of exactness, whereas accuracy is an assessment of correctness.

Precision and accuracy are essentially the same.

As an example, points cluster tightly in one area of the target but not in the bulls eye are considered to have high accuracy, whereas points that are more spread out but equidistant from the bull's-eye are considered to have the same degree of precision.

**Question 1**

**1 / 1 pts**

**Project Human Resource Management includes the following processes:**

Project Human Resource Management includes the following processes:

**Correct!**

A. Plan HR Management, Acquire Project Team, Develop Project Team, Manage Project Team

B. Plan HR Management, Acquire Project Team, Verify Project Team, Develop Project Team

C. Acquire Project Team, Develop Project Team, HR Management Plan, Performance Assessments

D. Plan HR Team, Manage Project Team, Evaluate Project Team, Identify Project Roles

**Question 2**

**1 / 1 pts**

**The Human Resource Management Plan is an output of which process:**

The Human Resource Management Plan is an output of which process:

A. Acquire Project Team

B. Plan HR Management

C. Develop Project Team

D. Manage Project Team

**Question 3**

**1 / 1 pts**

**To best illustrate your project team’s reporting relationships, you would use:**

To best illustrate your project team’s reporting relationships, you would use:

A. Matrix chart

B. RACI chart

C. Role description

D. A hierarchical chart

**Question 4**

**1 / 1 pts**

**Which of the following is not one of Tuckman’s 5 stages of team development?**

Which of the following is not one of Tuckman’s 5 stages of team development?

A. Norming

B. Adjourning

C. Storming

D. Developing

**Question 5**

**1 / 1 pts**

**There is a critical disagreement between two of your project team members.  You need to help them resolve the issue.  To help them find a solution that is a win for both sides, you would use which technique for resolving conflict?**

There is a critical disagreement between two of your project team members.  You need to help them resolve the issue.  To help them find a solution that is a win for both sides, you would use which technique for resolving conflict?

A. Smooth

B. Collaborate

C. Force

D. Withdraw

**Question 6**

**1 / 1 pts**

**<p>RASCI stands for:</p>**

RASCI stands for:

A. Responsible, Actionable, Supporter, Creative, Independent

B. Rational, Actionable, Supporter, Consulting, Iterative

**Correct!**

C. Responsible, Accountable, Supporter, Consulted, Informed

D. Rational, Accountable, Supportive, Creative, Informed

**Question 7**

**0 / 1 pts**

**The Project Manager:**

The Project Manager:

**You Answered**

A. facilitates sharing of resources, methodologies, tools, and techniques

B. the person assigned to lead the team that is responsible for achieving the project objectives

C. performs the work of the project to achieve its objectives

D. the person who provides resources and support for the project

**Question 8**

**0 / 1 pts**

**A member of your team has broken one of the agreed upon ground rules.  Who should enforce the rule?**

A member of your team has broken one of the agreed upon ground rules.  Who should enforce the rule?

**You Answered**

A. Project Manager

B. Sponsor

C. PMO

D. All project team members

**Question 9**

**1 / 1 pts**

**The process of developing an appropriate approach and plan for project communications based on stakeholder’s needs, requirements, and available organizational assets is:**

The process of developing an appropriate approach and plan for project communications based on stakeholder’s needs, requirements, and available organizational assets is:

A. Manage Communications

B. Plan Communications Management

C. Develop Communications Plan

D. Control Communications

**Question 10**

**0 / 1 pts**

**In addition to distributing information, the Manage Communications process is also concerned with:**

In addition to distributing information, the Manage Communications process is also concerned with:

A. Planning the correct channel to use to distribute the information

B. Making sure the information has been received and understood

**You Answered**

C. Creating the Project Communications Plan

D. Monitoring communications

**Question 11**

**1 / 1 pts**

**For your new project, you need to produce a simple status update for your Sponsor.  What information would you not want to include?**

For your new project, you need to produce a simple status update for your Sponsor.  What information would you not want to include?

A. Risks

B. Current status

C. Upcoming milestones

D. Lessons learned

**Question 12**

**1 / 1 pts**

**As a Project Manager in a matrix environment, you do not have direct authority over your project team.  However, your team likes you and enjoys working for you.  You are relying on what type of influence?**

As a Project Manager in a matrix environment, you do not have direct authority over your project team.  However, your team likes you and enjoys working for you.  You are relying on what type of influence?

