

1. To **control the schedule**, a project manager is **reanalyzing** the project to **predict** project duration. She does this by analyzing the sequence of activities with the **least amount of scheduling flexibility**. What technique is she using?

- . **Critical path method**
- A. Flowchart
- B. Precedence diagramming
- C. Work breakdown structure.

2. All of the following are factors in the assessment of **project risk EXCEPT**:

- . Risk event
- A. Risk probability
- B. Amount at stake
- C. **Insurance premiums**  
**Đảm bảo chất lượng cao**

3. A project manager is being considered for **a particular project** that will deal exclusively with global virtual teams. He only has experience with local teams. What should he do when discussing the opportunity with the sponsor?

**Particular: riêng tư, ngoại lệ**

- . Since he has led projects and teams, it does not make any difference that these are all global virtual teams, so he does not need to bring it up.
- A. He should avoid any conversation regarding the types of teams involved so the sponsor does not know he lacks experience in this area
- B. **The project manager should point out to the sponsor that he has not had experience with global virtual teams but discuss why he thinks he is a good fit for the project anyway**
- C. The project manager should point out to the sponsor that he has not had experience with global virtual teams and therefore must decline the assignment.

4. Your project is as below:

Task A, duration 2, no dependency

Task B, duration 4, no dependency

Task C, duration 7, no dependency

Task D, duration 5, depends on Task A

Task E, duration 3, depends on Task B and Task C

Task F, duration 8, depends on Task C

Task G, duration 10, depends on Task D and Task E

Task H, duration 4, depends on Task E

Task I, duration 7, depends on Task F

Task J, duration 12, depends on Task H and Task I

What is TRUE?

- . **The critical path is CFIJ**
- A. The longest path is 35 days
- B. The earliest path is CEHJ
- C. There are 6 paths

5. Your task is develop and install 10 printer drivers with a budget of \$100.000 in 10 weeks. At week 5, 4 printer developed and installed and \$47.500 was spent. What is CV and SV of your project?

- . **CV\= -\$7.500 & SV\= -\$10.000**
- A. CV\= \$7.500 & SV\= \$10.000
- B. CV\= -\$2.500 & SV\= -\$7.500
- C. None

6. Project to create ecommerce website to sell your products online may provide the following cash flow:

Current Year: Expected to spend \$10,000 to develop the website.(One year time-frame – not a capital project)

Year-1: After website is deployed, it is expected to generate \$4,000 in the first year.

Year-2: Expected to generate \$5,000 in the second year.

Year-3: Expected to generate \$5,000 in the third year

Year-4: Expected to generate \$2,000 in the fourth year.

Year-5: Expected to generate \$2,000 in the fifth year

Assuming the payment \$10,000 as made at the beginning of the year, the discount rate is 10%, what is NPV?

- . \$3857
- A. **\$4132**
- B. \$3757
- C. \$4032

7. A project has **three critical** paths. Which of the following BEST describes how this affects the project?

More critical paths -> more risk

- . It makes it easier to manage
- A. It increases the project risk.**
- B. It requires more people.
- C. It makes it more expensive

8. Risk tolerances are determined in order to help:

Tolerance: tha thứ, chấp nhận, hài lòng

- . **The team rank the project risks**
- A. The project manager estimate the project.
- B. The team schedule the project.
- C. Management know how other manager will act on the project.

9. A major negotiation with a potential subcontractor is scheduled for tomorrow when you discover there is a good chance the project will be cancelled. What should you do?

Negotiation: sự thương lượng, dàn xếp, đàm phán

Postpone: trì hoãn

- . Do not spend too much time preparing for the negotiations
- A. Cut the negotiations short
- B. Only negotiate major items.
- C. Postpone the negotiations.**

10. Your project is as followed:

Task A, duration 6, dependent on none

Task B, duration 5, dependent on none

Task C, duration 3, dependent on none

Task D, duration 12, dependent on task B and task C

Task E, duration 2, dependent on task A

Task F, duration 5, dependent on task B

Task G, duration 1, dependent on task B

Task H, duration 9, dependent on task E and task F

Task I, duration 7, dependent on task G

Task J, duration 7, dependent on task H

Task K, duration 3, dependent on task I

Task L, duration 5, dependent on task D

The critical path of this project is

- . BEHJ
- A. BFHJ**
- B. AEHJ
- C. BDHJ

**11.** If project **time and cost** are **not as important** as the number **of resources** used each month, which of the following is the **BEST** thing to do?

- . Perform a Monte Carlo analysis.
- A. Fast track the project
- B. Perform resource leveling**
- C. Analyze the life cycle costs

**12.** All of the following are **common results of risk** management EXCEPT:

- . Contract terms and conditions are created.
- A. The project management plan is changed
- B. The communications management plan is changed.
- C. The project charter is changed => this belongs to Project scope management.**  
**Charter: bản tuyên bố**

**13.** You've been assigned to take over managing a project that should be half complete according to the schedule. After an extensive evaluation, you discover that the project is running far behind schedule and that the project will probably take twice the time originally estimated by the previous project manager. However, the sponsor has been told that the project is on schedule. What is the BEST course of action?

- . Try to restructure the schedule to meet the project deadline.
- A. Report your assessment to the sponsor.**
- B. Turn the project back to the previous project manager.
- C. Move forward with the schedule as planned by the previous project manager and report at the first missed milestone.

**14.** Your project is as below:

Task A, duration 2, no dependency

Task B, duration 4, no dependency

Task C, duration 7, no dependency

Task D, duration 5, depends on Task A

Task E, duration 3, depends on Task B and Task C

Task F, duration 8, depends on Task C

Task G, duration 10, depends on Task D and Task E

Task H, duration 4, depends on Task E

Task I, duration 7, depends on Task F

Task J, duration 12, depends on Task H and Task I

The critical path lasts:

- . 26 days
- A. 27 days
- B. 34 days**
- C. 35 days

**15.** When would a milestone chart be used instead of a bar chart?

- . Project planning.
- A. Reporting to team member.
- B. Reporting to management.**
- C. Risk analysis

**16.** Purchasing insurance is BEST considered an example of risk:

- . Mitigation
- A. Transfer**
- B. Acceptance
- C. Avoidance

**17.** You are halfway through a major network rollout. There are 300 locations in the US with another 20 in England. A software seller has just released a major software upgrade for some of the equipment being installed. The upgrade would provide the customer with functionality they requested that was not available at the time the project began. What is the BEST course of action under these circumstances?

- . Continue as planned, your customer has not requested a change.
- A. Inform the customer of the upgrade and the impacts to the project's timeline and functionality if the upgrade is implemented.**
- B. Implement the change and adjust the schedule as necessary because this supports the customer's original request.
- C. Implement the change to the remaining sites and continue with the schedule.

**18.** Your project management plan results in a project schedule that is too long. If the project network diagram can not change but you have extra personnel resources, what is the BEST thing to do?

- . Fast track the project
- A. Level the resources
- B. Crash the project**
- C. Monte Carlo analysis

**19.** You are finding it difficult to evaluate the exact cost impact of risks. You should evaluate on and

- . Quantitative basis
- A. Numerical basis
- B. Qualitative basis**
- C. Econometric basis

**20.** You are a project manager for one of many projects in a large and important program. At a high level status meeting, you note that another project manager has reported her project on schedule. Looking back on your project over the last few weeks, you remember many deliverables from the other project that arrived late. What should you do?

- . Meet with the program manager.
- A. Develop a risk control plan.
- B. Discuss the issue with your boss.
- C. Meet with the other project manager.**

**21.** Which of the following is the BEST thing to do to try to complete a project two day earlier?

- . Tell senior management that the project's critical path does not allow the project to be finished earlier.
- A. Tell your boss.
- B. Meet with the team and look for options for crashing or fast tracking the critical path.**
- C. Work hard and see what the project status is next month.

**22.** Output of the Plan Risk Responses process includes:

- . **Residual risks, fallback plans, and contingency reserves**
- A. Risk triggers, contracts, and a risk list.
- B. Secondary risks, process updates and risk owners.
- C. Contingency plans, project management plan updates and change requests.

**23.** You have always been asked by your management to cut your project estimate by 10% after you have given it to them. The scope of your new project is unclear and there are over 30

stakeholders. Management expects a 25% reduction in downtime as a result of the project. Which of the following is the BEST course of action in this situation?

- . Replan to achieve a 35% improvement in downtime.
- A. Reduce the estimates and note the changes in the risk response plan.
- B. Provide an accurate estimate of the actual costs and be able to support it.**
- C. Meet with the team to identify where you can find 10% savings.

**24.** In attempting to complete the project faster, the project manager looks at the cost associated with crashing each activity. The BEST approach to crashing would also include looking at the:

- . **Risk impact of crashing each activity.**
- A. Customer's opinion of which activities to crash.
- B. Boss's opinion of which activities to crash and in which order.
- C. Project life cycle phase in which the activity is due to occur.

**25.** Workarounds are determined during which risk management process?

- . Identify Risks
- A. Perform Quantitative Risk Analysis
- B. Plan Risk Responses
- C. Monitor and Control Risks**

**26.** You are in the middle of a project when you discover that a software seller for your project is having major difficulty keeping employees due to a labor dispute. Many other projects in your company are also using the company's services. What should you do?

- . Attempt to keep the required people on your project.
- A. Tell the other project managers in your company about the labor problem.**
- B. Contact the company and advise it that you will cancel its work on the project unless it settles its labor dispute.
- C. Cease doing business with the company.

**27.** Which of the following processes includes asking team members about the time estimates for their activities and reaching agreement on the calendar date for each activity?

- . Sequence Activities
- A. Develop Schedule**
- B. Define Scope
- C. Develop Project Charter

**28.** During which risk management process is a determination to transfer a risk made?

- . Identify Risks
- A. Perform Quantitative Risk Analysis
- B. Plan Risk Responses**

C. Monitor and Control Risks.

**29.** All of the following are the responsibility of a project manager EXCEPT:

- . Maintain the confidentiality of customer confidential information.
- A. Determine the legality of company procedures.**
- B. Ensure that a conflict of interest does not compromise the legitimate interest of the customer.
- C. Provide accurate and truthful representations in cost estimates.

**30.** A project manager is in the middle of the executing process of a very large construction project when he discovers that the time needed to complete the project is longer than the time available. What is the BEST thing to do?

- . Cut product scope
- A. Meet with management and tell them that the required date can not be met
- B. Work overtime
- C. Determine options for schedule compression and present management with his recommended option**

**31.** A project management has just finished the risk response plan for a US\$387,000 engineering project. Which of the following should he probably do NEXT?

- . Determine the overall risk rating of the project.
- A. Begin to analyze the risks that show up in the project drawings.
- B. Add work packages to the project work breakdown structure.**
- C. Hold a project risk reassessment.

**32.** In order to complete work on your projects, you have been provided confidential information from all of your clients. A university contacts you to help it in its research. Such assistance would require you to provide the university with some of the client data from your files. What should you do?

- . Release the information but remove all references to the client's names.
- A. Provide high level information only.
- B. Contact to your clients and seek permission to disclose the information.**
- C. Disclose the information.

**33.** During project planning, you estimate the time needed for each activity and then add the estimates to create the project estimate. You commit to completing the project by this date. What is wrong with this scenario?

- . The team did not create the estimate, and estimating takes too long using that method.
- A. The team did not create the estimate, and a network diagram was not used.**
- B. The estimate is too long and should be created by management.
- C. The project estimate should be the same as the customer's required completion date



**34.** A project manager asked various stakeholders to determine the probability and impact of a number of risks. He then analyzed the assumption. He is about to move to the next step of risk management. Based on this information, what has the project manager forgotten to do?

- . Evaluate trends in risk analysis.
- A. Identify triggers.
- B. Provide a standardized risk rating matrix.**
- C. Create a fallback plan.

**35.** Management has promised you part of the incentive fee from the customer if you complete the project early. While finalizing a major deliverables, your team informs you that the deliverables meets the requirements in the contract but will not provide the functionality the customer needs. If the deliverable is late, the project will not be completed early. What action should you take?

- . Provide the deliverable as it is.
- A. Inform the customer of the situation and work out a mutually agreeable solution.**
- B. Start to compile a list of delays caused by the customer to prepare for negotiations.
- C. Cut out other activities in a way that will be unnoticed to provide more time to fix the deliverable.

**36.** You are a project manager on a \$5,000,000 software development project. While working with your project team to develop a network diagram, you notice a series of activities that can be worked in parallel but must finish in a specific sequence. What type of activity sequencing method is required for these activities?

- . **Precedence diagramming method.**
- A. Arrow diagramming method.
- B. Critical path method.
- C. Operational diagramming method.

**37.** A project manager has assembled the project team, identified 56 risks on the project, determined what would trigger the risks, rated them on a risk rating matrix, tested their assumptions, and assessed the quality of the data used. The team is continuing to move through the risk management process. What has the project manager forgotten to do?

- . Simulation
- A. Risk mitigation.
- B. Overall risk ranking for the project.
- C. Involvement of other stakeholders.**

**38.** You have just discovered an error in the implementation plan that will prevent you from meeting a milestone date. The BEST thing you can do is:

- . **Develop options to meet the milestone date.**

- A. Change the milestone date.
- B. Remove any discussion about due dates in the project status report.
- C. Educate the team about the need to meet milestone dates.

**39.** A dependency requiring that design be completed before manufacturing can start is an example of a:

- . Discretionary dependency.
- A. External dependency.
- B. Mandatory dependency.**
- C. Scope dependency.

**40.** If a project has a 60% chance of a US\$100,000 profit and a 40% chance of a US\$100,000 loss, the expected monetary value for the project is:

- . \$100,000 profit
- A. \$60,000 loss
- B. \$20,000 profit**
- C. \$40,000 loss

**41.** A project manager gathered data to perform earned value calculations on his project. He used the results to report to management that the project is under budget and on schedule. After reporting this information, he discovered that the base figures he used in the calculations were incorrect, as they came from an old copy of the project file which had not been updated. What should he do now?

- . **He should contact management to make them aware of the error, give the correct information, and explain how he made the mistake**
- A. He should contact management and tell them to expect some changes in the next reporting period, and that things are starting to look gloomy.
- B. He should use the correct figures to calculate the information when it is time for the next report and ignore the fact that he reported incorrect information.
- C. He should tell management that the data he received from team members was incorrect and thus the report was not accurate.

**42.** You have a project with the following activities: Activity A takes 40 hours and can start after the project starts. Activity B takes 25 hours and should happen after the project starts. Activity C must happen after activity A and take 35 hours. Activity D must happen after activities B and C and takes 30 hours. Activity E must take place after activity C and takes 10 hours. Activity F takes place after Activity E and takes 22 hours. Activities F and D are the last activities of the project. Which of the following is TRUE if activity B actually takes 37 hours?

- . The critical path is 67 hours
- A. The critical path changes to Start, B, D, End.
- B. The critical path is Start, A, C, E, F, End.**

C. The critical path increases by 12 hours

**43.** Your task is to develop and install 10 printer drivers with a budget of \$100,000 in 10 weeks. At week 5, 4 printer developed and installed and \$47,500 was spent. What is CPI & SPI

- . **CPI=0.84 & SPI=0.80**
- A. CPI=\$2.500 & SPI=\$10.000
- B. CPI=1.02 & SPI=1.08
- C. None

**44.** Samantha is a Project Manager of a Software product. The project required an initial investment of \$100,000. The project generated a revenue of \$20,000 in the first year. There were operational cost of \$5000 and tax liability of another \$5000. What is the return on invested capital?

- . 5%
- A. 10%**
- B. 20%
- C. 0%

**45.** You are a project manager on a \$5,000,000 software development project. While working with your project team to develop a network diagram, your data architects suggest that quality could be improved if the data model is approved by senior management before moving on to other design elements. They support this suggestion with an article from a leading software development journal. Which of the following BEST describes what this type of input is called?

- . Mandatory dependency.
- A. Discretionary dependency**
- B. External dependency.
- C. Heuristic

**46.** You are a project manager for the construction of a major new manufacturing plant that has never been done before. The project cost is estimated at US\$30,000,000 and will make use of three sellers. Once begun, the project cannot be cancelled as there will be a large expenditure on plant and equipment, As the project manager, it would be MOST important to carefully:

- . Review all cost proposals from the sellers
- A. Examine the budget reserves.
- B. Complete the project charter.
- C. Perform an identification of risks.**

**47.** While testing the strength of concrete poured on your project, you discover that over 35% of the concrete does not meet your company's quality standards. You feel certain the concrete will function as it is, and you don't think the concrete needs to meet the quality level specified. What should you do?

- . Change the quality standards to meet the level achieved.
- A. List in your reports that the concrete simply 'meets our quality needs'.
- B. Ensure the remaining concrete meets the standard.
- C. **Report the lesser quality level and try to find a solution.**

**48.** A project manager has received activity duration estimates from his team. Which of the following does he need in order to complete the Develop Schedule process?

- . Change requests
- A. Schedule change control system
- B. Recommended corrective actions
- C. **Reserves**

**49.** During the Plan Risk Management process, your team has come up with 434 risks and 16 major causes of those risks. The project is the last of a series of project that the team has worked on together. The sponsor is very supportive, and a lot of time was invested in making sure the project work was complete and signed off by all key stakeholders.

During project planning, the team cannot come up with an effective way to mitigate or insure against a risk. It is not work that can be outsourced, nor can it be deleted. What would be the BEST solution?

- . **Accept the risk.**
- A. Continue to investigate ways to mitigate the risk.
- B. Look for ways to avoid the risk.
- C. Look for ways to transfer the risk.

**50.** You are the project manager for a new international project, and your project team includes people from four countries. Most of the team members have not worked on similar projects before, but the project has strong support from senior management. What is the BEST thing to do ensure that cultural differences do not interfere with the project?

- . Spend a little more time creating the work breakdown structure and making sure it is complete.
- A. As the project manager, make sure you choose your words carefully whenever you communicate.
- B. **Ask one person at each team meeting to describe something unique about their culture.**
- C. Carefully encode all of the project manager's communications.

**51.** A project manager is taking over a project from another project manager during the planning process group. If the new project manager wants to see what the previous project manager planned for managing changes to the schedule, it would be BEST to look at the:

- . Communication management plan
- A. Update management plan
- B. Staffing management plan

**C. Schedule management plan**

**52.** A project manager is quantifying for her project. Several of her experts are offsite, but wish to be included. How can this be done?

- . Use Monte Carlo analysis using the Internet as a tool.
- A. Apply the critical path method.
- B. Determine options for recommended corrective action.

**C. Apply the Delphi technique**

**53.** A project has a tight budget when you begin negotiating with a seller for a piece of equipment. The seller has told you that the equipment price is fixed. Your manager has told you to negotiate the cost with the seller. What is your BEST course of action?

- . **Make a good faith effort to find a way to decrease the cost.**
- A. Postpone negotiations until you can convince your manager to change his mind.
- B. Hold the negotiations, but only negotiate other aspects of the project.
- C. Cancel the negotiations.

**54.** A project manager is using weighted average duration estimates to perform schedule network analysis. Which type of mathematical analysis is being used?

- . Critical path method
- A. PERT**
- B. Monte Carlo
- C. Resource leveling

**55.** An experienced project manager has just begun working for a large information technology integrator. Her manager provides her with a draft project charter and immediately asks her to provide an analysis of the risks on the project. Which of the following would BEST help in this effort?

- . An article from PM Network Magazine
- A. Her project scope statement from the project planning process.
- B. Her resource plan from the project planning process.
- C. A conversation with a team member from a similar project that failed in past.**

**56.** A certified PMP is contacted by PMI and asked to provide information regarding another project manager who has been reported to be involved in unethical activities. The PMP certified project manager knows his information would support the accusations and the other project manager in question is a friend. He decides that the best thing to do would be to not respond and therefore neither confirm nor deny accusations. Would this be the right thing to do?