A. Formal

B. Reward

C. Expert

D. Referent

**Question 13**

**1 / 1 pts**

**What topic would likely be covered in the kick off meeting?**

What topic would likely be covered in the kick off meeting?

A. Lessons learned

B. Performance evaluations

**Correct!**

C. Roles and responsibilities

D. Procurement plan

**Question 14**

**0 / 1 pts**

**Mid-way through a project, your sponsor comes to you and asks for a monthly project status report to be produced that will help the executive team understand the progress being made on the project.  What process are you in now?**

Mid-way through a project, your sponsor comes to you and asks for a monthly project status report to be produced that will help the executive team understand the progress being made on the project.  What process are you in now?

A. Plan Communications Management

**You Answered**

B. Manage Communications

C. Communication Models

D. Control Communications

**Question 15**

**1 / 1 pts**

**<p>During the class exercise last week, we learned about: </p>**

During the class exercise last week, we learned about:

A. Lean principles in a factory

B. Six Sigma methodologies by making paper airplanes

C. Relationships in project management

D. Agile project management

**Question 16**

**1 / 1 pts**

**<p>You have a virtual team working on your project.  What is a disadvantage of having a team that is not all located in the same place?</p>**

You have a virtual team working on your project.  What is a disadvantage of having a team that is not all located in the same place?

**Correct!**

A. Opportunity for misunderstandings

B. Cannot have kick off meetings

C. Easy conflict resolution

D. Doing projects that would have been ignored due to travel costs

**Question 17**

**1 / 1 pts**

**<p>The PMO:</p>**

The PMO:

A. Is a collection of logically related project activities that culminates in the completion of one or more deliverables

B. Is a person or group that provides resources and support for the project

C. Standardizes the project-related governance process

D. Are individuals who support the project manager in performing the work of the project to achieve its objectives

**Question 18**

**1 / 1 pts**

**Your project team is beginning to work together and adjust their habits to support the team.  They are beginning to trust each other more.  What development stage is your team in?**

Your project team is beginning to work together and adjust their habits to support the team.  They are beginning to trust each other more.  What development stage is your team in?

A. Forcing

**Correct!**

B. Norming

C. Withdraw

D. Forming

**Question 19**

**1 / 1 pts**

**You are creating a weekly status update.  What process are you in?**

You are creating a weekly status update.  What process are you in?

A. Plan Communications Management

B. Control Communications

C. Develop Project Team

**Correct!**

D. Manage Communications

**Question 20**

**1 / 1 pts**

**Your project team is well organized, interdependent, and handles issues effectively.  What stage of they in?**

Your project team is well organized, interdependent, and handles issues effectively.  What stage of they in?

A. Developing

**Correct!**

B. Performing

C. Norming

D. Storming

**Question 21**

**1 / 1 pts**

**<p>The Human Resource Management Plan should generally include all of the following except:</p>**

The Human Resource Management Plan should generally include all of the following except:

Roles and responsibilities.

Project organization charts.

Staffing management plan.

Project interfaces.

**Question 22**

**0 / 1 pts**

**<p>Techniques and considerations for effective communications management generally includes all of the following except:</p>**

Techniques and considerations for effective communications management generally includes all of the following except:

Meeting management techniques, such as preparing an agenda and dealing with conflicts.

Facilitation techniques for building consensus and overcoming obstacles.

**You Answered**

Listening techniques, such as listening actively and removal of barriers that adversely affect comprehension.

Employing organizational process assets to reduce risk.

**Question 23**

**1 / 1 pts**

**<p>The acquisition strategy for acquiring a project team consists of:</p>**

The acquisition strategy for acquiring a project team consists of:

**Correct!**

Hiring consultants from the outside.

Acquiring the members of the team from other teams within the organization.

Obtaining resources through ranking and analyzing multiple predefined criteria.

Implementing team members with special skills in the execution of the project.

**Question 24**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533506#question_10348026_question_text)

The Acquire Project Team is the process of confirming human resource availability and obtaining the team necessary to complete project activities.  The enterprise environmental factors that can influence this process generally include all of the following except:

Organizational structure.

**Correct!**

Political philosophy.

Competency levels, prior experience, and cost rate.

Personnel administration policies, such as those that affect outsourcing.

**Question 25**

**1 / 1 pts**

**<p>Generally acknowledged techniques for resolving conflict include:</p>**

Generally acknowledged techniques for resolving conflict include:

Smooth, compromise, collaborate, co-locating.

Accept, compromise, attack, and separate.

**Correct!**

Accommodate, compromise, force, and collaborate.

Withdraw, force, collaborate, and provide sensitivity training.

**Question 1**

**1 / 1 pts**

**Identify Stakeholders is a part of which Process Group?**

Identify Stakeholders is a part of which Process Group?

**Correct!**

Initiation

Execution

Monitor & Control

Planning

**Question 2**

**1 / 1 pts**

**You are evaluating various bids to determine which vendor you will purchase your building materials from.  What process are you in?**

You are evaluating various bids to determine which vendor you will purchase your building materials from.  What process are you in?

**Correct!**

Conduct Procurements

Planning

Plan Procurement Management

Procurement Evaluation

**Question 3**

**1 / 1 pts**

**You are a Project Manager constructing a large building to store your company’s work vehicles.  You know exactly what you want built.  It will only take 3 weeks to build.  In this case, what type of contract would you want to use?**

You are a Project Manager constructing a large building to store your company’s work vehicles.  You know exactly what you want built.  It will only take 3 weeks to build.  In this case, what type of contract would you want to use?

**Correct!**

Fixed price

Time & material

Hybrid

Cost reimbursable

**Question 4**

**1 / 1 pts**

**You a working on a project that will augment the staff in grade schools by providing temporary substitute teachers for the school district.  To account for fixed overhead costs and hourly wages, the best contract type would be:**

You a working on a project that will augment the staff in grade schools by providing temporary substitute teachers for the school district.  To account for fixed overhead costs and hourly wages, the best contract type would be:

Cost reimbursable

Make or buy

**Correct!**

Time & material

Fixed cost

**Question 5**

**1 / 1 pts**

**The Stakeholder Register is an output of which process?**

The Stakeholder Register is an output of which process?

Manage Stakeholder Engagement

Identify Stakeholders

Plan Stakeholder Management

Stakeholder Analysis

**Question 6**

**1 / 1 pts**

**In the Power/Interest stakeholder grid, which quadrant should you spend the most time on and provide the most attention?**

In the Power/Interest stakeholder grid, which quadrant should you spend the most time on and provide the most attention?

High power, low interest

Low power, low interest

**Correct!**

High power, high interest

Low power, high interest

**Question 7**

**1 / 1 pts**

**The Stakeholder Register should contain at least the following:**

The Stakeholder Register should contain at least the following:

**Correct!**

Identification information, assessment information, stakeholder classification

Identification information, risk analysis, assessment matrix

Stakeholder engagement data flow diagram, risk analysis, assessment matrix

Stakeholder management plan, stakeholder classification, risk analysis

**Question 8**

**1 / 1 pts**

**Lessons learned:**

Lessons learned:

**Correct!**

Shows how events were addressed or should be addressed in the future with the purpose of improving future performance

Collects project performance data during a retrospective

An event to plan, organize, and direct project work

The process of creating, collecting, distributing, and storing project information

**Question 9**

**1 / 1 pts**

**If a contract has an incentive fee, financial incentives are dependent on:**

If a contract has an incentive fee, financial incentives are dependent on:

Inflation

**Correct!**

Agreed upon metrics

Available project funds

Legal penalties

**Question 10**

**1 / 1 pts**

**During closing, you should hand off the project to:**

During closing, you should hand off the project to:

Executive Sponsor

The end user of the project

**Correct!**

The group that will own, or be responsible for the project going forward, on a daily basis

PMO

**Question 11**

**1 / 1 pts**

**A contract represents:**

A contract represents:

The law

Terms for making a profit

Project deliverables

A mutually binding agreement

**Question 12**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533500#question_10332175_question_text)

You are a Project Manager for Apple and your latest project is developing the new iPhone 6Z.  You need to build a solar battery that will enable the phone to go without charging for 2 weeks at a time.  Critical to this project is the new chip design that requires a special assembly line to produce.  This new assembly line is not a core competency of Apple.  You need to decide what type of contract will work best to acquire the new chip.  What procurement process are you in?

Conduct Procurements

**Correct!**

Plan Procurement Management

Control Procurements

Identify Stakeholders

**Question 13**

**1 / 1 pts**

**Which type of contract would be the riskiest for the contractor?**

Which type of contract would be the riskiest for the contractor?