- . Yes. It would be a safe thing to do just ignore the request and stay out of it.
- A. No. If he knows something, he is required by the Code of Ethics and Professional Conduct to cooperate.**

- B. No. It would be better to deny the charges against his friend to maintain the relationship.
- C. Yes. It is expected that project managers will support each other in the field against outsiders.

**57.** A team member from research and development tells you that her work is too creative to provide you with a fixed single estimate for the activity. You both decide to use the labor hours per installation from past project to predict the future/ This is an example of which of the following?

- . **Parametric estimating**
- A. 3-point estimating
- B. Analogous estimating
- C. Monte Carlo analysis.

**58.** You have been appointed as the manager of a new, large and complex. Because this project is business-critical and very visible, senior management has told you to analyze the project's risks and prepare response strategies for them as soon as possible. The organization has risk management procedures that are seldom used or followed, and has had a history of handling risks badly. The project's first milestone is in two weeks. In preparing the risk response plan, input from which of the following is generally LEAST important?

- . Project team members
- A. Project sponsor**
- B. Individuals responsible for risk management policies and templates.
- C. Key stakeholders.

**59.** A project manager discovers a defect in a deliverable due to the customer under contract today. The project manager knows the customer does not have the technical understanding to notice the defect. The deliverable meets the contract requirements but it does not meet the project manager's quality standard. What should the project manager do in this situation?

- . Issue the deliverables and get formal acceptance from the customer.
- A. Note the problem in the lessons learned so future projects do not encounter the same problem.
- B. Discuss the issue with the customer.**
- C. Inform the customer that the deliverables will be late

**60.** If the optimistic estimate for an activity is 12 days, and the pessimistic estimate is 18 days, what is the standard deviation of this activity?

- . **1**
- A. 1.3
- B. 3
- C. 6

**61.** You are in a middle of a two-year project to deploy new technology to field offices across the country. A hurricane caused power outages just when the upgrade near completion. When the power was restored, all of the project reports and historical data were lost with no way of retrieving them. What should have been done to prevent this problem?

- . Purchase insurance
- A. Plan for a reserve fund.
- B. Monitor the weather and have a contingency plan.**
- C. Schedule the installation outside the hurricane season.

**62.** Management tells a project manager to subcontract part of the project to a company that management has worked with many times. Under these circumstances, the project manager should be MOST concerned about:

- . **Making sure the company has the qualifications to complete the project.**
- A. Meeting management expectations of time.
- B. The cost of the subcontracted work.
- C. The contract terms and conditions

**63.** An activity has an ES=3, LS=13, EF=9 and LF=19 of day 19. The activity

- . Is on the critical path
- A. Has a lag
- B. Is progressing well
- C. Is not on the critical path**

**64.** A system development project is nearing project closing when a previously unidentified risk is discovered. This could potentially affect the project's overall ability to deliver. What should be done NEXT?

- . Alert the project sponsor of potential impacts to cost, scope, or schedule.
- A. Qualify the risk.**
- B. Mitigate this risk by developing a risk response plan.
- C. Develop a workaround

**65.** Three students from another country are working as interns on a project. The project manager has arranged for some games to play as team-building activities to help create a close knit sense of team with the group members. At the event where the activities are taking place, the three students refuse to participate, claiming the behaviour involved is unacceptable in their country and they would be very uncomfortable participating. What should the project manager do?

- . He should tell the students that they need to become familiar with the how things are done in this country and that they must play along.
- A. He should excuse the students from playing and arrange to discuss with them alternative activities that they would more comfortable with.**

- B. He should report the students to their functional manager and request they be removed from the project since their attitude will have a negative impact on the project.
- C. He should tell the students they are excused from the activities and to not attend any team building activities in the future.

**66.** The cost performance index of a project is 0.6 and the schedule performance index is 0.71. The project has 625 work packages and is being completed over a four-year period. The team members are very inexperienced, and the project received little support for proper planning. Which of the following is the BEST thing to do?

- . **Update risk identification and analysis.**
- A. Spend more time improving the cost estimates.
- B. Remove as many work packages as possible.
- C. Reorganize the responsibility assignment matrix.

**67.** A project manager discovers an urgent need for outsourced resources on the project. He knows he has the money to cover the cost of these resources. He goes to the procurement manager and explains the situation, insisting a contract be drawn up today so he can obtain resources and circumvent the standard procedure. Is this the correct process to follow?

- . Yes, of course. For urgent needs, it is not necessary to follow the organization's procedure regarding procurement.
- A. Yes. Urgent needs from projects should always be dealt with immediately as directed by the project manager.
- B. **No. The procurement manager has a process to follow when creating contracts that helps protect the company and its projects.**
- C. No. The procurement manager should be checking in with the project manager to see if he is in need of a contract, rather than making the project manager come and ask for one.

**68.** While preparing your risk responses, you identify additional risks. What should you do?

- . Add reserves to the project to accommodate the new risks and notify management.
- A. **Document the risk items, and calculate the expected monetary value based on probability and impact that result from occurrences.**
- B. Determine the risk events and the associated cost, then add the cost to the project budget as a reserve.
- C. Add a 10% contingency to the project budget and notify the customer.

**69.** The engineering department wants the project objective to be a 10% improvement in throughput. The IT department wants no more than 5% of its resources to be used on the project. Management, who is also your boss, wants the project team to decrease tax liability. The BEST thing you can do is:

- . Put a plan together that meets all the objectives.
- A. Have these people get together and agree on one objective.



**B. Include the engineering and information technology objectives but hold further meetings.**

C. Include only management's objective.

**70.** You have just been assigned as the project manager for a new telecommunication project that is entering the second phase of the project. There appear to be many risks on this project, but no one has evaluated them to assess the range of possible project outcomes. What needs to be done?

. **Plan Risk Management.**

A. Perform Quantitative Risk Analysis

B. Plan Risk Responses.

C. Monitor and Control Risks.

**71.** You are finalizing the monthly project status report due now to your manager when you discover that several project team members are not reporting actual hours spent on project activities. This results in skewed project statistics. What is the MOST appropriate action to be taken?

. Discuss the impacts of these actions with team members.

A. Report the team member's action to their functional managers.

B. Continue reporting information as presented to you.

**C. Provide accurate and truthful representations in all project reports.**

**72.** Which of the following are GENERALLY illustrated BETTER by bar charts than network diagram?

. Logical relationships

A. Critical paths

B. Resource trade-offs.

**C. Progress or status.**

**73.** Assuming that the ends of a range of estimate are +/- 3 sigma from the mean, which of the following range estimate involves the LEAST risk?

. 30 days, plus or minus 5 days.

A. 22-30 days

**B. Optimistic 26 days, most likely=30 days, pessimistic=33 days.**

C. Mean of 28 days

**74.** A project manager is working with a vendor on a project when she learns that the vendor has bribed a subcontractor to work on this project instead of fulfilling previous commitments to other projects. What should she do?

. **She should report the offense to management and the project managers of the affected project.**

- A. She should not do anything because this is the vendor's problem. The project manager herself didn't do anything wrong
- B. She should report this to other subcontractor so they know they could get more money from the vendor
- C. She should resign from the project so as to remove herself from this type of activity, but keep it to herself rather than cause problems

**75.** Your project is as below:

Task A, duration 2, no dependency

Task B, duration 4, no dependency

Task C, duration 7, no dependency

Task D, duration 5, depends on Task A

Task E, duration 3, depends on Task B and Task C

Task F, duration 8, depends on Task C

Task G, duration 10, depends on Task D and Task E

Task H, duration 4, depends on Task E

Task I, duration 7, depends on Task F

Task J, duration 12, depends on Task H and Task I

The earliest time to finish this project is:

- . 15 days
- A. 16 days
- B. 17 days**
- C. 18 days

**76.** You have a project that is scheduled to be completed in 10 days at a budgeted cost of \$100,000. At the end of day 6 you do an analysis and you determine the job is 70% complete and you have spent \$65,000. What is CORRECT?

- . **EV=\$70,000 & SPI=1.17**
- A. EV=\$70,000 & CPI=1.17
- B. EV=\$65,000 & SPI=1.17
- C. BAC=\$100,000 & SPI=1.08

**77.** Project to create e-commerce website to sell your products online may provide the following cash flow:

Current Year: Expected to spend \$10,000 to develop the website.(One year time-frame – not a capital project)

Year-1: After website is deployed, it is expected to generate \$4,000 in the first year.

Year-2: Expected to generate \$5,000 in the second year.

Year-3: Expected to generate \$5,000 in the third year

Year-4: Expected to generate \$2,000 in the fourth year.

Year-5: Expected to generate \$2,000 in the fifth year

Assuming payment \$10,000 as made at the end of the year, the discount rate is 10%, what is NPV?

- . \$4132
- A. \$3757**
- B. \$4232
- C. \$3857

**78.** During project excuting, a team member identifies a risk that is not in the risk register. What should you do?

- . Get further information on how the team member identified the risk, because you already performed a detailed analysis and did not identify this risk.
- A. Disregard the risk, because risks were identified during project planning.
- B. Inform the customer about the risk.
- C. Analyze the risk.**

**79.** During project executing, a major problem occurs that was not included in the risk register. What should you do FIRST?

- . **Create a workaround.**
- A. Reevaluate the Identify Risks process.
- B. Look for any unexpected effects of the problem.
- C. Tell management.

**80.** The customer requests a change to the project that would increase the project risk. Which of the following should you do before all the others?

- . Include the expected monetary value of the risk in the new cost estimate.
- A. Talk to the customer about the impact of the change.
- B. Analyze the impacts of the change with the team.**
- C. Change the risk management plan.

**81.** Which of the following is a chief characteristic of the Delphi technique?

- . Extrapolation from historical records from previous projects.
- A. Expert opinion**
- B. Analytical hierarchy process.
- C. Bottom-up approach.

**82.** A project has had some problems, but now seems under control. In the last few months, almost all the reserve has been used up and most of the negative impacts of events that had been predicted have occurred. There are only four activities left, and two of them are on the critical path. Management now informs the project manager that it would be in the performing organization's best interest to finish the project two weeks earlier than scheduled in order to receive an additional profit. In response, the project manager sends out a request for proposal for some work that the team was going to do, in the hopes that another company might be able to do the work faster. The project manager can BEST be said to be attempting to work with:

- . Reserve
- A. Opportunities**
- B. Scope verification
- C. Threats

**83.** Monte Carlo analysis is used to:

- . **Get an indication of the risk involved in the project**
- A. Estimate an activity's length
- B. Simulate the order in which activities occur.
- C. Prove to management that extra staff is needed.

**84.** A project team is creating a project management plan when management asks them to identify project risks and provide some form of qualitative output as soon as possible. What should the project team provide?

- . **Prioritized list of project risks**
- A. Risk triggers
- B. Contingency reserves
- C. Probability of achieving the time and cost objectives.

**85.** A project manager is creating a risk response plan. However, everytime a risk response is suggested, another risk is identified that is caused by the response. Which of the following is the BEST thing for project manager do?

- . **Document the new risk and continue the Plan Risk Responses process.**
- A. Make sure the project work is better understood.
- B. Spend more time making sure the risk responses are clearly defined.
- C. Get more people involved in the Identify Risks process. since risks have been missed.

**86.** A watchlist is an output of which risk management process?

- . Plan Risk Responses
- A. Perform Quantitative Risk Analysis
- B. Perform Qualitative Risk Analysis**
- C. Plan Risk Management

**87.** During the Identify Risk process, a project manager made a long list of risk identified by all the stakeholders using various methods. He then made sure that all the risks were understood and that triggers has been identified. Later, in the Plan Risk Responses process. he took all the risks identified by the stakeholder and determined ways to mitigate them. What has he done wrong?

- . The project manager should have waited until the Perform Qualitative Risk Analysis process to get the stakeholders involved.
- A. More people should be involved in the Plan Risk Responses process.**
- B. The project manger should have create workarounds.
- C. Triggers are not identified until the Identify Risks process

**88.** Lag means:

- . **The amount of time an activity can be delayed without delaying the project finish date.**
- A. The amount of time an activity can be delayed without delaying the early start date of its successor
- B. Waiting time**
- C. The product of a forward and backward pass.

**89.** Which of the following risk events is MOST likely to interfere with attaining a project's schedule objective?

- . **Delays in obtaining required approvals**
- A. Substantial increase in the cost of purchased materials
- B. Contract disputes that generate claims for increased payments
- C. Slippage of the planned post-implementation review meeting

**90.** You are in the middle of a new product development for your publicly traded company when you discover that the previous project manager made a \$3mil payment that not approved in accordance with your company policies. Luckily, the project cost performance index is 1,2. What should you do?

- . **Contact your manager.**
- A. Put the payment in a escrow account
- B. Bury the cost in large cost center available
- C. Ignore the payment

**91.** You have a project with the following activities: Activity A,B,C takes 1,2,6 weeks respectively and can start after project starts. Activity D takes 10 weeks and should happen after A finishes.

Activity E takes 1 week and happens after B, C done. Activity F must take place after C and takes 2 weeks. Activity G takes place after D and takes 3 weeks. Activity H starts after E done and takes 9 weeks and Activity I is after F with 1 week to finish. Activities G, H, I are the last activities of the project. If you needed to shorten the duration of the project, what activity would you try to shorten.

- . Activity B
- A. Activity D
- B. Activity H
- C. **Activity C**

92. You are building a 4-sided fence. Each side is of equal length and you estimate that each side will contain the same material and labor costs as well as take the same amount of time to complete. You estimate that the project will take 4 days to complete and your budget, including a contingency reserve is \$4,000.

At the end of 3 days, you are asked to prepare an Earned Value calculation in order to determine how the project is progressing. You determine that as of the end of day 3, total costs incurred are \$3,500. and 70% of the project is completed.

What is SPI of this project?

- . 0.92
- A. **0.93**
- B. 0.82
- C. 0.83

93. Which of the following MUST be an agenda item at all team meetings?

- . **Discussion of project risks.**
- A. Status of current activities.
- B. Identification of new activities.
- C. Review of project problems.

94. Which of the following is the BEST project management tool to use to determine the longest time the project will take?

- . WBS
- A. **Network diagram**
- B. Bar chart
- C. Project charter

95. If a risk has a 20% chance of happening in a given month, and the project is expected to last five months, what is the probability that this risk event will occur during the fourth month of the project?

- . Less than 1%
- A. 20%**
- B. 60%
- C. 80%

**96.** A decision has to be made regarding project selection. Several project managers have been asked to give their opinions to the executive committee. Each project manager has a personal interest because the project chosen will drive which project manager will be assigned. The project chosen will be high priority and high visibility, with substantial reward for success. How should the project managers make their recommendations?

- . They should each explain why the project they would be in charge of would be the best to choose and provide documentation to substantiate it
- A. They should recommend the project that would be best for the company in the long run, regardless of who is going to run it.**
- B. They should make a chart that shows the pros and cons of each project making sure to list more pros for the one they would run and less cons to prove its value
- C. They should not give an opinion since it would not be objective

**97.** You have a project with the following activities: Activity A,C,E start after project start and take respectively 3,3,2 days to finish. Activity B takes place after finishing A and takes 2 days. Activity D start after C and takes 5 days. Activity F can start after finishing E and takes 4 days to complete. Activity G and H takes place after D and F and takes 3, 1 days respectively. Activity I after B,G and takes 2 days. Activities H and I are the last activities of project. Which of following represent the critical path

- . Start ABI End
- A. Start CDH End
- B. Start CDGI End**
- C. Start EFGI End

**98.** You are building a 4-sided fence. Each side is of equal length and you estimate that each side will contain the same material and labor costs as well as take the same amount of time to complete. You estimate that the project will take 4 days to complete and your budget, including a contingency reserve is \$4,000.

At the end of 3 days, you are asked to prepare an Earned Value calculation in order to determine how the project is progressing. You determine that as of the end of day 3, total costs incurred are \$3,500. and 70% of the project is completed.

What is SV of this project?

- . **-\$200**
- A. \$200
- B. -\$700

C. \$700

99. Which of the following is CORRECT?

- . **The critical path helps prove how long the project will take**
- A. There can be only one critical path
- B. The network diagram will change everytime the end date changes
- C. A project can never have negative float

100. If a risk event has a 90% chance of occurring, and the consequences will be US\$10,000, what does US\$9,000 represent?

- . Risk value
- A. Present value
- B. Expected monetary value**
- C. Contingency

101. When checking the calendar of a team member to schedule a meeting, you see she has scheduled a meeting with a key stakeholder that you were not informed of. The BEST approach would be to:

- . Avoid mentioning it to the team member but continue to watch her activities.
- A. Notify your boss about the problem
- B. Address the concern with the team member's boss
- C. Address the concern with the team member**

102. You have a project with the following activities: Activity A,C,E start after project start and take respectively 3,3,2 days to finish. Activity B takes place after finishing A and takes 2 days. Activity D start after C and takes 5 days. Activity F can start after finishing E and takes 4 days to complete. Activity G and H takes place after D and F and takes 3, 1 days respectively. Activity I after B,G and takes 2 days. Activities H and I are the last activities of project.What is float of Activity B

- . 2
- A. 3
- B. 5
- C. 6**

103. What is the duration of a milestone?

- . Shorter than the duration of the longest activity.
- A. Shorter than the activity it represent
- B. There is no duraton.**
- C. Same length as the activity it represents.

104. Risk will be identified during which risk management process(es)?



- . Perform Quantitative Risk Analysis and Identify Risks
- A. Identify Risks and Monitor and Control Risks**
- B. Perform Qualitative Risk Analysis and Monitor and Control Risks
- C. Identify Risks

**105.** Your employee is three days late with a report. Five minutes before the meeting where the topic of the report is to be discussed, she hands you the report. You notice some serious errors in it. What should you do?

- . **Cancel the meeting and reschedule when the report is fixed**
- A. Go to the meeting and tell the other attendees there are errors in the report.
- B. Force the employee to do the presentation and remain silent as the other attendees find the errors
- C. Cancel the meeting and rewrite the report yourself

**106.** You have a project with the following activities: Activity A,C,E start after project start and take respectively 3,3,2 days to finish. Activity B takes place after finishing A and takes 2 days. Activity D start after C and takes 5 days. Activity F can start after finishing E and takes 4 days to complete. Activity G and H takes place after D and F and takes 3, 1 days respectively. Activity I after B,G and takes 2 days. Activities H and I are the last activities of project.What if float of Activity H

- . 2
- A. 3
- B. 4**
- C. 6

**107.** Which of the following BEST describes the relationship between standard deviation and risk?

- . Nothing
- A. Standard deviation tells you if the estimate is accurate.
- B. Standard deviation tells you how unsure the estimate is**
- C. Standard deviation tells you if the estimate includes a pad

**108.** What should be done with risks on the watchlist?

- . Document them for historical use on other projects.
- A. Document them and revisit during project monitoring and controlling**
- B. Document them and set them aside because they are already covered in your contingency plans.
- C. Document them and give them to the customer.

**109.** A manager has responsibility for a project that has the support of a senior manager. From the beginning, you have disagreed with the manager as to how the project should proceed and what the deliverables should be. You and she have disagreed over many issues in the past. Your

department has been tasked with providing some key work packages for the project. What should you do?

- . **Provide the manager with what she needs.**
- A. Inform your manager of your concerns to get her support
- B. Sit down with the manager at the beginning of the project and attempt to describe why you object to the project, and discover a way to solve the problem.
- C. Ask to be removed from the project

**110.** Your project is as followed:

Task A, duration 6, dependent on none

Task B, duration 5, dependent on none

Task C, duration 3, dependent on none

Task D, duration 12, dependent on task B and task C

Task E, duration 2, dependent on task A

Task F, duration 5, dependent on task B

Task G, duration 1, dependent on task B

Task H, duration 9, dependent on task E and task F

Task I, duration 7, dependent on task G

Task J, duration 7, dependent on task H

Task K, duration 3, dependent on task I

Task L, duration 5, dependent on task D

What is the earliest time the project can be completed?

- . 15
- A. 17**
- B. 22
- C. 24

**111.** The float of an activity is determined by:

- . Perform a Monte Carlo analysis.
- A. Determining the waiting time between activities.
- B. Determining lag.
- C. Determining the amount of time the activity can be delayed before it delays the critical path.**

**112.** All of the following are ALWAYS inputs to the risk management process EXCEPT

- . Historical information
- A. Lesson learned
- B. WBS
- C. Project status report.**

**113.** A large, complex construction project in a foreign country requires coordination to move the required equipment through crowded city streets. To ensure the equipment is transported successfully, your contact in that country informs you that you will have to pay the local police a fee for coordinating traffic. What should you do?

- . Do not pay the fee because it is a bribe
- A. Eliminate the work
- B. Pay the fee**
- C. Do not pay the fee if it is not part of the project estimate

**114.** Your project is as followed:

Task A, duration 6, dependent on none

Task B, duration 5, dependent on none

Task C, duration 3, dependent on none

Task D, duration 12, dependent on task B and task C

Task E, duration 2, dependent on task A

Task F, duration 5, dependent on task B

Task G, duration 1, dependent on task B

Task H, duration 9, dependent on task E and task F

Task I, duration 7, dependent on task G

Task J, duration 7, dependent on task H

Task K, duration 3, dependent on task I

Task L, duration 5, dependent on task D

How many path do you have?

- . 4
- A. 5**
- B. 6

C. 7

**115.** Human resource management includes \_\_\_\_ processes.

. 3

**A. 4**

B. 5

C. 6

**116.** A research report showed that the U.S. spends \_\_\_\_ on projects every year.

. \$2.3 billion

A. \$23 billion

**B. \$2.3 trillion**

C. \$23 trillion

**117.** \_\_\_\_ describes a holistic view of carrying out projects within the context of the organization.

. Systems philosophy

**A. Systems thinking**

B. Systems analysis

C. Systems approach

**118.** Projects involve \_\_\_\_ project management process groups.

. 3

**A. 5**

B. 8

C. 10

**119.** There are \_\_\_\_ main processes involved in project integration management.

. 3

A. 5

**B. 6**

C. 4

**120.** The term \_\_\_\_ describes a product produced as part of a project.

. end-product

A. scope

**B. deliverable**

C. outcome

**121.** There are \_\_\_\_ main processes involved in project time management.

- . 2
- A. 4
- B. 5
- C. **6**

**122.** The Standish Group's CHAOS studies reported an average cost overrun for unsuccessful IT projects ranged from 180 percent in 1994 to \_\_\_\_ percent in 2004

- . 28
- A. 43
- B. **56**
- C. 73

**123.** It took only \_\_\_\_ years for 50 million people to use the Internet compared to 25 years for 50 million people to use telephones.

- . 3
- A. **5**
- B. 7
- C. 9

**124.** There are \_\_\_\_ main processes in project communications management.

- . 2
- A. 3
- B. **4**
- C. 5

**125.** William Ibbs and Young H. Kwak's study revealed that the \_\_\_\_ industry had the lowest level of project management maturity in the area of risk management.

- . engineering/construction
- A. telecommunications
- B. **information systems**
- C. high-tech manufacturing

**126.** "Outsourcing suppliers are often able to use economies of scale that may not be available to the client alone, especially for hardware and software." refers to the \_\_\_\_ benefit of outsourcing.

- . **Reduce both fixed and recurrent costs**
- A. Allow the client organization to focus on its core business
- B. Access skills and technologies
- C. Provide flexibility

**127.** Project \_\_\_\_ management involves defining and managing all the work required to complete the project successfully.

- . **scope**
- A. quality
- B. time
- C. cost

**128.** Project managers have the most authority in a pure \_\_\_\_.

- . functional organizational structure
- A. project organizational structure**
- B. matrix organizational structure
- C. circular organizational structure

**129.** The project scope management knowledge area maps to the \_\_\_\_ process group through the activities of scope verification and scope control.

- . initiating
- A. planning
- B. executing
- C. monitoring and controlling**

**130.** In the \_\_\_\_ stage of selecting information technology projects, organizations select information technology projects.

- . Project Planning
- A. Business Area Analysis
- B. Resource Allocation**
- C. Information Technology Strategy Planning

**131.** Of the following constraints, it is most difficult to describe, agree upon, and meet the \_\_\_\_ goal of many projects.

- . **scope**
- A. time
- B. cost
- C. technical

**132.** The goal of \_\_\_\_ is to ensure that the project team has complete understanding of all the work they must do as part of the project scope so they can start scheduling the work.

- . **defining activities**
- A. sequencing activities
- B. estimating activity resources
- C. estimating activity durations

**133.** \_\_\_\_ is a method for determining the estimated annual costs and benefits for a project and the resulting annual cash flow.

- . Life cycle costing
- A. Profit margin analysis
- B. Cost estimating
- C. Cash flow analysis**

**134.** \_\_\_\_ is the degree to which a system performs its intended function.

- . Reliability
- A. Performance
- B. Maintainability
- C. Functionality**

**135.** At the bottom of Maslow's structure are \_\_\_\_ needs

- . esteem
- A. self-actualization
- B. physiological**
- C. social

**136.** Often, many non-technical professionals—from colleagues to managers—prefer to \_\_\_\_ about project information to try to find pertinent information.

- . read detailed reports
- A. read e-mails
- B. read Web pages
- C. have a two-way conversation**

**137.** \_\_\_\_ involves deciding how to approach and plan the risk management activities for the project.

- . Identifying risks
- A. Planning risk management**
- B. Performing qualitative risk analysis
- C. Performing quantitative risk analysis

**138.** \_\_\_\_ involves completion and settlement of each contract, including resolution of any open items.

- . Exiting procurements
- A. Closing out accounts
- B. Closing procurements**
- C. Ending procurements

**139.** Project \_\_\_\_ management ensures that the project will satisfy the stated or implied needs for which it was undertaken.

- . cost
- A. time
- B. scope
- C. quality**

**140.** Project managers have the least amount of authority in a pure \_\_\_\_.

- . **functional organizational structure**
- A. project organizational structure
- B. matrix organizational structure
- C. circular organizational structure

**141.** The project time management knowledge area maps to the \_\_\_\_ process group through the activity of schedule control.

- . initiating
- A. planning
- B. executing
- C. monitoring and controlling**

**142.** Research shows that \_\_\_\_ is the number one reason cited for why organizations invest in information technology projects.

- . providing financial incentives
- A. supporting implicit business objectives
- B. supporting explicit business objectives**
- C. keeping abreast of technological advances

**143.** A \_\_\_\_ is a deliverable-oriented grouping of the work involved in a project that defines the total scope of the project.

- . project charter
- A. business case
- B. project scope statement
- C. work breakdown structure**

**144.** \_\_\_\_ results in supporting detail to document important product information as well as assumptions and constraints related to specific activities.

- . **Defining activities**
- A. Sequencing activities
- B. Estimating activity resources



C. Estimating activity duration

145. \_\_\_\_ are those costs that an organization can easily measure in dollars.

- . Intangible costs
- A. Direct costs
- B. Tangible costs**
- C. Indirect costs

146. \_\_\_\_ are the system's special characteristics that appeal to users

- . **Features**
- A. System outputs
- B. Properties
- C. Functions

147. \_\_\_\_ is at the top of Maslow's structure.

- . Esteem
- A. Self-actualization**
- B. Physiological
- C. Social

148. \_\_\_\_ are often more effective particularly for sensitive information.

- . Electronic communications
- A. Short face-to-face meetings**
- B. Telephone conversations
- C. Long face-to-face meetings

149. \_\_\_\_ involves determining which risks are likely to affect a project and documenting the characteristics of each.

- . **Identifying risks**
- A. Planning risk management
- B. Performing qualitative risk analysis
- C. Performing quantitative risk analysis

150. For many projects, properly \_\_\_\_ some information technology functions can be a great investment.

- . **outsourcing**
- A. scaling
- B. increasing
- C. planning

151. Project \_\_\_\_ management is concerned with making effective use of the people involved with the project.

- . **human resource**
- A. risk
- B. communication
- C. procurement

152. In a \_\_\_\_ matrix organizational structure, the project manager controls the project budget and has moderate to high authority.

- . weak
- A. balanced
- B. strong**
- C. functional

153. \_\_\_\_ is a planning process falling under the Project Integration Management knowledge area.

- . Schedule development
- A. Develop project management plan**
- B. Create WBS
- C. Quality planning

154. Author \_\_\_\_, who developed the concept of the strategic value of competitive advantage, has written several books and articles on strategic planning and competition

- . James Bacon
- A. Michael Porter**
- B. Robert Cooper
- C. Carol Matlack

155. In the WBS, the name of the entire project is the top box, called Level \_\_\_\_.

- . 0
- A. 1**
- B. 2
- C. 3

156. \_\_\_\_ involves evaluating the reasons for dependencies and the different types of dependencies.

- . Defining activities
- A. Sequencing activities**
- B. Estimating activity resources
- C. Estimating activity duration

157. Project managers should focus on \_\_\_\_, since they can control them.

- . sunk costs
- A. indirect costs
- B. direct costs**
- C. intangible costs

158. \_\_\_\_ addresses how well a product or service performs the customer's intended use.

- . Reliability
- A. Performance**
- B. Maintainability
- C. Functionality

159. The bottom four needs in Maslow's structure are referred to as \_\_\_\_ needs

- . self-actualization
- A. deficiency**
- B. safety
- C. growth

160. Many people cite research that says in a face-to-face interaction, \_\_\_\_ percent of communication is through body language.

- . 10
- A. 25
- B. 58**
- C. 85

161. \_\_\_\_ involves prioritizing risks based on their probability and impact of occurrence.

- . **Performing qualitative risk analysis**
- A. Planning risk management
- B. Planning risk responses
- C. Performing quantitative risk analysis

162. \_\_\_\_ contracts involve a fixed total price for a well-defined product or service

- . CPFF
- A. Lump sum**
- B. Cost-reimbursable
- C. Time and material

163. Project \_\_\_\_ management involves generating, collecting, disseminating, and storing project information.

- . risk
- A. procurement
- B. communication**
- C. resource

**164.** \_\_\_\_ is a set of shared assumptions, values, and behaviors that characterize the functioning of an organization.

- . Organizational politics
- A. Organizational philosophy
- B. Organizational culture**
- C. Organizational structure

**165.** \_\_\_\_ is a planning process falling under the Project Scope Management knowledge area.

- . Schedule development
- A. Develop project management plan
- B. Create WBS**
- C. Quality planning

**166.** Projects that address \_\_\_\_ are much more likely to be successful because they will be important to the organization.

- . a balanced scorecard
- A. a weighted scoring model
- B. broad organizational needs**
- C. net present value

**167.** Many people confuse tasks on a WBS with \_\_\_\_.

- . goals
- A. objectives
- B. responsibilities
- C. specifications**

**168.** \_\_\_\_ dependencies are inherent in the nature of the work being performed on a project.

- . **Mandatory**
- A. Discretionary
- B. External
- C. Internal

**169.** \_\_\_\_ are costs that are not directly related to the products or services of the project, but are indirectly related to performing the project.

- . Intangible costs

- A. Tangible costs
- B. Direct costs
- C. **Indirect costs**

170. \_\_\_\_ is the ability of a product or service to perform as expected under normal conditions.

- . **Reliability**
- A. Performance
- B. Maintainability
- C. Functionality

171. The highest level of needs in Maslow's structure is referred to as a \_\_\_\_ need.

- . deficiency
- A. **growth**
- B. safety
- C. physiological

172. Since information technology projects often require a lot of coordination, it is a good idea to have \_\_\_\_ meetings.

- . long, frequent
- A. short, infrequent
- B. **short, frequent**
- C. long, infrequent

173. \_\_\_\_ involves numerically estimating the effects of risks on project objectives.

- . Performing qualitative risk analysis
- A. Planning risk responses
- B. Planning risk management
- C. **Performing quantitative risk analysis**

174. \_\_\_\_ involve payment to the supplier for direct and indirect actual costs

- . CPFF contracts
- A. Lump sum contracts
- B. **Cost-reimbursable contracts**
- C. Time and material contracts

175. Project \_\_\_\_ management is an overarching function that affects and is affected by all of the other knowledge areas.

- . cost
- A. quality
- B. **integration**

C. time

**176.** The \_\_\_\_ characteristic of organizational culture describes the degree to which management's decisions take into account the effect of outcomes on people within the organization.

- . member identity
- A. group emphasis
- B. people focus**
- C. unit integration

**177.** \_\_\_\_ is a monitoring and controlling process.

- . Develop project team
- A. Request seller responses
- B. Risk response planning
- C. Integrated change control**

**178.** One method for selecting projects based on \_\_\_\_ is to determine whether they first meet three important criteria: need, funding, and will.

- . **broad organizational needs**
- A. using a weighted scoring model
- B. implementing a balanced scorecard
- C. categorizing information technology projects

**179.** In the WBS, the main groupings for the work are listed in Level \_\_\_\_.

- . 0
- A. 1
- B. 2**
- C. 3

**180.** \_\_\_\_ dependencies are sometimes referred to as soft logic and should be used with care since they may limit later scheduling options.

- . Mandatory
- A. Discretionary**
- B. External
- C. Internal

**181.** \_\_\_\_ should be forgotten.

- . **Sunk costs**
- A. Indirect costs
- B. Direct costs

C. Intangible costs

**182.** \_\_\_\_ addresses the ease of performing maintenance on a product.

- . Reliability
- A. Performance
- B. Maintainability**
- C. Functionality

**183.** \_\_\_\_ is best known for distinguishing between motivational factors and hygiene factors when considering motivation in work settings.

- . **Frederick Herzberg**
- A. David McClelland
- B. Abraham Maslow
- C. Douglas McGregor

**184.** According to the guidelines provided by Practical Communications, Inc., and \_\_\_\_ is the only inappropriate method for expressing support/appreciation.

- . phone call
- A. e-mail
- B. meeting
- C. Web site**

**185.** \_\_\_\_ involves taking steps to enhance opportunities and reduce threats to meeting project objectives.

- . Performing quantitative risk analysis
- A. Planning risk responses**
- B. Monitoring and controlling risk
- C. Performing qualitative risk analysis

**186.** With an \_\_\_\_ contract, the buyer pays the supplier for allowable performance costs along with a predetermined fee and an incentive bonus.

- . CPFF
- A. CPIF**
- B. CPPC
- C. CPPF

**187.** What works on one project may not work on another, so it is essential for project managers to continue to develop their knowledge and \_\_\_\_ in managing projects.

- . time
- A. resources

- B. fundings
- C. **skills**

188. \_\_\_\_ refers to the degree to which the organization monitors and responds to changes in the external environment.

- . Means-ends orientation
- A. **Open-systems focus**
- B. Conflict tolerance
- C. Risk tolerance

189. The project cost management knowledge area maps to the \_\_\_\_ process group through the activities of estimating costs and budget determination.

- . initiating
- A. **planning**
- B. executing
- C. monitoring and controlling

190. \_\_\_\_ are new requirements imposed by management, government, or some external influence.

- . Opportunities
- A. Commands
- B. Problems
- C. **Directives**

191. The \_\_\_\_ tasks vary the most from project to project.

- . closing
- A. monitoring and controlling
- B. planning
- C. **executing**

192. \_\_\_\_ dependencies involve relationships between project and non-project activities.

- . Mandatory
- A. Discretionary
- B. **External**
- C. Internal

193. \_\_\_\_ allow for future situations that may be partially planned for.

- . **Contingency reserves**
- A. Management reserves
- B. Unknown unknowns



C. Direct reserves

**194.** \_\_\_\_ generates ideas for quality improvements by comparing specific project practices or product characteristics to those of other projects or products within or outside the performing organization

- . Design of experiments
- A. Quality auditing
- B. Testing
- C. **Benchmarking**

**195.** \_\_\_\_ found that people were motivated to work mostly by feelings of personal achievement and recognition.

- . Maslow
- A. McGregor
- B. McClelland
- C. **Herzberg**

**196.** According to the guidelines provided by Practical Communications, Inc., and \_\_\_\_ is the only method that is “excellent” for encouraging creative thinking.

- . phone call
- A. **e-mail**
- B. meeting
- C. Web Site

**197.** \_\_\_\_ involves monitoring identified and residual risks, identifying new risks, carrying out risk response plans, and evaluating the effectiveness of risk strategies throughout the life of the project.

- . Performing quantitative risk analysis
- A. Planning risk responses
- B. **Monitoring and controlling risk**
- C. Performing qualitative risk analysis

**198.** With an \_\_\_\_ contract, the buyer pays the supplier for allowable performance costs plus a fixed fee payment usually based on a percentage of estimated costs.

- . **CPFF**
- A. CPIX
- B. CPPC
- C. CPPF

**199.** According to the Standish group, which of the following factors contributes most to the success of information technology projects?

- . **Executive support**
- A. User involvement
- B. Experienced project manager
- C. Clear business objectives

**200.** Many companies have realized that information technology is integral to their business and have created a vice president or equivalent-level position for the head of information technology, often called the \_\_\_\_.

- . CPO
- A. CFO
- B. CEO
- C. **CIO**

**201.** The project communications management knowledge area maps to the \_\_\_\_ process group through the activity of information distribution

- . initiating
- A. planning
- B. **executing**
- C. monitoring and controlling

**202.** \_\_\_\_ analysis is a method of calculating the expected net monetary gain or loss from a project by discounting all expected future cash inflows and outflows to the present point in time.

- . Cost of capital
- A. **Net present value**
- B. Cash flow
- C. Payback

**203.** The \_\_\_\_ should list and describe all of the deliverables required for the project.

- . project charter
- A. **scope statement**
- B. WBS
- C. Gantt chart

**204.** \_\_\_\_ occur when two or more activities follow a single node.

- . Combinations
- A. Conflicts
- B. Merges
- C. **Bursts**

**205.** \_\_\_\_ allow for future situations that are unpredictable.

- . Contingency reserves
- A. Management reserves**
- B. Known unknowns
- C. Indirect reserves

**206.** \_\_\_\_ determine(s) if the products or services produced as part of the project will be accepted or rejected.

- . Process adjustments
- A. Rework
- B. Acceptance decisions**
- C. Auditing

**207.** \_\_\_\_ proposed that an individual's specific needs are acquired or learned over time and shaped by life experiences.

- . Frederick Herzberg
- A. David McClelland**
- B. Abraham Maslow
- C. Douglas McGregor

**208.** According to the guidelines provided by Practical Communications, Inc., and \_\_\_\_ is the most appropriate method for giving complex instructions.

- . phone call
- A. e-mail
- B. meeting**
- C. Web Site

**209.** \_\_\_\_ are predefined actions that the project team will take if an identified risk event occurs.

- . Fallback plans
- A. Contingency reserves
- B. Contingency plans**
- C. Contingency allowances

**210.** With an \_\_\_\_ contract, the buyer pays the supplier for allowable performance costs along with a predetermined percentage based on total costs.

- . CPFF
- A. CPIF
- B. CPPC**
- C. CPPF

**211.** According to the Standish Group study describing what factors contribute most to the success of information technology projects, \_\_\_\_ percent of successful projects are led by experienced project managers.

- . 75
- A. 80
- B. 97**
- C. 100

**212.** A \_\_\_\_ is a collection of project phases.

- . **project life cycle**
- A. project feasibility
- B. project planning cycle
- C. project acquisition

**213.** The project procurement management knowledge area maps to the \_\_\_\_ process group through the activity of administering procurements.

- . initiating
- A. planning
- B. executing
- C. monitoring and controlling**

**214.** The first step in determining the NPV is to \_\_\_\_.

- . **determine the estimated costs and benefits for the life of the project and the products it produces**
- A. determine the discount rate
- B. calculate the net present value
- C. determine the cash flow

**215.** In the \_\_\_\_, you use a similar project's WBS as a starting point.

- . top-down approach
- A. bottom-up approach
- B. mind-mapping approach
- C. analogy approach**

**216.** On a network diagram, all arrowheads should face toward the \_\_\_\_.

- . top
- A. left
- B. right**
- C. bottom

217. A \_\_\_\_ provides an estimate of what a project will cost.

- . budgetary estimate
- A. definitive estimate
- B. rough order of magnitude estimate**
- C. final estimate

218. \_\_\_\_ is action taken to bring rejected items into compliance with product requirements or specifications or other stakeholder expectations.