**Correct!**

Firm Fixed Price

Cost plus award fee

Fixed price with economic adjustment

Time & materials

**Question 14**

**1 / 1 pts**

**The output of the Conduct Procurements process is:**

The output of the Conduct Procurements process is:

Closed procurements

Work performance information

Procurement Management Plan

**Correct!**

Signed contract agreement

**Question 15**

**1 / 1 pts**

**Your project Sponsor is actively engaged in your project and understands the benefits and impacts.  How would you classify the Sponsor as a stakeholder?**

Your project Sponsor is actively engaged in your project and understands the benefits and impacts.  How would you classify the Sponsor as a stakeholder?

**Correct!**

Leading

Supportive

Resistant

Expert

**Question 16**

**1 / 1 pts**

**During the Closing process, you should do all of the following except:**

During the Closing process, you should do all of the following except:

Gain formal approval to close the project

Conduct lessons learned

Update documents to prepare for closing and archival

**Correct!**

Classify stakeholders

**Question 17**

**1 / 1 pts**

**Enterprise environmental factors are:**

Enterprise environmental factors are:

Outputs of most planning processes

Conditions that influence, constrain, or direct the project that are not under the control of the project team

Project management systems

Processes, policies, and procedures used by the performing organization

**Question 18**

**1 / 1 pts**

**Expert judgment is:**

Expert judgment is:

**Correct!**

Judgment provided based upon expertise in an area, as appropriate for the activity

Someone with management authority over an organizational unit within a functional unit

Expert endorsement based on a specific expertise

Processes, policies, and procedures used by the performing organization

**Question 19**

**Original Score: 0 / 1 pts Regraded Score: 1 / 1 pts**

**<p>Procurement is:</p>**

**This question has been regraded.**

Procurement is:

**Correct!**

Obtaining the resources you need for the project

Structured review of the seller’s progress to deliver project scope and quality, within cost and on schedule

Acquiring goods and services from inside the performing organization

Reviewing contracts for completeness, accuracy, and effectiveness

**Question 20**

**1 / 1 pts**

**The Salience model deals classes of stakeholders based on all of the following except:**

The Salience model deals classes of stakeholders based on all of the following except:

Urgency

Legitimacy

**Correct!**

Judgment

Power

**Question 21**

**1 / 1 pts**

**<p>Cost plus fixed fee contracts (CPFF) have all of the following characteristics except:</p>**

Cost plus fixed fee contracts (CPFF) have all of the following characteristics except:

**Correct!**

Seller receives a fixed-fee payment calculated as the initial estimated project costs.

Seller is reimbursed for all allowable costs for performing the contract work.

The fee is paid only for completed work and does not changes due to seller performance unless the project scope changes.

Seller receives a fixed-fee payment calculated as a percentage of the initial estimated project costs.

**Question 22**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533500#question_10348054_question_text)

You are involved in the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.  This is known as:

**Correct!**

Manage stakeholder engagement.

Control stakeholder engagement.

Plan stakeholder management.

Communicate with stakeholders.

**Question 23**

**0 / 1 pts**

**<p>Manage Stakeholder Engagement involves all of the following activities except:</p>**

Manage Stakeholder Engagement involves all of the following activities except:

Avoiding potential concerns that have not yet become issues.

Clarifying and resolving issues that have been identified.

Managing stakeholders expectations through negotiation and communication.

Anticipating future problems that may be raised by stakeholders.

**Question 24**

**1 / 1 pts**

**<p>Control Stakeholder Engagement tools and techniques include all of the following except:</p>**

Control Stakeholder Engagement tools and techniques include all of the following except:

Expert judgement.

Information management systems.

Meetings.

**Correct!**

Behavior modification analysis.

**Question 25**

**1 / 1 pts**

**<p>Outputs from the Close Procurements Process generally include all of the following except:</p>**

Outputs from the Close Procurements Process generally include all of the following except:

Lessons learned documentation.

Deliverable acceptance.

Closed procurements.

**Correct!**

The contractors working proposal.

**Question 1**

**1 / 1 pts**

**Project risk is:**

Project risk is:

A. A condition that causes negative impact to the project

B. A threat to the success of the project

**Correct!**

C. An uncertain event that, if it occurs, has a positive or negative effect on one or more project objectives

D. An opportunity to make the most of a challenge in the project

**Question 2**

**1 / 1 pts**

**<p>The strategy to address opportunities and seek to ensure the opportunity happens is:</p>**

The strategy to address opportunities and seek to ensure the opportunity happens is:

A. Avoid

B. Enhance

**Correct!**

C. Exploit

D. Share

**Question 3**

**1 / 1 pts**

**The Risk Register is an output of which Project Risk Management process?**

The Risk Register is an output of which Project Risk Management process?

A. Perform Qualitative Risk Analysis

B. Perform Quantitative Risk Analysis

C. Plan Risk Management

**Correct!**

D. Identify Risks

**Question 4**

**1 / 1 pts**

**The following process is in Monitoring &amp; Control:**

The following process is in Monitoring & Control:

A. Plan Risk Management

B. Control Risks

C. Perform Quantitative Risk Analysis

D. Perform Qualitative Risk Analysis

**Question 5**

**1 / 1 pts**

**Relies on anonymous feedback from experts through questionnaires and drives toward consensus.**

Relies on anonymous feedback from experts through questionnaires and drives toward consensus.

A. Root cause analysis

B. Probability impact matrix

**Correct!**

C. Delphi technique

D. Risk Register

**Question 6**

**1 / 1 pts**

**The Risk Register should include:**

The Risk Register should include:

A. Identified risks and WBS number

B. Identified risks and potential responses

C. Risk categorization and identified risks

D. Identified risk and risk analysis

**Question 7**

**1 / 1 pts**

**Is used to determine the risk rating to help prioritize risks:**

Is used to determine the risk rating to help prioritize risks:

A. Risk categorization

B. Risk Register

C. Expected Monetary Value Analysis

D. Probability and Impact Matrix

**Question 8**

**1 / 1 pts**

**Helps compare the relative importance and impact of variables that have a high degree of uncertainty to those that are more stable:**

Helps compare the relative importance and impact of variables that have a high degree of uncertainty to those that are more stable:

A. Expected Monetary Analysis

B. Tornado diagram

C. Decision tree diagram

D. Monte Carlo technique

**Question 9**

**1 / 1 pts**

**Uses a computer to produce many simulations using random sampling to obtain probable results distribution:**

Uses a computer to produce many simulations using random sampling to obtain probable results distribution:

A. Expected Monetary Analysis

B. Monte Carlo technique

C. Decision tree diagram

D. Sensitivity analysis

**Question 10**

**1 / 1 pts**

**You are building a skyscraper in New York City.  If the project falls behind schedule, you will lose millions of dollars in fees to the city.  You want to shift the financial burden of the threat of fees to a third party.  What strategy should you use?**

You are building a skyscraper in New York City.  If the project falls behind schedule, you will lose millions of dollars in fees to the city.  You want to shift the financial burden of the threat of fees to a third party.  What strategy should you use?

A. Mitigate

B. Avoid

C. Exploit

D. Transfer

**Question 11**

**1 / 1 pts**

**Your software project is given very good press in The Wall Street Journal.  You want to make sure the chances for success are increased so you add more resources to the project.  What strategy are you using?**

Your software project is given very good press in The Wall Street Journal.  You want to make sure the chances for success are increased so you add more resources to the project.  What strategy are you using?

A. Share

B. Accept

C. Transfer

**Correct!**

D. Enhance

**Question 12**

**1 / 1 pts**

**Qualitative Risk Analysis deals with:**

Qualitative Risk Analysis deals with:

A. Developing options for risk responses

B. Numerically analyzing the effect of risks

**Correct!**

C. Prioritizing risks

D. Monitoring residual risks

**Question 13**

**1 / 1 pts**

**Using Expected Monetary Value Analysis, calculate the average outcome for a project that has either a $300,000 profit and 30% chance of achieving it, or a $100,000 loss and 70% chance of having that happen.**

Using Expected Monetary Value Analysis, calculate the average outcome for a project that has either a $300,000 profit and 30% chance of achieving it, or a $100,000 loss and 70% chance of having that happen.