- . A process adjustment
- A. Rework**
- B. An acceptance decision
- C. Auditing

219. People with a high need for \_\_\_\_ seek to excel and tend to avoid both low-risk and high-risk situations to improve their chances for achieving something worthwhile.

- . affiliation
- A. money
- B. power
- C. achievement**

220. Many users prefer \_\_\_\_ to learn how to use a new system.

- . phone conversations
- A. face-to-face meetings**
- B. e-mail conversations
- C. reading user guides

221. \_\_\_\_ are developed for risks that have a high impact on meeting project objectives, and are put into effect if attempts to reduce the risk are not effective.

- . **Fallback plans**
- A. Contingency reserves
- B. Contingency plans
- C. Contingency allowances

222. From the supplier's perspective, there is the least risk with an \_\_\_\_ contract.

- . CPFF
- A. FFP
- B. CPPC**
- C. CPFF

**223.** “All project leaders use a shared road map, focusing on key business aspects of their projects while integrating goals across all parts of the organization” describes the \_\_\_\_ best practice for project delivery.

- . Use an integrated toolbox
- A. Grow project leaders
- B. Develop a streamlined project delivery process**
- C. Measure project health using metrics

**224.** In early phases of a project life cycle, resource needs are usually \_\_\_\_ and the level of uncertainty is \_\_\_\_.

- . **lowest; highest**
- A. high, lowest
- B. lowest, lowest
- C. highest, highest

**225.** The project procurement management knowledge area maps to the \_\_\_\_ process group through the activities conducting procurements.

- . initiating
- A. planning
- B. executing**
- C. monitoring and controlling

**226.** In the mathematical formula for determining the NPV, the variable n is \_\_\_\_.

- . the year of the cash flow
- A. the last year of the cash flow**
- B. the amount of cash flow each year
- C. the discount rate

**227.** The \_\_\_\_ approach involves refining the work into greater and greater levels of detail.

- . analogy
- A. bottom-up
- B. top-down**
- C. mind mapping

**228.** The \_\_\_\_ is a network diagramming technique in which boxes represent activities.

- . **PDM**
- A. AOA
- B. ADM
- C. POA

229. A \_\_\_\_ is done very early in a project or even before a project is officially started.

- . budgetary estimate
- A. definitive estimate
- B. rough order of magnitude estimate**
- C. final estimate

230. \_\_\_\_ correct(s) or prevent(s) further quality problems based on quality control measurements.

- . **Process adjustments**
- A. Rework
- B. Acceptance decisions
- C. Auditing

231. People with a high need for \_\_\_\_ desire harmonious relationships with other people and need to feel accepted by others.

- . **affiliation**
- A. money
- B. power
- C. achievement

232. As the number of people involved in a project \_\_\_\_, the complexity of communications \_\_\_\_.

- . increases, decreases
- A. decreases, increases
- B. increases, stays constant
- C. increases, increases**

233. According to the Standish Group's success potential scoring sheet, \_\_\_\_ has the highest relative importance.

- . executive management support
- A. clear statement of requirements
- B. proper planning
- C. user involvement

234. The \_\_\_\_ is a description of the work required for the procurement.

- . RFQ
- A. RFP
- B. COW
- C. SOW**

**235.** \_\_\_\_ project management software integrates information from multiple projects to show the status of active, approved, and future projects across an entire organization.

- . Investment
- A. Active
- B. Enterprise**
- C. Budget

**236.** A preliminary or rough cost estimate is developed in the \_\_\_\_ phase, and an overview of the work involved is created.

- . implementation
- A. development
- B. concept**
- C. close-out

**237.** \_\_\_\_ is an iterative software development process that focuses on team productivity and delivers software best practices to all team members.

- . RAP
- A. RIP
- B. RUP**
- C. ROP

**238.** The \_\_\_\_ is the minimum acceptable rate of return on an investment

- . return on investment
- A. internal rate of return
- B. external rate of return
- C. required rate of return**

**239.** The \_\_\_\_ approach is best suited to project managers who have vast technical insight and a big-picture perspective.

- . analogy
- A. bottom-up
- B. top-down**
- C. mind mapping

**240.** In a \_\_\_\_ relationship, the “from” activity must finish before the “to” activity can start.

- . start-to-start
- A. finish-to-start**
- B. finish-to-finish
- C. start-to-finish



241. A \_\_\_\_ is used to allocate money into an organization's budget.

- . **budgetary estimate**
- A. definitive estimate
- B. rough order of magnitude estimate
- C. final estimate

242. A \_\_\_\_ is a graphic display of data that illustrates the results of a process over time.

- . statistical sampling chart
- A. Pareto chart
- B. Six Sigma chart
- C. **control chart**

243. People who need personal \_\_\_\_ want to direct others and can be seen as bossy.

- . affiliation
- A. advancement
- B. **power**
- C. achievement

244. Two people have \_\_\_\_ communications channel(s).

- . 0
- A. **1**
- B. 2
- C. 3

245. "If the information technology project is to produce a new product or service, will it be useful to the organization or marketable to others?" applies to which risk category?

- . Financial risk
- A. Technology risk
- B. Structure/process risk
- C. **Market risk**

246. Many organizations use \_\_\_\_ and templates to generate SOWs.

- . details
- A. outlines
- B. plans
- C. **samples**

247. A research report showed that the U.S. spends the equivalent of \_\_\_\_ percent of the nation's gross domestic product on projects every year

- . 10
- A. 20
- B. 25**
- C. 50

**248.** The term “systems approach” emerged in the \_\_\_\_.

- . 1940s
- A. 1950s**
- B. 1960s
- C. 1970s

**249.** \_\_\_\_ include defining and authorizing a project or project phase.

- . **Initiating processes**
- A. Planning processes
- B. Executing processes
- C. Monitoring and controlling processes

**250.** \_\_\_\_ involves working with stakeholders to create the document that formally authorizes a project.

- . **Developing the project charter**
- A. Developing the preliminary project scope statement
- B. Developing the project management plan
- C. Directing and managing project execution

**251.** There are \_\_\_\_ main processes involved in project scope management.

- . 3
- A. 4
- B. 5**
- C. 6

**252.** \_\_\_\_ involves identifying the specific activities that the project team members and stakeholders must perform to produce the project deliverables.

- . **Defining activities**
- A. Sequencing activities
- B. Estimating activity resources
- C. Estimating activity durations

**253.** Three separate surveys of software project cost overruns found that the average cost overrun for all of the projects in their survey samples (not just unsuccessful projects) were \_\_\_\_ percent.

- . 13-14
- A. 23-24
- B. 33-34**
- C. 43-44

**254.** \_\_\_\_ means the project's processes and products meet written specifications.

- . **Conformance to requirements**
- A. Fitness for use
- B. Quality conformance
- C. Documentation matching

**255.** \_\_\_\_ involves getting the needed personnel assigned to and working on the project.

- . Developing the human resource plan
- A. Developing the project team
- B. Acquiring the project team**
- C. Managing the project team

**256.** \_\_\_\_ involves determining the information and communications needs of the stakeholders

- . Reporting performance
- A. Distributing information
- B. Managing stakeholder expectations
- C. Planning communications**

**257.** William Ibbs and Young H. Kwak's study revealed that the \_\_\_\_ industry had the lowest level of project management maturity in the area of quality management.

- . engineering/construction
- A. telecommunications
- B. information systems**
- C. high-tech manufacturing

**258.** "Most organizations are not in business to provide information technology services, yet many have spent valuable time and resources on information technology functions when they should have focused on core competencies such as marketing, customer service, and new product design." refers to the \_\_\_\_ benefit of outsourcing.

- . Reduce both fixed and recurrent costs
- A. Provide flexibility
- B. Access skills and technologies
- C. Allow the client organization to focus on its core business**

**259.** A \_\_\_\_ can have many different job descriptions, which can vary tremendously based on the organization and the project.

- . project supervisor
- A. project manager**
- B. job coordinator
- C. project coordinator

**260.** In the \_\_\_\_ phase, the project team creates more detailed project plans, a more accurate cost estimate, and a more thorough WBS.

- . **development**
- A. implementation
- B. concept
- C. close-out

**261.** \_\_\_\_ should serve as the foundation for deciding which projects to pursue.

- . **Strategic planning**
- A. Project managers
- B. Successful past projects
- C. Employee abilities

**262.** You can determine a project's \_\_\_\_ by finding what discount rate results in an NPV of zero for the project.

- . **internal rate of return (IRR)**
- A. required rate of return
- B. payback period
- C. return on investment (ROI)

**263.** Project managers often use the \_\_\_\_ approach for projects that represent entirely new systems or approaches to doing a job, or to help create buy-in and synergy with a project team.

- . analogy
- A. bottom-up**
- B. top-down
- C. mind mapping

**264.** In a \_\_\_\_ relationship, the “from” activity cannot start until the “to” activity is started.

- . **start-to-start**
- A. finish-to-start
- B. finish-to-finish
- C. start-to-finish

**265.** A \_\_\_\_ is used for making many purchasing decisions for which accurate estimates are required and for estimating final project costs.

- . budgetary estimate
- A. definitive estimate**
- B. rough order of magnitude estimate
- C. final estimate

**266.** The \_\_\_\_ states that if seven data points in a row are all below the mean, above the mean, or are all increasing or decreasing, then the process needs to be examined for non-random problems.

- . ten run rule
- A. six 9s of quality rule
- B. seven run rule**
- C. Six Sigma rule

**267.** The \_\_\_\_ presents subjects with a series of ambiguous pictures and asks them to develop a spontaneous story for each picture, assuming they will project their own needs into the story.

- . RAM
- A. MBTI
- B. TAT**
- C. RACI

**268.** Four people have \_\_\_\_ communications channel(s).

- . 1
- A. 4
- B. 6**
- C. 8

**269.** Will the project meet NPV, ROI, and payback estimates?" applies to which risk category?

- . **Financial risk**
- A. Technology risk
- B. Structure/process risk
- C. Market risk

**270.** An \_\_\_\_ is a document used to solicit proposals from prospective suppliers

- . RFQ
- A. RFP**
- B. COW
- C. SOW

**271.** In an interview with two chief information officers (CIOs), both men agreed that the most important project management skills seem to depend on \_\_\_\_.

- . the difficulty of the project and the resources involved
- A. the difficulty of the task and the people involved
- B. the uniqueness of the project and the difficulty of the task
- C. **the uniqueness of the project and the people involved**

272. In the \_\_\_\_ phase, the project team creates a definitive or very accurate cost estimate, delivers the required work, and provides performance reports to stakeholders.

- . development
- A. **implemetation**
- B. concept
- C. close-out

273. An organization may initiate information technology projects for several reasons, but the most important reason is to support \_\_\_\_.

- . financial security
- A. **business objectives**
- B. technological advances
- C. shareholders

274. In a weighted scoring model, the sum of all of the criteria's weights must total \_\_\_\_ percent.

- . 0
- A. 50
- B. **100**
- C. 150

275. After discovering WBS items and structure using the \_\_\_\_ technique, you could then translate the information into chart or tabular form.

- . analogy
- A. bottom-up
- B. top-down
- C. **mind mapping**

276. In a \_\_\_\_ relationship, one task cannot finish before another finishes.

- . start-to-start
- A. finish-to-start
- B. **finish-to-finish**
- C. start-to-finish

277. \_\_\_\_ use the actual cost of a previous, similar project as the basis for estimating the cost of the current project.

- . Actual estimates
- A. Parametric estimates
- B. Bottom-up estimates
- C. **Analogous estimates**

278. \_\_\_\_ help(s) you identify the vital few contributors that account for most quality problems in a system.

- . Statistical sampling
- A. **Pareto charts**
- B. Six Sigma
- C. Quality control charts

279. \_\_\_\_ is best known for developing Theory X and Theory Y.

- . Frederick Herzberg
- A. David McClelland
- B. Abraham Maslow
- C. **Douglas McGregor**

280. Many practitioners define project success as \_\_\_\_.

- . meeting project scope goals
- A. meeting time goals
- B. **satisfying the customer/sponsor**
- C. meeting cost goals

281. “Is there a project champion?” applies to which risk category?

- . Financial risk
- A. Technology risk
- B. Structure/process risk
- C. **People risk**

282. An \_\_\_\_ is a document used to solicit quotes or bids from prospective suppliers.

- . **RFQ**
- A. RFP
- B. COW
- C. SOW

283. Achieving high performance on projects requires \_\_\_\_, otherwise called human relations skills.

- . capital skills
- A. **soft skills**

- B. light skills
- C. hard skills

**284.** The \_\_\_\_ model assumes that requirements will remain stable after they are defined.

- . spiral life cycle
- A. waterfall life cycle**
- B. prototyping life cycle
- C. RAD life cycle

**285.** A \_\_\_\_ is a document that includes details related to the identified project stakeholders.

- . **stakeholder register**
- A. stakeholder list
- B. stakeholder directory
- C. stakeholder contact list

**286.** no \_\_\_\_ is a methodology that converts an organization's value drivers, such as customer service, innovation, operational efficiency, and financial performance, to a series of defined metrics.

- . payback analysis
- A. balanced scorecard**
- B. weighted scoring model
- C. net present value analysis

**287.** \_\_\_\_ involves formal acceptance of the completed project scope by the stakeholders

- . **Scope verification**
- A. Scope planning
- B. Scope control
- C. Scope definition

**288.** A \_\_\_\_ is a hierarchical structure that identifies the project's resources by category and type.

- . work breakdown structure
- A. resource breakdown structure**
- B. network diagram
- C. critical path analysis

**289.** \_\_\_\_ involve estimating individual work items or activities and summing them to get a project total.

- . Actual estimates
- A. Parametric estimates
- B. Bottom-up estimates**



C. Analogous estimates

**290.** \_\_\_\_ involves choosing part of a population of interest for inspection.

- . **Statistical sampling**
- A. Pareto analysis
- B. Six Sigma
- C. Quality control charting

**291.** People who believe in \_\_\_\_ assume that the average worker wants to be directed and prefers to avoid responsibility.

- . Theory W
- A. Theory X**
- B. Theory Y
- C. Theory Z

**292.** Project sponsors can usually rank scope, time, and cost goals in order of importance in an \_\_\_\_.

- . **expectations management matrix**
- A. responsibility assignment matrix
- B. issue log
- C. priority matrix

**293.** In a risk breakdown structure, competitors, suppliers, and cash flow are categories that fall under \_\_\_\_ risk.

- . **business**
- A. technical
- B. organizational
- C. project management

**294.** Buyers typically develop a short list of the top \_\_\_\_ suppliers to reduce the work involved in selecting a source.

- . one to two
- A. three to five**
- B. eight to ten
- C. twelve to fifteen

**295.** An \_\_\_\_ focuses on long-term goals and big-picture objectives, while inspiring people to reach those goals.

- . assistant
- A. programmer**

- B. **leader**
- C. manager

**296.** The \_\_\_\_ model provides for progressive development of operational software, with each release providing added capabilities.

- . spiral life cycle
- A. RAD life cycle
- B. waterfall life cycle
- C. **incremental build life cycle**

**297.** A \_\_\_\_ is an approach to help increase the support of stakeholders throughout the project.

- . stakeholder management plan
- A. stakeholder strategy
- B. **stakeholder management strategy**
- C. stakeholder management list

**298.** A \_\_\_\_ is a document that formally recognizes the existence of a project and provides direction on the project's objectives and management

- . balanced scorecard
- A. business case
- B. net present value analysis
- C. **project charter**

**299.** The goal of \_\_\_\_ is to influence the factors that cause scope changes, assure changes are processed according to procedures developed as part of integrated change control, and manage changes when they occur.

- . scope verification
- A. **scope control**
- B. scope planning
- C. scope definition

**300.** The activity list, activity attributes, activity resource requirements, resource calendars, project scope statement, enterprise environmental factors, and organizational process assets all include information that affect \_\_\_\_.

- . definitions
- A. sequences
- B. resource estimates
- C. **duration estimates**

**301.** An \_\_\_\_ might provide an estimate of \$50 per line of code for a software development project based on the programming language the project is using, the level of expertise of the programmers, the size and complexity of the data involved, and so on.

- . analogous cost estimate
- A. parametric model**
- B. bottom-up estimate
- C. reserve analysis

**302.** A certainty factor of 1.960 is used for \_\_\_\_ percent desired certainty.

- . 75
- A. 95**
- B. 96
- C. 99

**303.** \_\_\_\_ emphasizes things such as job rotation, broadening of skills, generalization versus specialization, and the need for continuous training of workers.

- . Theory W
- A. Theory X
- B. Theory Y
- C. Theory Z**

**304.** \_\_\_\_ describe where the project stands at a specific point in time.

- . Progress reports
- A. Status reports**
- B. Forecasts
- C. Updates

**305.** Poor conflict management, poor project organization and definition of responsibilities, and absence of leadership are risk conditions associated with the \_\_\_\_ project management knowledge area.

- . Integration
- A. Quality
- B. Time
- C. Human Resources**

**306.** \_\_\_\_ change orders are oral or written acts or omissions by someone with actual or apparent authority that can be construed to have the same effect as a written change order.

- . Direct
- A. Constructive**
- B. Destructive
- C. Instructive

**307.** An \_\_\_\_ often deals with the day-to-day details of meeting specific goals

- . **manager**
- A. leader
- B. programmer
- C. analyst

**308.** The \_\_\_\_ model requires heavy user involvement, and developers use a model to generate functional requirements and physical design specifications simultaneously.

- . RAD life cycle
- A. prototyping life cycle**
- B. spiral life cycle
- C. incremental build life cycle

**309.** A \_\_\_\_ is a meeting held at the beginning of a project so that stakeholders can meet each other, review the goals of the project, and discuss future plans.

- . kick-off party
- A. launch meeting
- B. kick-off meeting**
- C. project launch meeting

**310.** An \_\_\_\_ is a document that describes the products or services to be created by the project team

- . contract
- A. statement of work**
- B. project charter
- C. business case

**311.** \_\_\_\_ is a process for identifying and modeling business events, who initiated them, and how the system should respond to them.

- . Prototyping
- A. JAD
- B. RAD

**C. Use case modeling**

**312.** The ultimate goal of \_\_\_\_ is to create a realistic project schedule that provides a basis for monitoring project progress for the time dimension of the project.

- . defining activities
- A. sequencing activities
- B. developing the schedule**
- C. estimating activity duration

**313.** Tom DeMarco, a well-known author on software development, suggests \_\_\_\_ reasons for the inaccuracies of many information technology project cost estimates and some ways to overcome them.

- . three
- A. four**
- B. five
- C. six

**314.** \_\_\_\_ is a comprehensive and flexible system for achieving, sustaining and maximizing business success

- . Statistical sampling
- A. Pareto analysis
- B. Six Sigma**
- C. Quality control charting

**315.** According to Thamhain and Wilemon, \_\_\_\_ is the legitimate hierarchical right to issue orders

- . **authority**
- A. assignment
- B. expertise
- C. promotion

**316.** \_\_\_\_ describe what the project team has accomplished during a certain period.

- . **Progress reports**
- A. Status reports
- B. Forecasts
- C. Updates

**317.** Unenforceable conditions or contract clauses, and adversarial relations are risk conditions associated with the \_\_\_\_ project management knowledge area.

- . Integration
- A. Quality
- B. Procurement**
- C. Human Resources

**318.** Some people say that \_\_\_\_ achieve the vision of a project.

- . leaders
- A. managers**
- B. stakeholders
- C. supervisors

**319.** The \_\_\_\_ model uses an approach in which developers work with an evolving prototype.

- . incremental build life cycle
- A. waterfall life cycle
- B. RAD life cycle**
- C. spiral life cycle

**320.** The \_\_\_\_ is often held after the business case and project charter are completed, but it could be held sooner, as needed.

- . kick-off project
- A. kick-off meeting**
- B. launch meeting
- C. launch project

**321.** \_\_\_\_ support contributes the most to successful information technology projects

- . Stakeholder
- A. Team
- B. Executive**
- C. User

**322.** \_\_\_\_ uses highly organized and intensive workshops to bring together project stakeholders—the sponsor, users, business analysts, programmers, and so on—to jointly define and design information systems.

- . Prototyping
- A. JAD**

- B. RAD
- C. Use case modeling

**323.** \_\_\_\_ provide(s) a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a calendar format.

- . **Gantt charts**
- A. Critical path analysis
- B. Critical chain scheduling
- C. PERT analysis

**324.** If the cost estimate will be the basis for contract awards and performance reporting, it should be a \_\_\_\_ and as accurate as possible.

- . budgetary estimate
- A. definitive estimate**
- B. rough order of magnitude estimate
- C. final estimate

**325.** Six Sigma's target for perfection is the achievement of no more than \_\_\_\_ defects, errors, or mistakes per million opportunities.

- . 1.34
- A. 3.4**
- B. 3.1
- C. 3.2

**326.** According to Thamhain and Wilemon, \_\_\_\_ is the ability to improve a worker's position.

- . authority
- A. assignment
- B. expertise
- C. promotion**

**327.** \_\_\_\_ predict future project status and progress based on past information and trends

- . Progress reports
- A. Status reports
- B. Forecasts**
- C. Updates

**328.** \_\_\_\_ is a fact-finding technique for collecting information in face-to-face, phone, e-mail, or instant-messaging discussions.

- . Brainstorming
- A. SWOT analysis
- B. The Delphi technique
- C. Interviewing**

**329.** Most people agree that the modern concept of project management began with the \_\_\_\_.

- . Great Wall of China
- A. first space shuttle
- B. Egyptian pyramids
- C. Manhattan Project**

**330.** Most trade schools, colleges, and universities did not start offering degrees in computer technology, computer science, management information systems, or other information technology areas until the \_\_\_\_.

- . 1950s
- A. 1970s**
- B. 1980s
- C. 1990s

**331.** It is good practice to focus on the \_\_\_\_ of meetings

- . flow
- A. planning
- B. agenda
- C. results**

**332.** A \_\_\_\_ is a document used to coordinate all project planning documents and help guide a project's execution and control.

- . **project management plan**
- A. statement of work
- B. scope statement
- C. contact

**333.** \_\_\_\_ is a network diagramming technique used to predict total project duration.

- . A Gantt chart
- A. Critical path analysis**



- B. Critical chain scheduling
- C. PERT analysis

**334.** The main goal of the \_\_\_\_ process is to produce a cost baseline for measuring project performance and project funding requirements

- . **cost budgeting**
- A. cost consolidation
- B. cost control
- C. cost estimating

**335.** Important tools used in the \_\_\_\_ phase of the DMAIC process include a project charter, a description of customer requirements, process maps, and Voice of the Customer (VOC) data.

- . **define**
- A. measure
- B. analyze
- C. improve

**336.** \_\_\_\_ involves using punishment, threats, or other negative approaches to get people to do things they do not want to do.

- . Legitimate power
- A. Coercive power**
- B. Reward power
- C. Referent power

**337.** \_\_\_\_ are a good way to highlight information provided in important project documents, empower people to be accountable for their work, and have face-to-face discussions about important project issues

- . Information retreats
- A. Status planning meetings
- B. Information review meetings**
- C. Status review meetings

**338.** A(n) \_\_\_\_ represents decision problems by displaying essential elements, including decisions, uncertainties, causality, and objectives, and how they influence each other.

- . risk breakdown structure
- A. influence diagram**
- B. process flow chart

C. system flow chart

**339.** The Manhattan Project cost almost \$2 billion in \_\_\_\_.

- . 1936
- A. 1946**
- B. 1956
- C. 1966

**340.** Quality metrics are an output of project \_\_\_\_.

- . cost management
- A. scope management
- B. integration management
- C. quality management**

**341.** The \_\_\_\_ section of the project plan should describe the major project functions and activities and identify those individuals who are responsible for them.

- . organizational charts
- A. other organizational or process-related information
- B. project responsibilities**
- C. management objectives

**342.** The critical path is the \_\_\_\_ path through a network diagram, and it represents the \_\_\_\_ time it takes to complete a project.

- . longest; longest
- A. longest; shortest**
- B. shortest; longest
- C. shortest; shortest

**343.** A \_\_\_\_ is a time-phased budget that project managers use to measure and monitor cost performance.

- . budget baseline
- A. ledger
- B. cost baseline**
- C. cost line

**344.** An important tool used in the \_\_\_\_ phase of the DMAIC process is the fishbone or Ishikawa diagram.

- . define
- A. measure
- B. analyze**
- C. improve

**345.** \_\_\_\_ involves using incentives to induce people to do things.

- . Legitimate power
- A. Coercive power
- B. Reward power**
- C. Referent power

**346.** \_\_\_\_ issues cause the most conflicts over the project life cycle.

- . Project priority
- A. Staffing
- B. Cost
- C. Schedule**

**347.** A project manager can chart the probability and impact of risks on a \_\_\_\_.

- . risk ranking chart
- A. risk probability table
- B. probability/impact matrix**
- C. risk assessment matrix

**348.** In \_\_\_\_, Henry Gantt developed the famous Gantt chart as a tool for scheduling work in factories.

- . 1897
- A. 1917**
- B. 1927
- C. 1957

**349.** The \_\_\_\_ provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance.

- . WSB
- A. project team analysis
- B. WBS**
- C. project tool

**350.** The \_\_\_\_ section of the project management plan describes how to monitor project progress and handle changes.

- . management objectives
- A. project controls**
- B. risk management
- C. technical processes

**351.** \_\_\_\_ is the amount of time an activity can be delayed without delaying the early start date of any immediately following activities.

- . Total slack
- A. Total float
- B. Free time**
- C. Free slack

**352.** The project management plan, project funding requirements, work performance data, and organizational process assets are inputs for the process of \_\_\_\_.

- . **controlling costs**
- A. budgeting costs
- B. consolidating costs
- C. estimating costs

**353.** A \_\_\_\_ is a bell-shaped curve that is symmetrical regarding the average value of the population (the data being analyzed).

- . skewed distribution
- A. normal distribution**
- B. polynomial distribution
- C. symmetrical distribution

**354.** \_\_\_\_ is based on an individual's personal charisma.

- . Legitimate power
- A. Coercive power
- B. Reward power
- C. Referent power**

**355.** The \_\_\_\_ mode is also called the problem-solving mode.

- . **confrontation**
- A. compromise

- B. smoothing
- C. forcing

**356.** \_\_\_\_ are/is a qualitative risk analysis tool, and in addition to identifying risks, it maintains an awareness of risks throughout the life of a project.

- . Risk factor analysis
- A. Probability/impact matrices or charts
- B. Risk registering
- C. Top Ten Risk Item Tracking**

**357.** A Gantt chart is a standard format for displaying project schedule information by listing project activities and their corresponding start and finish dates in a \_\_\_\_ format.

- . pie chart
- A. line graph
- B. bar graph
- C. calendar**

**358.** \_\_\_\_ the project involves taking the actions necessary to ensure that activities in the project plan are completed.

- . **Executing**
- A. Initiating
- B. Starting
- C. Coordinating

**359.** The \_\_\_\_ section of the project management plan describes specific methodologies a project might use and explains how to document information.

- . management objectives
- A. project controls
- B. risk management
- C. technical processes**

**360.** \_\_\_\_ is the amount of time an activity can be delayed from its early start without delaying the planned project finish date.

- . **Total slack**
- A. Free float
- B. Total time
- C. Free slack

**361.** \_\_\_\_ is a project performance measurement technique that integrates scope, time, and cost data.

- . Cost baseline
- A. Earned value management**
- B. Constructive cost modeling
- C. Parametric modeling

**362.** In any normal distribution, \_\_\_\_ percent of the population is within three standard deviations of the mean.

- . 95.5
- A. 99.0
- B. 99.7**
- C. 99.9

**363.** Which of Covey's habits does Douglas Ross suggest differentiates good project managers from average or poor project managers?

- . Think win/win
- A. Seek first to understand, then to be understood**
- B. Begin with the end in mind
- C. Synergize

**364.** With the \_\_\_\_, project managers use a give-and-take approach to resolving conflicts

- . confrontation mode
- A. compromise mode**
- B. smoothing mode
- C. forcing mode

**365.** An \_\_\_\_ is a diagramming analysis technique used to help select the best course of action in situations in which future outcomes are uncertain.

- . **decision tree**
- A. EMV
- B. Monte Carlo analysis
- C. watch list

**366.** Many organizations assert that using project management provides advantages, such as \_\_\_\_.

- . lower profit margins
- A. less internal coordination
- B. lower costs**
- C. lower worker morale

**367.** \_\_\_\_ is a problem-solving approach that requires defining the scope of the system, dividing it into its components, and then identifying and evaluating its problems, opportunities, constraints, and needs.

- . Systems philosophy
- A. Systems management
- B. Systems troubleshooting
- C. Systems analysis**

**368.** \_\_\_\_ include devising and maintaining a workable scheme to ensure that the project addresses the organization's needs.

- . Initiating processes
- A. Planning processes**
- B. Executing processes
- C. Monitoring and controlling processes

**369.** \_\_\_\_ involves coordinating all planning efforts to create a consistent, coherent document.

- . Developing the project charter
- A. Developing the preliminary project scope statement
- B. Developing the project management plan**
- C. Directing and managing project execution

**370.** \_\_\_\_ involves defining and documenting the features and functions of the products produced during the project as well as the processes used for creating them.

- . **Collecting requirements**
- A. Defining scope
- B. Controlling scope
- C. Verifying scope

**371.** The main outputs of the \_\_\_\_ process are an activity list, activity attributes, milestone list, and requested changes.

- . **defining activities**
- A. sequencing activities

- B. resource estimating activities
- C. duration estimating activities

**372.** \_\_\_\_ includes the processes required to ensure that a project team completes a project within an approved budget.

- . Cost budgeting
- A. Cost estimating
- B. Cost control
- C. Project cost management**

**373.** The \_\_\_\_ ultimately decides if quality is acceptable.

- . project team
- A. CEO
- B. project manager
- C. customer**

**374.** Key outputs of \_\_\_\_ process are project staff assignments, resource calendars, and project management plan updates.

- . managing the project team
- A. acquiring the project team**
- B. developing the project team
- C. developing the human resource plan

**375.** The output of the \_\_\_\_ process is a communications management plan.

- . reporting performance
- A. distributing information
- B. managing stakeholder expectations
- C. planning communications**

**376.** KLCI Research Group's 2001 survey revealed that \_\_\_\_ percent of the participants said they had procedures in place to identify and assess risk.

- . 75
- A. 87
- B. 97**
- C. 99



**377.** “Organizations can gain access to specific skills and technologies when they are required by using outside resources.” refers to the \_\_\_\_ benefit of outsourcing.

- . Reduce both fixed and recurrent costs
- A. Provide flexibility
- B. Access skills and technologies**
- C. Allow the client organization to focus on its core business

**378.** During the Cold War years of the 1950s and '60s, \_\_\_\_ continued to be key in refining several project management techniques.

- . NASA
- A. the military**
- B. steel manufacturing
- C. marine biology

**379.** The \_\_\_\_ process involves gaining stakeholder and customer acceptance of the final products and services and bringing the project, or project phase, to an orderly end.

- . ending
- A. closing**
- B. developing
- C. completing

**380.** The project schedule information section of the project management plan might include \_\_\_\_.

- . a detailed budget
- A. key deliverables
- B. a detailed schedule**
- C. project staffing

**381.** The \_\_\_\_ for an activity is the latest possible time an activity might begin without delaying the project finish date.

- . early entry date
- A. late entry date
- B. late start date**
- C. early start date

**382.** The \_\_\_\_ is that portion of the approved total cost estimate planned to be spent on an activity during a given period.

- . AC
- A. EV
- B. RP
- C. PV**

**383.** A(n) \_\_\_\_ is any instance where the product or service fails to meet customer requirements.

- . **defect**
- A. failure
- B. error
- C. recall

**384.** \_\_\_\_ is matching certain behaviors of the other person.

- . Empathic listening
- A. Rapport
- B. Synergy
- C. Mirroring**

**385.** When using the \_\_\_\_, the project manager deemphasizes or avoids areas of differences and emphasizes areas of agreement.

- . confrontation mode
- A. withdrawal mode
- B. smoothing mode**
- C. forcing mode

**386.** \_\_\_\_ analysis simulates a model's outcome many times to provide a statistical distribution of the calculated results.

- . Decision tree
- A. EMV
- B. Monte Carlo**
- C. Watch list

**387.** The longest path through a network diagram that determines the earliest completion of a project is called the \_\_\_\_ path.

- . essential
- A. important
- B. critical**
- C. vital

**388.** The majority of time on a project is usually spent on \_\_\_\_, as is most of the project's budget.

- . **execution**
- A. closing
- B. planning
- C. monitoring and controlling

**389.** \_\_\_\_ is a technique for making cost and schedule trade-offs to obtain the greatest amount of schedule compression for the least incremental cost.

- . Crushing
- A. Crashing**
- B. Fast tracking
- C. Expediting

**390.** The \_\_\_\_ is the ratio of actual work completed to the percentage of work planned to have been completed at any given time during the life of the project or activity.

- . AC
- A. EV
- B. RP**
- C. PV

**391.** A \_\_\_\_ is done to test each individual component (often a program) to ensure that it is as defect-free as possible.

- . integration test
- A. unit test**
- B. user acceptance test
- C. system test

**392.** \_\_\_\_ fill in for project managers in their absence and assist them as needed.

- . **Deputy project managers**
- A. Subproject managers
- B. Assistant project managers
- C. Second-tier project managers

**393.** When using the \_\_\_\_, project managers exert their viewpoint at the potential expense of another viewpoint.

- . confrontation mode

- A. compromise mode
- B. smoothing mode
- C. **forcing mode**

**394.** What is the first step in a Monte Carlo analysis?

- . Determine the probability distribution of each variable.
- A. For each variable, such as the time estimate for a task, select a random value based on the probability distribution for the occurrence of the variable.
- B. **Assess the range for the variables being considered.**
- C. Run a deterministic analysis or one pass through the model using the combination of values selected for each one of the variables.

**395.** By the \_\_\_\_, the U.S. military and its civilian suppliers developed software to assist in managing large projects.

- . 1960s
- A. **1970s**
- B. 1980s
- C. 1990s

**396.** Most systems analysts begin their careers as \_\_\_\_.

- . database administrators
- A. CEOs
- B. project managers
- C. **programmers**

**397.** \_\_\_\_ involves doing activities in parallel that you would normally do in sequence.

- . Crushing
- A. Crashing
- B. **Fast tracking**
- C. Expediting

**398.** The \_\_\_\_ is an estimate of the value of the physical work actually completed.

- . AC
- A. **EV**
- B. RP
- C. PV

**399.** \_\_\_\_ is an independent test performed by end users prior to accepting the delivered system.

- . Integration testing
- A. Unit testing
- B. User acceptance testing**
- C. System testing

**400.** The first step in the framework for defining and assigning work is \_\_\_\_.

- . defining how the work will be accomplished
- A. breaking down the work into manageable elements
- B. finalizing the project requirements**
- C. assigning work responsibilities

**401.** When using the \_\_\_\_, project managers retreat or withdraw from an actual or potential disagreement.

- . confrontation mode
- A. withdrawal mode**
- B. smoothing mode
- C. forcing mode

**402.** \_\_\_\_ involves eliminating a specific threat, usually by eliminating its causes.

- . **Risk avoidance**
- A. Risk acceptance
- B. Risk transference
- C. Risk mitigation

**403.** \_\_\_\_ was an early project management software product that helped managers analyze complex schedules for designing aircraft.

- . **Artemis**
- A. Columbia
- B. Vega
- C. Oberlin

**404.** On large projects, many project managers say that \_\_\_\_ percent of the job is communicating and managing changes.

- . 50
- A. 70
- B. 90**

C. 100

**405.** \_\_\_\_ is a method of scheduling that considers limited resources when creating a project schedule and includes buffers to protect the project completion date.

- . A Gantt chart
- A. Critical path analysis
- B. Critical chain scheduling**
- C. PERT analysis

**406.** The \_\_\_\_ is the total direct and indirect costs incurred in accomplishing work on an activity during a given period.

- . **AC**
- A. EV
- B. RP
- C. PV

**407.** One of \_\_\_\_ 14 Points for Management states that an organization should cease dependence on inspection to achieve quality

- . **Deming's**
- A. Juran's
- B. Crosby's
- C. Ishikawa's

**408.** A \_\_\_\_ is a column chart that shows the number of resources assigned to a project over time.

- . responsibility assignment matrix
- A. resource histogram**
- B. RACI charts
- C. organizational breakdown structure

**409.** Research indicates that project managers favor using \_\_\_\_ for conflict resolution over the other four modes.

- . compromise
- A. smoothing
- B. confrontation**
- C. forcing

**410.** \_\_\_\_ involves shifting the consequence of a risk and responsibility for its management to a third party.

- . Risk avoidance
- A. Risk acceptance
- B. Risk transference**
- C. Risk mitigation

**411.** PMO, or Project \_\_\_\_ Office, is an organizational group responsible for coordinating the project management function throughout an organization.

- . **Management**
- A. Money
- B. Municipal
- C. Marketing

**412.** \_\_\_\_ should result in improvements in project performance.

- . **Corrective actions**
- A. Corrective reports
- B. Preventive actions
- C. Proactive methods

**413.** Critical chain scheduling protects tasks on the critical chain from being delayed by using \_\_\_\_, which consist of additional time added before tasks on the critical chain that are preceded by non-critical-path tasks.

- . critical paths
- A. feeding buffers**
- B. dummy activities
- C. fast tracking

**414.** Variances are calculated by subtracting the actual cost or planned value from \_\_\_\_.

- . **EV**
- A. AC
- B. PV
- C. RP

**415.** One of \_\_\_\_ ten steps states that an organization should build awareness of the need and opportunity for improvement.

- . Deming's

- A. Crosby's
- B. Juran's**
- C. Ishikawa's

**416.** \_\_\_\_ refers to the amount of individual resources an existing schedule requires during specific time periods.

- . **Resource loading**
- A. Resource leveling
- B. Resource allocation
- C. Resource requesting

**417.** \_\_\_\_ employees are also more likely to enroll voluntarily in classes on the latest technology than those on developing their soft skills.

- . **Individual**
- A. Service
- B. Groups of
- C. Team

**418.** \_\_\_\_ involves reducing the impact of a risk event by reducing the probability of its occurrence.

- . Risk avoidance
- A. Risk acceptance
- B. Risk transference
- C. Risk mitigation**

**419.** Many organizations are now using enterprise or project \_\_\_\_ management software to help manage projects.

- . path
- A. portfolio**
- B. institute
- C. office

**420.** \_\_\_\_ provide information on how project execution is going.

- . **Performance reports**
- A. Change requests
- B. Deliverables
- C. Contracts



421. \_\_\_\_ states that work expands to fill the time allowed.

- . Murphy's Law
- A. Newton's Law
- B. Parkinson's Law**
- C. Moore's Law

422. \_\_\_\_ is the earned value minus the actual cost.

- . SV
- A. CV**
- B. SPI
- C. CPI

423. Juran's final step to quality improvement is \_\_\_\_.

- . organize to reach the goals (establish a quality council, identify problems, select projects, appoint teams, designate facilitators)
- A. keep score
- B. report progress
- C. maintain momentum by making annual improvement part of the regular systems and processes of the company**

424. \_\_\_\_ is a technique for resolving resource conflicts by delaying tasks.