A. $160,000

**Correct!**

B. $20,000

C. $400,000

D. $90,000

**Question 14**

**1 / 1 pts**

**Process of determining options to reduce threats and enhance opportunities:**

Process of determining options to reduce threats and enhance opportunities:

A. Identify Risks

B. Control Risks

C. Plan Risk Response

D. Perform Qualitative Risk Analysis

**Question 15**

**1 / 1 pts**

[**Skip to question text.**](https://utah.instructure.com/courses/308650/quizzes/533501#question_10332201_question_text)

Your Risk Register calls out several risks, including not having enough resources available to complete the software in time to ship it.  You check in weekly with the developers to make sure the software will be completed in time.  What process are you in?

A. Plan Risk Management

B. Control Risks

C. Plan Risk Response

D. Identify Risks

**Question 16**

**1 / 1 pts**

**When using the Delphi technique, you should:**

When using the Delphi technique, you should:

A. Have a unanimous decision

B. Encourage brainstorming

C. Not share the responses through the entire process

**Correct!**

D. Make sure the participants are experts

**Question 17**

**1 / 1 pts**

**<p>In the Plan Risk Responses process, an accept strategy for a negative risk or threat indicates that the project team has decided:</p>**

In the Plan Risk Responses process, an accept strategy for a negative risk or threat indicates that the project team has decided:

To agree with the project manager.

To eliminate a specific risk or threat, to reduce the probability and/or impact of an adverse risk event to be within acceptable threshold limits, or to persue an opportunity actively.

**Correct!**

Not to change the project management plan to deal with a risk, or is unable to identify any other suitable response strategy.

To purchase insurance, or to require performance bonds, warranties, and guarantees.

**Question 18**

**1 / 1 pts**

**<p>As an update of the Control Risks process, an updated risk register generally includes some or all of the following except:</p>**

As an update of the Control Risks process, an updated risk register generally includes some or all of the following except:

**Correct!**

The work breakdown structure (WBS).

Outcomes of risk reassessments, risk audits, and periodic risk reviews.

Identification of new risks, updates to probability, impact, priority, response plans, ownership, and other elements of the risk register.

Actual outcomes of the project's risks and of the risk responses.

**Question 19**

**1 / 1 pts**

**<p>To be successful, an organization should be committed to addressing risk management:</p>**

To be successful, an organization should be committed to addressing risk management:

Just in time before a meeting with major stakeholders of the project.

**Correct!**

Proactively throughout the entire project.

As soon as time and cost estimates are ready.

As early as possible in the execution phase.

**Question 20**

**1 / 1 pts**

**<p>Primary output of the Identify Risks Process is the:</p>**

Primary output of the Identify Risks Process is the:

**Correct!**

Risk Register.

Expected monetary value of the risk events.

List of the corrective actions.

Risk mitigation plan.

**Question 21**

**1 / 1 pts**

**<p>The Mitigate risk response strategy:</p>**

The Mitigate risk response strategy:

**Correct!**

Reduces the probability of occurrence or impact of a threat.

Seeks to make sure the risk negative response happens.

Allocates some or all of the ownership of the opportunity to a third party who is best able to address the threat.

Seeks to eliminate the threat or protect the project from its impact.

**Question 22**

**0 / 1 pts**

**<p>The Probability and Impact Risk Assessment thresholds:</p>**

The Probability and Impact Risk Assessment thresholds:

Show quantitative risk results for the project.

Are determined by the number of threats to the project.

Are unique for each organization.

Determine if the risk is an opportunity or a threat.

**Question 23**

**1 / 1 pts**

**<p>Sensitivity analysis helps determine which risks have the most potential impact on the project.  How is that information typically shown?</p>**

Sensitivity analysis helps determine which risks have the most potential impact on the project.  How is that information typically shown?

Probability and impact matrix.

Cost/probability chart.

Decision tree diagram.

Tornado diagram.

**Question 24**

**1 / 1 pts**

**<p>Expected monetary value (EMV) analysis has all of the following characteristics except:</p>**

Expected monetary value (EMV) analysis has all of the following characteristics except:

It is a statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen.

The EMV of opportunities are generally expressed as positive values, whereas those of threats are expressed as negative values.

**Correct!**

EMV analysis cannot be used effectively in decision tree analysis unless a risk-averse assumption is made.

EMV for project is calculated by multiplying the value of each possible outcome by its probability of occurrence and adding the products together.

**Question 25**

**1 / 1 pts**

**<p>An output of Perform Qualitative Risk Analysis is:</p>**

An output of Perform Qualitative Risk Analysis is:

**Correct!**

Project document updates

Risk management plan.

Risk register.

Meetings.