- . Resource loading
- A. Resource leveling**
- B. Resource allocation
- C. Resource requesting

425. It takes \_\_\_\_ to help improve communication

- . timing
- A. highly skilled employees
- B. leadership**
- C. outside consultants

426. \_\_\_\_ involves doing whatever you can to make sure the positive risk happens

- . **Risk exploitation**
- A. Risk sharing
- B. Risk enhancement

C. Risk acceptance

**427.** PMI provides certification as a Project Management \_\_\_\_ (PMP), someone who has documented sufficient project experience and education, agreed to follow the PMI code of professional conduct, and demonstrated knowledge of the field of project management by passing a comprehensive examination.

- . Producer
- A. Practitioner
- B. Professional**
- C. Professor

**428.** Which of the following is an important input to the integrated change control process?

- . Deliverables
- A. Work performance information**
- B. Approved and rejected change requests
- C. Approved and validated defect repair

**429.** \_\_\_\_ use(s) probabilistic time estimates—duration estimates based on using optimistic, most likely, and pessimistic estimates of activity durations—instead of one specific or discrete duration estimate.

- . Critical Path Analysis
- A. Gantt charts
- B. Critical Chain Scheduling
- C. PERT**

**430.** \_\_\_\_ is the earned value minus the planned value.

- . **SV**
- A. CV
- B. CPI
- C. SPI

**431.** \_\_\_\_ wrote Quality Is Free in 1979 and is best known for suggesting that organizations strive for zero defects.

- . Juran
- A. Ishikawa
- B. Crosby**
- C. Deming

**432.** In the Tuckman model, \_\_\_\_ occurs as team members have different opinions as to how the team should operate.

- . performing
- A. norming
- B. forming
- C. storming**

**433.** According to the guideline governing \_\_\_\_, many meetings are most effective with the minimum number of participants possible.

- . determining if a meeting can be avoided
- A. determining who should attend the meeting**
- B. defining the purpose and intended outcome of the meeting
- C. running the meeting professionally

**434.** \_\_\_\_ involves allocating ownership of the risk to another party.

- . Risk exploitation
- A. Risk sharing**
- B. Risk enhancement
- C. Risk acceptance

**435.** Just as passing the CPA exam is a standard for accountants, passing the \_\_\_\_ exam is becoming a standard for project managers.

- . PMI
- A. PM
- B. PMP**
- C. PMO

**436.** A \_\_\_\_ is a formal, documented process that describes when and how official project documents may be changed.

- . integrated change control
- A. change request
- B. performance report
- C. change control system**

**437.** The goal of \_\_\_\_ is to know the status of the schedule, influence the factors that cause schedule changes, determine that the schedule has changed, and manage changes when they occur.

- . activity duration estimating
- A. schedule development
- B. schedule control**
- C. activity resource estimating

**438.** The \_\_\_\_ is the ratio of earned value to actual cost and can be used to estimate the projected cost of completing the project.

- . SV
- A. CV
- B. CPI**
- C. SPI

**439.** \_\_\_\_, a quality system standard developed by the ISO, is a three-part, continuous cycle of planning, controlling, and documenting quality in an organization.

- . IEEE 15504
- A. ISO 9000**
- B. IEEE 9000
- C. ISO 15504

**440.** In the Tuckman model, \_\_\_\_ occurs when the emphasis is on reaching the team goals, rather than working on team process.

- . **performing**
- A. norming
- B. forming
- C. storming

**441.** According to the guideline governing \_\_\_\_, designate someone to take minutes and send the minutes out soon after the meeting.

- . **running the meeting professionally**
- A. providing an agenda to participants before the meeting
- B. determining who should attend the meeting
- C. building relationships

**442.** \_\_\_\_ involves changing the size of the opportunity by identifying and maximizing key drivers of the positive risk

- . Risk exploitation
- A. Risk sharing
- B. Risk enhancement**
- C. Risk acceptance

**443.** The Project Management \_\_\_\_, a Web site for people involved in project management, provides an alphabetical directory of more than 300 project management software solutions.

- . **Center**
- A. Alliance
- B. Consortium
- C. Facility

**444.** An \_\_\_\_ is a formal group of people responsible for approving or rejecting changes to a project.

- . CCA
- A. CCB**
- B. CCC
- C. CCD

**445.** Project managers often illustrate progress with a \_\_\_\_ showing key deliverables and activities

- . **Tracking Gantt chart**
- A. Gantt chart
- B. network diagram
- C. PERT chart

**446.** The \_\_\_\_ is the ratio of earned value to planned value and can be used to estimate the projected time to complete the project.

- . SV
- A. CV
- B. CPI
- C. SPI**

**447.** \_\_\_\_ is the cost of evaluating processes and their outputs to ensure that a project is error-free or within an acceptable error range.

- . Prevention cost
- A. Appraisal cost**
- B. Internal failure cost
- C. External failure cost

**448.** In the MBTI, the \_\_\_\_ dimension relates to the manner in which you gather information.

- . Extrovert/Introvert
- A. Thinking/Feeling
- B. Judgment/Perception
- C. Sensation/Intuition**

**449.** The \_\_\_\_ line for any e-mail messages you write should clearly state the intention of the e-mail.

- . to
- A. from
- B. subject**
- C. cc

**450.** \_\_\_\_ applies to positive risks when the project team cannot or chooses not to take any actions toward a risk.

- . Risk enhancement
- A. Risk acceptance**
- B. Risk sharing
- C. Risk exploitation

**451.** \_\_\_\_ tools are often recommended for small projects and single users.

- . **Low-end**
- A. Midrange
- B. High-end
- C. Expensive

**452.** \_\_\_\_ ensures that the descriptions of the project's products are correct and complete.

- . CCB
- A. Correction management
- B. Configuration management**
- C. Product description management

453. Project managers must use discipline to control \_\_\_\_.

- . project bursts
- A. **project schedules**
- B. project critical paths
- C. project dependencies

454. The \_\_\_\_ is an estimate of what it will cost to complete the project based on performance to date.

- . CPI
- A. SV
- B. **EAC**
- C. SPI

455. \_\_\_\_ is a cost that relates to all errors not detected and not corrected before delivery to the customer.

- . Prevention cost
- A. Appraisal cost
- B. Internal failure cost
- C. **External failure cost**

456. Psychologist David Merrill describes \_\_\_\_ as reactive and task-oriented.

- . "Expressives"
- A. "Drivers"
- B. **"Analyticals"**
- C. "Amiables"

457. Some items discussed in an \_\_\_\_ include reflections on whether project goals were met, whether the project was successful or not, the causes of variances on the project, the reasoning behind corrective actions chosen, the use of different project management tools and techniques, and personal words of wisdom based on team members' experiences.

- . final project report
- A. design document
- B. audit report
- C. **lessons-learned report**

458. \_\_\_\_ risks are a direct result of implementing a risk response.

- . Tertiary

- A. Primary
- B. Residual
- C. **Secondary**

**459.** Because a project requires resources, often from various areas, many projects cross \_\_\_\_ or other boundaries to achieve their unique purposes.

- . financial
- A. spatial
- B. **departmental**
- C. technological

**460.** The \_\_\_\_ focuses on different groups' roles and responsibilities in order to meet the goals and policies set by top management.

- . **structural frame**
- A. human resources frame
- B. political frame
- C. symbolic frame

**461.** Examples of \_\_\_\_ include acquiring and developing the project team, performing quality assurance, distributing information, managing stakeholder expectations, and conducting procurements.

- . monitoring and controlling processes
- A. **executing processes**
- B. planning processes
- C. initiating processes

**462.** The outputs of \_\_\_\_ include change request status updates, project management plan updates, and project document updates.

- . monitoring and controlling the project work
- A. closing the project
- B. developing the project management plan
- C. **performing integrated change control**

**463.** \_\_\_\_ involves reviewing the project charter, requirements documents, and organizational process assets to create a scope statement, adding more information as requirements are developed and change requests are approved.

- . Planning scope



- A. **Defining scope**
- B. Controlling scope
- C. Verifying scope

464. \_\_\_\_ involves identifying and documenting the relationships between project activities.

- . Defining activities
- A. **Sequencing activities**
- B. Estimating activity resources
- C. Estimating activity durations

465. \_\_\_\_ involves developing an approximation or estimate of the costs of the resources needed to complete a project.

- . Determining the budget
- A. Consolidation of costs
- B. Controlling costs
- C. **Estimating costs**

466. Project quality management involves \_\_\_\_ main processes

- . 2
- A. **3**
- B. 4
- C. 5

467. \_\_\_\_ involves building individual and group skills to enhance project performance.

- . Developing the human resource plan
- A. **Developing the project team**
- B. Acquiring the project team
- C. Managing the project team

468. \_\_\_\_ involves making needed information available to project stakeholders in a timely manner.

- . Reporting performance
- A. **Distributing information**
- B. Managing stakeholder expectations
- C. Planning communications

**469.** KLCI Research Group's 2001 survey revealed that \_\_\_\_ percent identified anticipating and avoiding problems as the primary benefit of risk management.

- . 60
- A. 80**
- B. 89
- C. 99

**470.** "Outsourcing to provide extra staff during periods of peak workloads can be much more economical than trying to staff entire projects with internal resources." refers to the \_\_\_\_ benefit.

- . Reduce both fixed and recurrent costs
- A. Provide flexibility**
- B. Access skills and technologies
- C. Allow the client organization to focus on its core business

**471.** \_\_\_\_ tools, sometimes referred to as enterprise project management software, provide robust capabilities to handle very large projects.

- . Low-end
- A. Midrange
- B. High-end**
- C. Inexpensive

**472.** \_\_\_\_ tools track the execution of business process flows and expose how the state of supporting IT systems and resources is impacting end-to-end business process performance in real time.

- . **BSM**
- A. CCB
- B. CCA
- C. BSC

**473.** Project management software highlights the critical path in \_\_\_\_ on a network diagram.

- . blue
- A. yellow
- B. green
- C. red**

**474.** Using simplified percentage complete amounts for a one-year project with weekly reporting and an average task or work packet size of one week, you can expect about an \_\_\_\_ percent error rate.

- . **1**
- A. 5
- B. 11
- C. 15

**475.** \_\_\_\_ helps integrate traditionally separate organizational functions, set process improvement goals and priorities, provide guidance for quality processes, and provide a point of reference for appraising current processes.

- . SQFD
- A. CMM
- B. SQMMI
- C. **CMMI**

**476.** Psychologist David Merrill describes \_\_\_\_ as reactive and people-oriented

- . "Expressives"
- A. "Drivers"
- B. "Analyticals"
- C. **"Amiables"**

**477.** \_\_\_\_ are a complete set of organized project records that provide an accurate history of the project.

- . **Project archives**
- A. Project backups
- B. Project databases
- C. Project notes

**478.** Which of the following processes is not part of project integration management?

- . **develop the project business case**
- A. develop the project charter
- B. develop the project management plan
- C. close the project or phase

**479.** If the actual cost for a WBS item is \$1500 and its earned value was \$2000, what is its cost variance, and is it under or over budget?

- . the cost variance is -\$500, which is over budget
- A. the cost variance is -\$500, which is under budget
- B. the cost variance is \$500, which is over budget
- C. **the cost variance is \$500, which is under budget**

**480.** What is the purpose of project quality management?

- . to produce the highest quality products and services possible
- A. to ensure that appropriate quality standards are met
- B. **to ensure that the project will satisfy the needs for which it was undertaken**
- C. All of the above

**481.** What is the last step in the four-stage planning process for selecting information technology projects

- . information technology strategy planning
- A. business area analysis
- B. mind mapping
- C. **resource allocation**

**482.** If a project is halfway completed and its schedule performance index is 110 percent and its cost performance index is 95 percent, how is it progressing?

- . it is ahead of schedule and under budget
- A. **it is ahead of schedule and over budget**
- B. it is behind schedule and under budget
- C. it is behind schedule and over budget

**483.** \_\_\_\_\_ generates ideas for quality improvements by comparing specific project practices or product characteristics to those of the other projects or products within or outside the performing organization.

- . Quality audits
- A. Design of experiments
- B. Six Sigma
- C. **Benchmarking**

**484.** Which of the following is not a best practice for new product development projects?

- . align projects and resources with business strategy
- A. **select projects that will take less than two years to provide payback**
- B. focus on customer needs in identifying projects

- C. assign project managers to lead projects

**485.** What tool could you use to see if there is a relationship between two variances?

- . a cause-and-effect diagram
- A. a control chart
- B. a run chart
- C. a scatter diagram**

**486.** If estimates for total discounted benefits for a project are \$120,000 and total discounted costs are \$100,000, what is the estimated return on investment ROI?

- . \$20,000
- A. \$120,000
- B. 20%**
- C. 120%

**487.** What tool could you use to determine whether a process is in control or out of control?

- . a cause-and-effect diagram
- A. a control chart**
- B. a run chart
- C. a scatter diagram

**488.** Which of the following items is not normally included in a project charter?

- . the name of the project manager
- A. budget information
- B. stakeholder
- C. a Gantt chart**

**489.** The seven run rule states that if seven data points in a row on a control chart are below the mean, above the mean, or all increasing or decreasing, then the process needs to be examined for \_\_\_\_\_ problems.

- . random
- A. non-random**
- B. Six Sigma
- C. quality

**490.** \_\_\_\_\_ ensures that the descriptions of the project's products are correct and complete.

- . **Configuration management**
- A. Integrated change control
- B. Integration management
- C. A change control board

**491.** What is the preferred order for performing testing on information technology projects?

- . **unit testing, integration testing, system testing, user acceptance testing**
- A. unit testing, system testing, integration testing, user acceptance testing
- B. unit testing, system testing, user acceptance testing, integration testing
- C. unit testing, integration testing, user acceptance testing, system testing

**492.** Which of the following is not a suggestion for performing integrated change control?

- . use good configuration management
- A. minimize change**
- B. establish a formal change control system
- C. view project management as a process of constant communication and negotiation

**493.** What tool and technique is used for all of the other project integration management processes?

- . project management software
- A. templates
- B. expert judgment**
- C. all of above

**494.** The project \_\_\_\_ usually provides the direction and funding for the project.

- . leader
- A. sponsor**
- B. manager
- C. director

**495.** The \_\_\_\_ focuses on producing harmony between the needs of the organization and the needs of the people.

- . structural frame
- A. human resources frame**
- B. political frame
- C. symbolic frame

496. A common \_\_\_\_ is reporting performance, where project stakeholders can identify any necessary changes that may be required to keep the project on track.

- . executing process
- A. closing process
- B. monitoring and controlling process**
- C. planning process

497. Many people are familiar with SWOT analysis—analyzing Strengths, Weaknesses, Opportunities, and Threats—which is used to aid in \_\_\_\_.

- . project initiation
- A. project planning
- B. strategic planning**
- C. strategic initiation

498. \_\_\_\_ involves formalizing acceptance of the project deliverables and during this phase the key project stakeholders, such as the customer and sponsor for the project, inspect and then formally accept the deliverables during this process.

- . Planning scope
- A. Defining scope
- B. Controlling scope
- C. Verifying scope**

499. \_\_\_\_ involves estimating the number of work periods that are needed to complete individual activities.

- . Defining activities
- A. Sequencing activities
- B. Estimating activity resources
- C. Estimating activity durations**

500. \_\_\_\_ involves allocating the overall cost estimate to individual work items to establish a baseline for measuring performance.

- . **Determining the budget**
- A. Consolidation of costs
- B. Controlling costs
- C. Estimating costs

**501.** \_\_\_\_ includes identifying which quality standards are relevant to the project and how to satisfy those standards.

- . Performing quality assurance
- A. Performing quality control
- B. Checking quality
- C. Planning quality**

**502.** The main outputs of \_\_\_\_ process are team performance assessments and enterprise environmental factors update.

- . managing the project team
- A. acquiring the project team
- B. developing the project team**
- C. human resource planning

**503.** \_\_\_\_ involves collecting and disseminating performance information, including status reports, progress measurement, and forecasting.

- . **Reporting performance**
- A. Distributing information
- B. Managing stakeholder expectations
- C. Planning communications

**504.** KLCI Research Group's 2001 survey revealed that the most frequently cited benefit from software risk management practices is to \_\_\_\_.

- . prevent surprises
- A. improve ability to negotiate
- B. meet customer commitments
- C. anticipate/avoid problems**

**505.** There are \_\_\_\_ main processes of project procurement management.

- . 3
- A. 4**
- B. 5
- C. 6

**506.** The limitations of scope, time, and cost goals are sometimes referred to as the \_\_\_\_.

- . double bind
- A. triple constraint**



- B. double constraint
- C. double obstacle

**507.** The \_\_\_\_ assumes that organizations are coalitions composed of varied individuals and interest groups.

- . **political frame**
- A. symbolic frame
- B. structural frame
- C. human resources frame

**508.** Administrative activities are often involved in \_\_\_\_, such as archiving project files, closing out contracts, documenting lessons learned, and receiving formal acceptance of the delivered work as part of the phase or project.

- . monitoring and controlling processes
- A. executing processes
- B. initiating processes
- C. **closing processes**

**509.** The \_\_\_\_ step in the planning process is to tie the information technology strategic plan to the organization's overall strategic plan.

- . **first**
- A. second
- B. third
- C. fourth

**510.** The main outputs of \_\_\_\_ are accepted deliverables and change requests

- . planning scope
- A. controlling scope
- B. defining scope
- C. **verifying scope**

**511.** \_\_\_\_ involves analyzing activity sequences, activity resource estimates, and activity duration estimates to create the project schedule.

- . Estimating activity durations
- A. **Developing the schedule**
- B. Controlling the schedule
- C. Estimating activity resources

512. \_\_\_\_ is the ratio of revenues to profits.

- . Profit
- A. **Profit margin**
- B. Cost structure
- C. Cost margin

513. The main outputs of \_\_\_\_ are a quality management plan, quality metrics, quality checklists, a process improvement plan, and project document updates.

- . quality control
- A. **quality planning**
- B. quality assurance
- C. quality certification

514. \_\_\_\_ involves tracking team member performance, motivating team members, providing timely feedback, resolving issues and conflicts, and coordinating changes to help enhance project performance.

- . Developing the human resource plan
- A. Developing the project team
- B. Acquiring the project team
- C. **Managing the project team**

515. The communications management plan can be part of the team \_\_\_\_.

- . WBS
- A. **contract**
- B. plan
- C. guidelines

516. Utility rises at a decreasing rate for a \_\_\_\_ person.

- . risk-seeking
- A. **risk-averse**
- B. risk-neutral
- C. risk-indifferent

517. \_\_\_\_ involves determining what to procure, when, and how.

- . Planning contracting
- A. **Administering procurements**

- B. Conducting procurements
- C. **Planning procurements**

518. \_\_\_\_ are the people involved in or affected by project activities and include the project sponsor, project team, support staff, customers, users, suppliers, and even opponents of the project

- . Managers
- A. **Stakeholders**
- B. Directors
- C. Citizens

519. A \_\_\_\_ is the hierarchy most people think of when picturing an organizational chart.

- . project organizational structure
- A. system organizational structure
- B. matrix organizational structure
- C. **functional organizational structure**

520. During \_\_\_\_ processes for a new project, the organization recognizes that a new project exists, and completes a project charter as part of this recognition.

- . **initiating**
- A. planning
- B. opening
- C. controlling

521. In the \_\_\_\_ information technology planning stage, the analysis outlines business processes that are central to achieving strategic goals and helps determine which ones could most benefit from information technology.

- . Project Planning
- A. **Business Area Analysis**
- B. Resource Allocation
- C. Information Technology Strategy Planning

522. \_\_\_\_ involves controlling changes to project scope throughout the life of the project, which is a challenge on many information technology projects.

- . Planning scope
- A. Defining scope
- B. **Controlling scope**

C. Verifying scope

**523.** \_\_\_\_ involves controlling and managing changes to the project schedule.

- . Estimating activity durations
- A. Developing the schedule
- B. Controlling the schedule**
- C. Estimating activity resources

**524.** \_\_\_\_ helps you develop an accurate projection of a project's financial costs and benefits.

- . Profit cycle costing
- A. Financial costing
- B. Life cycle costing**
- C. Profit margin costing

**525.** \_\_\_\_ involves periodically evaluating overall project performance to ensure that the project will satisfy the relevant quality standards.

- . **Performing quality assurance**
- A. Performing quality control
- B. Checking quality
- C. Planning quality

**526.** \_\_\_\_ involves identifying and documenting project roles, responsibilities, and reporting relationships.

- . **Developing the human resource plan**
- A. Developing the project team
- B. Acquiring the project team
- C. Managing the project team

**527.** Having \_\_\_\_ review and approve all stakeholder communications analysis will ensure that the information is correct and useful.

- . **stakeholders**
- A. project team members
- B. top management
- C. customers

**528.** Those who are \_\_\_\_ have a higher tolerance for risk, and their satisfaction increases when more payoff is at stake.

- . **risk-seeking**
- A. risk-averse
- B. risk-neutral
- C. risk-indifferent

529. \_\_\_\_ involves obtaining seller responses, selecting sellers, and awarding contracts

- . **Conducting procurements**
- A. Selecting sellers
- B. Requesting seller responses
- C. Planning purchases and acquisitions

530. In the example of the project of building a house, the project sponsors would be the potential \_\_\_\_.

- . contractors
- A. support staff
- B. managers
- C. **new homeowners**

531. In a \_\_\_\_, program managers report to the CEO.

- . **project organizational structure**
- A. system organizational structure
- B. matrix organizational structure
- C. functional organizational structure

532. \_\_\_\_ is crucial in information technology projects because once a project team implements a new system, it takes a considerable amount of effort to change the system.

- . Initiating
- A. **Planning**
- B. Executing
- C. Closing

533. In the \_\_\_\_ stage, organizations tie information technology strategy to mission and vision of organization and identify key business areas.

- . Project Planning
- A. Business Area Analysis
- B. Resource Allocation
- C. **Information Technology Strategy Planning**

**534.** Good \_\_\_\_ is very important to project success because it helps improve the accuracy of time, cost, and resource estimates, it defines a baseline for performance measurement and project control, and it aides in communicating clear work responsibilities.

- . scope planning
- A. scope management
- B. scope definition**
- C. scope verification

**535.** Outputs from \_\_\_\_ include performance measurements, organizational process assets updates, change requests, project management plan updates, and project document updates.

- . estimating activity durations
- A. developing schedules
- B. controlling the schedule**
- C. estimating activity resources

**536.** \_\_\_\_, with assistance from financial experts in their organizations, should create estimates of the costs and benefits of the project for its entire life cycle.

- . Financial mangers
- A. Project managers**
- B. Budget managers
- C. System managers

**537.** \_\_\_\_ involves monitoring specific project results to ensure that they comply with the relevant quality standards while identifying ways to improve overall quality.

- . Performing quality assurance
- A. Performing quality control**
- B. Checking quality
- C. Planning quality

**538.** Abraham Maslow, a highly respected psychologist, rejected the dehumanizing negativism of psychology in the \_\_\_\_.

- . 1940s
- A. 1950s**
- B. 1960s
- C. 1970s

539. Information regarding the content of essential project communications comes from the \_\_\_\_.

- . organizational chart
- A. communications management plan
- B. work breakdown structure (WBS)**
- C. expectations management matrix

540. A \_\_\_\_ person achieves a balance between risk and payoff.

- . risk-seeking
- A. risk-averse
- B. risk-fearing
- C. risk-neutral**

541. Outputs to the \_\_\_\_ process include selected sellers, procurement contract awards, resource calendars, change requests, and updates to the project management plan and other project documents.

- . Closing the contract
- A. Conducting procurements**
- B. Requesting seller responses
- C. Administering the contract

542. In the example of the project of building a house, the \_\_\_\_ would normally be the general contractor responsible for building the house.

- . project sponsors
- A. project team
- B. project manager**
- C. support staff

543. In a \_\_\_\_, personnel often report to both a functional manager and one or more project managers.

- . project organizational structure
- A. system organizational structure
- B. matrix organizational structure**
- C. functional organizational structure

544. The project integration management knowledge area maps to the \_\_\_\_ process group through the activities of developing project charters.

- . **initiating**
- A. planning
- B. executing
- C. monitoring and controlling

**545.** In the \_\_\_\_ stage of selecting information technology projects, organizations define project scope, benefits, and constraints.

- . **Project Planning**
- A. Business Area Analysis
- B. Resource Allocation
- C. Information Technology Strategy Planning

**546.** An up-to-date \_\_\_\_ is an important document for developing and confirming a common understanding of the project scope.

- . scope management plan
- A. project scope statement**
- B. WBS
- C. decomposition

**547.** The \_\_\_\_ provide(s) schedule-related information about each activity, such as predecessors, successors, logical relationships, leads and lags, resource requirements, constraints, imposed dates, and assumptions related to the activity.

- . activity list
- A. milestones
- B. activity descriptions
- C. activity attributes**

**548.** Since organizations depend on reliable information technology, there are also huge costs associated with \_\_\_\_.

- . work time
- A. technical planning
- B. uptime
- C. downtime**

**549.** The \_\_\_\_ process is often associated with the technical tools and techniques of quality management, such as Pareto charts, quality control charts, and statistical sampling.

- . quality planning



- A. quality certification
- B. quality assurance
- C. quality control**

550. \_\_\_\_ is best known for developing a hierarchy of needs

- . Frederick Herzberg
- A. David McClelland
- B. Abraham Maslow**
- C. Douglas McGregor

551. The \_\_\_\_ serves as a good starting point for information distribution.

- . **stakeholder communications analysis**
- A. WBS
- B. communications management plan
- C. status report

552. There are \_\_\_\_ major processes involved in risk management.

- . 3
- A. 4
- B. 5
- C. 6**

553. \_\_\_\_ involves managing relationships with sellers, monitoring contract performance, and making changes as needed.

- . Closing procurements
- A. Selecting sellers
- B. Requesting seller responses
- C. Administering procurements**

554. Four project managers are having lunch together and discussing their projects. Most of the time they are just complaining about how hard projects are to manage in their company. Some complain about the stakeholders and the number of changes they cause. Others talk about how hard it is to get people to cooperate and perform. One project manager wants to focus on the advantages of the matrix-type organization they all work in for their projects. Which of the following would he mention?

- . **Improved project manager control over resources**
- A. More than one boss for project teams

- B. Communications are easier
- C. Reporting is easier

**555.** A manager and the head of engineering discuss a change to a major work package. After the meeting, the manager contacts you and tells you to complete the paperwork to make the change. This is an example of:

- . Management attention to scope management.
- A. Management planning.
- B. A project expeditor position.**
- C. A change control system.

**556.** The project is in the planning process group when three stakeholders come to the project manager asking for information on the company's new project management methodology. They want to know where it came from and why it is different from the way they currently manage projects. These stakeholders are also friends of the project manager, and the entire group has worked together for years. The project is using some new terms like corrective action that are making some stakeholders nervous, as they are unsure whether the way projects will be managed is going to change along with new terms. What should the project manager do?

- . Advise the stakeholders that she will keep them in the communication loop for the project.
- A. Supply a list of new terms and their definitions.
- B. Notify the project management office (PMO).**
- C. Make sure she maintains her authority as the project manager even though the stakeholders are her friends.

**557.** A project manager is managing his second project. It started one month after the first and both are ongoing. Though his first project is small, this one seems to be growing in size every day. As each day passes, the project manager is beginning to feel more and more in need of help. The project manager has recently heard that there was another project in the company last year that is similar to his second project. What should he do?

- . Contact the other project manager and ask for assistance.
- A. Obtain historical records and guidance from the project management office (PMO).**
- B. Wait to see if the project is impacted by the growth in scope.
- C. Make sure the scope for the project is agreed to by all the stakeholders.

**558.** The project life cycle differs from the product life cycle in that the project life cycle:

- . Does not incorporate a methodology.
- A. Is different for each industry.**
- B. Can spawn many projects.

- C. Describes project management activities.

**559.** Management by objectives works only if:

- . **It is supported by management.**
- A. The rules are written down.
- B. The project does not impact the objectives.
- C. The project includes the objectives in the project charter.

**560.** Your management has decided that all orders will be treated as projects and that project managers will be used to update orders daily, to resolve issues, and to ensure that the customer formally accepts the product within 30 days of completion. Revenue from the individual orders can vary from US \$100 to US \$150,000. The project manager will not be required to perform planning or provide documentation other than daily status. How would you define this situation?

- . Because each individual order is a temporary endeavor:' each order is a project.
- A. This is program management since there are multiple projects involved.
- B. This is a recurring process.**
- C. Orders incurring revenue over \$100,000 would be considered projects and would involve project management.

**561.** The previous project manager for your project managed it without much project organization. There is a lack of management control and no clearly defined project deliverables. Which of the following would be the BEST choice for getting your project better organized?

- . **Adopt a life cycle approach to the project.**
- A. Develop lessons learned for each phase.
- B. Develop specific work plans for each work package.
- C. Develop a description of the product of the project.

**562.** A project team is working on manufacturing a new product, but they are having difficulty creating a project charter. What is the BEST description of the real problem?

- . They have not identified the project objectives.
- A. They are working on a process and not a project.**
- B. The end date has not been set.
- C. They have not identified the product of the project.

**563.** One of your team members informs you that he does not know which of the many projects he is working on is the most important. Who should determine the priorities among projects in a company?

- . The project manager
- A. The project management team
- B. The project management office**
- C. The team

**564.** A market demand, a business need, and/or legal requirement are examples of:

- . Reasons to hire a project manager.
- A. Reasons projects are initiated.**
- B. Reasons people or businesses become stakeholders.
- C. Reasons to sponsor a project.

**565.** Two project managers have just realized that they are in a weak matrix organization and that their power as project managers is quite limited. One figures out that he is really a project expeditor and the other realizes he is really a project coordinator. How is a project expeditor different from a project coordinator?

- . The project expeditor cannot make decisions.**
- A. The project expeditor can make more decisions.
- B. The project expeditor reports to a higher-level manager.
- C. The project expeditor has some authority.

**566.** Operational work is different from project work in that it is:

- . Unique
- A. Temporary
- B. On-going and repetitive.**
- C. A part of every project activity.

**567.** Company procedures require the creation of a lessons learned document. Which of the following is the BEST use of lessons learned?

- . Historical records for future projects**
- A. Planning record for the current project
- B. Informing the team about what the project manager has done
- C. Informing the team about the project management plan

**568.** Lessons learned are BEST completed by:

- . The project manager.
- A. The team.
- B. The sponsor.

**C. The stakeholders.**

**569.** Consideration of ongoing operations and maintenance is crucially important to products of projects. Ongoing operations and maintenance should:

- . Be included as activities to be performed during project closure.
- A. Have a separate phase in the project life cycle, because a large portion of life cycle costs is devoted to maintenance and operations.
- B. Not be viewed as part of a project. A project is temporary with a definite beginning and end.**
- C. Be viewed as a separate project.

**570.** What is a program?

- . An initiative set up by management
- A. A means to gain benefits and control of related projects**
- B. A group of unrelated projects managed in a coordinated way
- C. A government regulation

**571.** A company is making an effort to improve its project performance and create historical records of past projects. What is the BEST way to accomplish this?

- . Create project management plans
- A. Create lessons learned.**
- B. Create network diagrams
- C. Create status reports

**572.** In a projectized organization, the project team:

- . Reports to many bosses.
- A. Has no loyalty to the project.
- B. Reports to the functional manager.
- C. Will not always have a home**

**573.** A project manager is trying to complete a software development project, but cannot get enough attention for the project. Resources are focused on completing process-related work and the project manager has little authority to properly assign resources. What form of organization must the project manager be working in?

- . **Functional**
- A. Matrix
- B. Expediter

C. Coordinator

**574.** A project manager has very little project experience, but he has been assigned as the project manager of a new project. Because he will be working in a matrix organization to complete his project, he can expect communications to be:

- . Simple.
- A. Open and accurate.
- B. Complex.**
- C. Hard to automate.

**575.** A project team member is talking to another team member and complaining that many people are asking him to do things. If he works in a functional organization, who has the power to give direction to the team member?

- . The project manager
- A. The functional manager**
- B. The team
- C. Tight matrix

**576.** Who has the MOST power in a projectized organization?

- . **The project manager**
- A. The functional manager
- B. The team
- C. They all share power

**577.** All of the following are characteristics of a project EXCEPT:

- . Temporary.
- A. Definite beginning and end.
- B. Interrelated activities.
- C. Repeats itself every month.**

**578.** All of the following are parts of the team's stakeholder management effort EXCEPT:

- . **Giving stakeholders extras.**
- A. Identifying stakeholders.
- B. Determining stakeholders' needs.
- C. Managing stakeholders' expectations.

**579.** In which project management process group is the detailed project budget created?

- . Initiating
- A. Before the project management process
- B. Planning**
- C. Executing

**580.** A project manager does not have much time to spend planning before the mandatory start date arrives. He therefore wants to move through planning as effectively as possible. Which of the following would you recommend?

- . Make sure you have a signed project charter and then start the WBS.
- A. Create an activity list before creating a network diagram.**
- B. Document all the known risks before you document the high-level assumptions.
- C. Finalize the quality management plan before you determine quality metrics.

**581.** The BEST time to assign a project manager to a project is during:

- . Executing.
- A. Closing.
- B. Initiating.**
- C. Planning.

**582.** A project manager gets a call from a team member notifying him that there is a variance between the speed of a system on the project and the desired or planned speed. The project manager is surprised because that performance measurement was not identified in planning. If the project manager then evaluates whether the variance warrants a response, he is in what project management process?

- . Initiating
- A. Executing
- B. Monitoring and controlling**
- C. Closing

**583.** A team member notifies the project manager that the activities comprising a work package are no longer appropriate. It would be BEST for the project manager to be in what part of the project management process?

- . Corrective action
- A. Integrated change control
- B. Monitoring and controlling**
- C. Project closing

**584.** During a team meeting, a team member asks about the measurements that will be used on the project to judge performance. The team member feels that some of the measures related to activities assigned him are not valid measurements. The project is BEST considered in what part of the project management process?

- . Closing
- A. Monitoring and controlling
- B. Executing**
- C. Initiating

**585.** Which of the following would be the MOST appropriate thing to do during the initiating process group?

- . Create a detailed description of the project deliverables.
- A. Get familiar with the company culture and structure as it relates to the project.**
- B. Identify the root cause of problems.
- C. Ensure all project management processes are complete.

**586.** Which of the following is a characteristic of project management processes?

- . **Iterative**
- A. Unique
- B. Unnecessary
- C. Standardized

**587.** Which project management process group normally takes the MOST project time and resources?

- . Planning
- A. Design
- B. Integration
- C. Executing**

**588.** All of the following must be performed during project initiating EXCEPT:

- . Identify and document business needs.
- A. Create a project scope statement.**
- B. Divide large projects into phases.
- C. Accumulate and evaluate historical information.

**589.** Closure includes all of the following EXCEPT:

- . **Determining performance measures.**



- A. Turning over the product of the project.
- B. Documenting the degree to which each project phase was properly closed after its completion.
- C. Updating the company's organizational process assets.

**590.** The project charter is created in which project management process group?

- . Executing
- A. Planning
- B. Closing
- C. Initiating**

**591.** The first phase of your project has come to an end. What should you ensure is done BEFORE beginning the next phase?

- . Verify that the resources are available for the next phase.
- A. Check the project's progress compared to its baselines.
- B. Confirm that the phase has reached its objectives, and have its deliverables formally accepted.**
- C. Recommend corrective action to bring the project results in line with project expectations.

**592.** In which process group does the team measure and analyze the work being done on the project?

- . Initiating
- A. Executing
- B. Monitoring and controlling**
- C. Closing

**593.** Which process groups must be included in every project?

- . Planning, executing, and closing
- A. Initiating, planning, and executing
- B. Initiating, planning, executing, monitoring and controlling, and closing**
- C. Planning, executing, and monitoring and controlling

**594.** Control Schedule, Report Performance, and Administer Procurements are parts of which process group?

- . Initiating
- A. Planning

- B. Executing
- C. **Monitoring and controlling**

595. Which process group focuses on completing the requirements of the project?

- . Initiating
- A. Planning
- B. **Executing**
- C. Closing

596. All of the following occur during the planning process group EXCEPT:

- . **Develop Project Charter.**
- A. Create WBS.
- B. Estimate Costs.
- C. Sequence Activities.

597. The project team has just completed the initial project schedule and budget. The NEXT thing to do is:

- . Identify risks.
- A. Begin iterations.
- B. **Determine communications requirements.**
- C. Create a bar (Gantt) chart.

598. A detailed project schedule can be created only after creating the:

- . Project budget.
- A. **Work breakdown structure.**
- B. Project management plan.
- C. Detailed risk assessment.

599. The person who should be in control of the project during project planning is the:

- . **Project manager.**
- A. Team member.
- B. Functional manager.
- C. Sponsor.

600. Which of the following is NOT an input to the initiating process group?

- . Company processes

- A. Company culture
- B. Historical WBSs
- C. **Project scope statement**

**601.** The project sponsor has just signed the project charter. What is the NEXT thing to do?

- . Begin to complete work packages.
- A. Verify Scope.
- B. Start integrated change control.
- C. **Start to create management plans.**

**602.** The high-level project schedule constraints have just been determined. What project management process group are you in?

- . **Initiating**
- A. Planning
- B. Executing
- C. Monitoring and controlling

**603.** The WBS and WBS dictionary are completed. The project team has begun working on identifying risks. The sponsor contacts the project manager, requesting that the responsibility assignment matrix be issued. The project has a budget of US \$100,000 and is taking place in three countries

using 14 human resources. There is little risk expected for the project, and the project manager has managed many projects similar to this one. What is the NEXT thing to do?

- . Understand the experience of the sponsor on similar projects.
- A. **Create an activity list.**
- B. Make sure the project scope is defined.
- C. Complete risk management and issue the responsibility assignment matrix.

**604.** Effective project integration usually requires an emphasis on:

- . The personal careers of the team members.
- A. Timely updates to the project management plan.
- B. **Effective communications at key interface points.**
- C. Product control.

**605.** Which of the following BEST describes the project manager's role as an integrator?

- . Help team members become familiar with the project.
- A. **Put all the pieces of a project into a cohesive whole.**

- B. Put all the pieces of a project into a program.
- C. Get all team members together into a cohesive whole.

**606.** Approved corrective action is an input to:

- . Verify Scope.
- A. Direct and Manage Project Execution.**
- B. Develop Project Charter.
- C. Develop Schedule.

**607.** Double declining balance is a form of:

- . Decelerated depreciation.
- A. Straight line depreciation.
- B. Accelerated depreciation.**
- C. Life cycle costing.

**608.** You are a new project manager who has never managed a project before. You have been asked to plan a new project. It would be BEST in this situation to rely on during planning in order to improve your chance of success.

- . Your intuition and training
- A. Stakeholder analysis
- B. Historical information**
- C. Configuration management

**609.** Which of the following BEST describes a project management plan?

- . A printout from project management software
- A. A bar chart
- B. Risk, staffing, process improvement, and other management plans**
- C. The project scope

**610.** You are taking over a project and determine the following: Activity B has an early finish (EF) of day 3, a late finish (LF) of day 6, and an early start (ES) of day 2. Activity L is being done by a hard-to-get resource. The cost performance index (CPI) is 1.1, and the schedule performance index (SPI) is 0.8. Based on this information, what would you be more concerned about?

- . Float
- A. Resource
- B. Cost
- C. Schedule**

**611.** A project management plan should be realistic in order to be used to manage the project. Which of the following is the BEST method to achieve a realistic project management plan?

- . Sponsor creates the project management plan based on input from the project manager.
- A. Functional manager creates the project management plan based on input from the project manager.
- B. Project manager creates the project management plan based on input from senior management.
- C. Project manager creates the project management plan based on input from the team.**

**612.** You are taking over a project during the planning process group and discover that six individuals have signed the project charter. Which of the following should MOST concern you?

- . Who will be a member of the change control board
- A. Spending more time on configuration management**
- B. Getting a single project sponsor
- C. Determining the reporting structure

**613.** The project charter for a project was approved for planning and you have just been assigned as project manager. Realizing that project planning is an ongoing effort throughout the project, which processes are you MOST likely to combine?

- . **Create WBS and Define Activities**
- A. Estimate Activity Durations and Develop Schedule
- B. Develop Human Resource Plan and Estimate Costs
- C. Estimate Costs and Determine Budget

**614.** All of the following are parts of Direct and Manage Project Execution EXCEPT:

- . Identifying changes.
- A. Using a work breakdown structure.
- B. Implementing corrective actions.
- C. Setting up a project control system.**

**615.** The need for is one of the major driving forces for communication in a project.

- . Optimization
- A. Integrity
- B. Integration**
- C. Differentiation

**616.** A project manager is appointed to head a highly technical project in an area with which this person has limited familiarity. The project manager delegates the processes of Develop Schedule, Estimate Costs, Define Activities, and Estimate Activity Resources to various project team members, and basically serves as an occasional referee and coordinator of activities. The results of this approach are likely to be:

- . A team functioning throughout the project at a very high level, demonstrating creativity and commitment.
- A. A team that initially experiences some amounts of confusion, but that after a period of time becomes a cohesive and effective unit.
- B. A team that is not highly productive, but that stays together because of the work environment created by the project manager.
- C. A team that is characterized by poor performance, low morale, high levels of conflict, and high turnover.**

**617.** You are in the middle of executing a major modification to an existing product when you learn that the resources promised at the beginning of the project are not available. The BEST thing to do is to:

- . Show how the resources were originally promised to your project.
- A. Replan the project without the resources.
- B. Explain the impact if the promised resources are not made available.**
- C. Crash the project.

**618.** You have been assigned to manage the development of an organization's first Web site. The site will be highly complex and interactive, and neither your project team nor the client has much experience with Web site development.

The timeline is extremely aggressive. Any delay will be costly for both your firm and the client. You have a project sponsor and have achieved agreement and Sign-off on both the project charter and the project management plan. Client personnel have been kept fully informed of the project's progress through status reports and regular meetings. The project is on schedule and within the budget, and a final perfunctory review has been scheduled.

Suddenly you hear that the entire effort may be cancelled because the product developed is totally unacceptable. What is the MOST likely cause of this situation?

- . **A key stakeholder was not adequately involved in the project.**
- A. The project charter and project management plan were not thoroughly explained or adequately reviewed by the client.
- B. Communications arrangements were inadequate and did not provide the required information to interested parties.
- C. The project sponsor failed to provide adequate support for the project.

**619.** The project manager has just received a change from the customer that does not affect the project schedule and is easy to complete. What should the project manager do FIRST?

- . Make the change happen as soon as possible.
- A. Contact the project sponsor for permission.
- B. Go to the change control board.
- C. Evaluate the impacts on other project constraints.**

**620.** Your company just won a major new project. It will begin in three months and is valued at US \$2,000,000. You are the project manager for an existing project. What is the FIRST thing you should do once you hear of the new project?

- . Ask management how the new project will use resources.
- A. Resource level your project.
- B. Crash your project.
- C. Ask management how the new project will affect your project.**

**621.** You are a project manager who was just assigned to take over a project from another project manager who is leaving the company. The previous project manager tells you that the project is on schedule, but only because he has constantly pushed the team to perform. What is the FIRST thing you should do as the new project manager?

- . Check risk status.
- A. Check cost performance.
- B. Determine a management strategy.**
- C. Tell the team your objectives.

**622.** You are assigned as the project manager in the middle of the project. The project is within the baselines, but the customer is not happy with the performance of the project. What is the FIRST thing you should do?

- . Discuss it with the project team.
- A. Recalculate baselines.
- B. Renegotiate the contract.
- C. Meet with the customer.**

**623.** It is the middle of the project when the project manager is informed by her scheduler that the project control limits are secure. That same morning she receives a note from a team member about a problem he is having. The note says, "This activity is driving me crazy, and the manager of the accounting department won't help me until the activity's float is in jeopardy." In addition, the project manager has e-mails from a minor stakeholder and 14 e-mails from team members. While she is reading the e-mails, a team member walks into the project manager's office to tell

her a corrective action was implemented by a team member from the project management office, but was not documented. What should the project manager do NEXT?

. Report the documentation violation to the project management office, evaluate the security of the control limits, and review the e-mailing rules in the communications management plan.

A. Clarify the reasoning behind documentation being a problem, get the accounting department to assist the team member, and respond to the minor stakeholder.

**B. Add the implemented corrective action to the historical records, discuss the value of documentation at the next team meeting, and smooth the team member with the accounting department problem.**

C. Find out who caused the problem with the accounting department, respond to the minor stakeholder before responding to the other e-mails, and review the process listed in the communications plan for reporting concerns with the team member having the documentation problem.

**624.** The client demands changes to the product specification that will add only two weeks to the critical path. Which of the following is the BEST thing for the project manager to do?

. Compress the schedule to recover the two weeks.

A. Cut scope to recover the two weeks.

**B. Consult with the sponsor about options.**

C. Advise the client of the impact of the change.

**625.** During project executing, the project manager determines that a change is needed to material purchased for the project. The project manager calls a meeting of the team to plan how to make the change. This is an example of:

. Management by objectives.

**A. Lack of a change management plan.**

B. Good team relations.

C. Lack of a clear work breakdown structure.

**626.** Which of the following describes the BEST use of historical records from previous projects:

. Estimating, life cycle costing, and project planning

A. Risk management, estimating, and creating lessons learned

B. Project planning, estimating, and creating a status report

**C. Estimating, risk management, and project planning**

**627.** The project was going well when all of a sudden there were changes to the project coming from multiple stakeholders. After all the changes were determined, the project manager spent time with all the stakeholders to find out why there were changes and to discover any more.



The project work has quieted down when a team member casually mentions to the project manager that he added functionality to a product of the project. Do not worry he says, I did not impact time, cost, or quality! What should a project manager do FIRST?

- . Ask the team member how the need for the functionality was determined.
- A. Hold a meeting to review the team member's completed work.
- B. Look for other added functionality.
- C. **Ask the team member how he knows there is no time, cost, or quality impact.**

**628.** You are asked to prepare a budget for completing a project that was started last year and then shelved for six months. All the following would be included in the budget EXCEPT:

- . Fixed costs
- A. **Sunk costs.**
- B. Direct costs.
- C. Variable costs.

**629.** Which of the following sequences represents straight line depreciation?

- . **\$100,\$100,\$100**
- A. \$100,\$120,\$140
- B. \$100,\$120,\$160
- C. \$160, \$140, \$120

**630.** This project is chartered to determine new ways to extend the product life of one of the company's medium-producing products. The project manager comes from the engineering department, and the team comes from product management and marketing departments.

The project scope statement and project planning are completed when a stakeholder notifies the team that there is a better way to complete one of the work packages. They even supply a technical review letter from their department proving that the new way to complete the work package will actually be faster than the old way.

The project manager has had similar experiences with this department on other projects, and was expecting this to happen on this project. What is the FIRST thing the project manager should do?

- . Contact the department and complain again about their missing the deadline for submission of scope.
- A. **Look for how this schedule change will impact the cost to complete the work package and the quality of the product of the work package.**
- B. See if there is a way to change from a matrix environment to a functional organization so as to eliminate all the interference from other departments.
- C. Ask the department if they have any other changes.

**631.** Project A has an internal rate of return (IRR) of 21 percent. Project B has an IRR of 7 percent. Project C has an IRR of 31 percent. Project D has an IRR of 19 percent. Which of these would be the BEST project?

- . Project A
- A. Project B
- B. Project C**
- C. Project D

**632.** An output of the Close Project or Phase process is the creation of:

- . **Project archives.**
- A. A project charter.
- B. A project management plan.
- C. A risk analysis plan.

**633.** All of the following would occur during the Close Project or Phase process EXCEPT:

- . Creating lessons learned.
- A. Formal acceptance.
- B. Reducing resource spending.
- C. Performing benefit cost analysis.**

**634.** Which of the following is included in a project charter?

- . A risk management strategy
- A. Work package estimates
- B. Detailed resource estimates
- C. The business need for the project**

**635.** A project manager is trying to convince management to use more formal project management procedures and has decided to start improving the company's project management by obtaining a project charter. Which of the following BEST describes why the project charter would help the project manager?

- . It describes the details of what needs to be done.
- A. It lists the names of all team members.
- B. It gives the project manager authority.**
- C. It describes the project's history.

**636.** Linear programming is an example of what type of project selection criteria?

- . **Constrained optimization**
- A. Comparative approach
- B. Benefit measurement
- C. Impact analysis

**637.** When it comes to changes, the project manager's attention is BEST given to:

- . Making changes.
- A. Tracking and recording changes.
- B. Informing the sponsor of changes**
- C. Preventing unnecessary changes.

**638.** You have created the project charter, but could not get it approved. Your manager and his boss have asked that the project begin immediately. Which of the following is the BEST thing to do?

- . Set up an integrated change control process.
- A. Show your manager the impact of proceeding without approval.**
- B. Focus on completing projects that have signed project charters.
- C. Start work on only the critical path activities.

**639.** The engineering department has uncovered a problem with the cost accounting system and has asked the systems department to analyze what is wrong and fix the problem. You are a project manager working with the cost accounting programs on another project. Management has issued a change request to the change control board to add the new work to your project.

Your existing project has a cost performance index (CPI) of 1.2 and a schedule performance index (SPI) of 1.3 so you have some room to add work without delaying your existing project or going over budget. However, you cannot see how the new work fits within the project charter for your existing project. After some analysis, you determine that the new work and existing work do not overlap and can be done concurrently. They also require different skill sets. Which of the

following is the BEST thing to do?

- . **Develop a project charter.**
- A. Reestimate the project schedule with input from the engineering department.
- B. Verify the scope of the new work with the help of the stakeholders.
- C. Identify specific changes to the existing work.

**640.** All technical work is completed on the project. Which of the following remains to be done?

- . Verify Scope
- A. Plan Risk Responses

- B. Create a staffing management plan
- C. **Complete lessons learned**

**641.** Your company can accept one of three possible projects. Project A has a net present value (NPV) of US \$30,000 and will take six years to complete. Project B has an NPV of US \$60,000 and will take three years to complete. Project C has an NPV of US \$90,000 and will take four years to complete. Based on this information, which project would you pick?

- . They all have the same value.
- A. Project A
- B. Project B
- C. **Project C**

**642.** A project manager has managed four projects for the company and is being considered to join the project management office team. The following is discovered during the evaluation of his performance. The project manager's first project had an ending cost variance of -500, used two critical resources, needed to rework the project charter during project executing and was ranked 14th in priority within the company. The second project finished with a schedule variance of +100, was completed with a vastly compressed schedule, and received a letter of recommendation from the sponsor, but the product of the project was not used. The third project had 23 percent more changes than expected, had an SPI of 0.90, and 25 open items in the issue log when the project was completed.

Each of these projects had a cost budget of US \$1,000 and 20 to 28 percent more changes than others of its size. The project management office decided not to add this project manager to the team. Which of the following BEST describes why this might have happened?

- . The project manager has only managed low-priority projects, and he had to compress the schedule, showing that he does not have the skill to work in the project management office.
- A. Issue logs should not be used on projects of this size, showing that the project manager does not have the knowledge to work in a project management office.
- B. **The project manager did not effectively involve the stakeholders, showing that he does not have the knowledge to work in the project management office.**
- C. The project manager had two critical resources on his team and still needed to rework the project charter, showing that he does not have the discipline to work in the project management office.

**643.** All of the following are parts of an effective change management plan EXCEPT:

- . Procedures
- A. Standards for reports
- B. Meetings
- C. **Lessons learned**

**644.** A work authorization system can be used to:

- . Manage who does each activity.
- A. Manage what time and in what sequence work is done.**
- B. Manage when each activity is done.
- C. Manage who does each activity and when it is done.

**645.** A project is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary?

- . The project manager
- A. The project team
- B. The project team**
- C. The stakeholders

**646.** Integration is done by the:

- . **Project manager.**
- A. Team.
- B. Sponsor
- C. Stakeholders.

**647.** A work breakdown structure numbering system allows the project staff to:

- . Systematically estimate costs of work breakdown structure elements.
- A. Provide project justification.
- B. Identify the level at which individual elements are found.**
- C. Use it in project management software.

**648.** When should the Verify Scope process be done?

- . At the end of the project
- A. At the beginning of the project
- B. At the end of each phase of the project**
- C. During the planning processes

**649.** The project is mostly complete. The project has a schedule variance of 300 and a cost variance of -900. All but one of the quality control inspections have been completed and all have met the quality requirements. All items in the issue log have been resolved. Many of the resources have been released. The sponsor is about to call a meeting to obtain product

verification when the customer notifies the project manager that they want to make a major change to the scope. The project manager should:

- . Meet with the project team to determine if this change can be made.
- A. Ask the customer for a description of the change.**
- B. Explain that the change cannot be made at this point in the process.
- C. Inform management.

**650.** You have just joined the project management office after five years of working on projects. One of the things you want to introduce to your company is the need to create and utilize WBSs. Some of the project managers are angry that you are asking them to do extra work. Which of the following would be the BEST thing you could tell the project managers to convince them to use WBSs?

- . **Tell them it will prevent work from slipping through the cracks.**
- A. Tell them that it is not needed.
- B. Tell them it is required only if the project involves contracts.
- C. Tell them it is the only way to identify risks.

**651.** A new project manager has asked you for advice on creating a work breakdown structure. After you explain the process to her, she asks you what software she should use to create the WBS and what she should do with it when she is finished creating it. You might respond that it is not the picture that is the most valuable result of creating a WBS. It is:

- . A bar chart.
- A. Team buy-in.**
- B. Activities.
- C. A list of risks.

**652.** To manage a project effectively, work should be broken down into small pieces. Which of the following does NOT describe how far to decompose the work?

- . Until it has a meaningful conclusion
- A. Until it cannot be logically subdivided further
- B. Until it can be done by one person**
- C. Until it can be realistically estimated

**653.** A project manager may use to make sure the team members clearly know what work is included in each of their work packages

- . The project scope statement
- A. The product scope
- B. A WBS dictionary**

- C. A schedule

**654.** A project manager has just been assigned to a new project and has been given the project charter.

The FIRST thing the project manager must do is:

- . Create a project scope statement.
- A. Confirm that all the stakeholders have had input into the scope.**
- B. Analyze project risk.
- C. Begin work on a project management plan.

**655.** The construction phase of a new software product is near completion. The next phases are testing and implementation. The project is two weeks ahead of schedule. What should the project manager be MOST concerned with before moving on to the final phase?

- . **Verify Scope**
- A. Control Quality
- B. Create Performance Reports
- C. Control Costs

**656.** You are managing a six-month project and have held biweekly meetings with your project stakeholders. After five-and-a-half months of work, the project is on schedule and budget, but the stakeholders are not satisfied with the deliverables. This situation will delay the project completion by one month. The MOST important process that could have prevented this situation is:

- . Monitor and Control Risks.
- A. Control Schedule.
- B. Define Scope**
- C. Control Scope.

**657.** All of the following are parts of the scope baseline EXCEPT the:

- . **Scope management plan.**
- A. Project scope statement.
- B. Work breakdown structure.
- C. WBS dictionary.

**658.** The work breakdown structure can BEST be thought of as an effective aid for communications.

- . Team

- A. Project manager
- B. Customer
- C. Stakeholder**

**659.** One of the stakeholders on the project contacts the project manager to discuss some additional scope they would like to add to the project. The project manager asks for details in writing and then works through the Control Scope process. What should the project manager do NEXT when the evaluation of the requested scope is complete?

- . Ask the stakeholder if there are any more changes expected.
- A. Complete integrated change control.**
- B. Make sure the impact of the change is understood by the stakeholder.
- C. Find out the root cause of why the scope was not discovered during project planning.

**660.** During the completion of project work, the sponsor asks the project manager to report on how the project is going. In order to prepare the report, the project manager asks all the team members what percent complete their work is. There is one team member who has been hard to manage from the beginning. In response to being asked what percent complete he is, the team member asks, Percent complete of what? Being tired of such comments, the project manager reports to the team member's boss that the team member is not cooperating. Which of the following is MOST likely the real problem?

- . The project manager did not get buy-in from the manager for the resources on the project.
- A. The project manager did not create an adequate reward system for team members to improve their cooperation.
- B. The project manager should have had a meeting with the team member's boss the first time the team member caused trouble.
- C. The project manager does not have work packages.**

**661.** The preparation of the scope baseline can BEST be described as involving:

- . The functional managers.
- A. The project team.**
- B. All the stakeholders.
- C. The project expeditor.

**662.** Which of the following is an output of the Collect Requirements process?

- . **Requirements traceability matrix**
- A. Project scope statement
- B. Work breakdown structure
- C. Change requests



**663.** A scope change has been suggested by one of the stakeholders on the project. After careful consideration and a lot of arguing, the change control board has decided to reject the change. What should the project manager do?

- . Support the stakeholder by asking the board for the reason for the rejection.
- A. Suggest to the stakeholder that the next change they request will be approved
- B. Record the change request and its result.**
- C. Advise the change control board to make sure they create approval processes before the next change is proposed.

**664.** A project manager's scope management efforts are being audited. The cost performance index (CPI) on the project is 1.13, and the benefit cost ratio (BCR) is 1.2. The project scope was created by the team and stakeholders. Requirements on the project have been changing throughout the project.

No matter what the project manager has tried to accomplish in managing the project, which of the following is he MOST likely to face in the future?

- . Having to cut costs on the project and increase benefits
- A. Making sure the customer approved the project scope
- B. Not being able to measure completion of the product of the project**
- C. Having to add resources to the project

**665.** Verify Scope is closely related to:

- . **Perform Quality Control.**
- A. Sequence Activities.
- B. Perform Quality Assurance.
- C. Time Management.

**666.** Which of the following can create the MOST misinterpretation in the project scope statement?

- . **Imprecise language**
- A. Poor pattern, structure, and chronological order
- B. Small variation in size of work packages or detail of work
- C. Too much detail

**667.** Which of the following is CORRECT in regard to the Control Scope process?

- . Effective scope definition can lead to a more complete project scope statement.
- A. The Control Scope process must be done before scope planning.

- B. **The Scope Control process must be integrated with other control processes.**
- C. Controlling the schedule is the most effective way of controlling scope.

**668.** Which of the following BEST describes the Verify Scope process?

- . It provides assurances that the deliverable meets the specifications, is an input to the project management plan, and is an output of Perform Quality Control.
- A. It ensures that the deliverable is completed on time, ensures customer acceptance, and shows that the deliverable meets specifications.
- B. **It ensures customer acceptance, shows that the deliverable meets specifications, and provides a chance for differences of opinion to come to light.**
- C. It is an output of Perform Quality Control, occurs before Define Scope, and ensures customer acceptance.

**669.** Which of the following is a KEY output of the Verify Scope process?

- . A more complete scope management plan
- A. **Customer acceptance of project deliverables**
- B. Improved schedule estimates
- C. An improved project management information system

**670.** Which of the following BEST describes product analysis?

- . Working with the customer to determine the product description
- A. Mathematically analyzing the quality desired for the project
- B. **Gaining a better understanding of the product of the project in order to create the project scope statement**
- C. Determining if the quality standard on the project can be met

**671.** During project executing, a team member comes to the project manager because he is not sure of what work he needs to accomplish on the project. Which of the following documents contain detailed descriptions of work packages?

- . **WBS dictionary**
- A. Activity list
- B. Project scope statement
- C. Scope management plan

**672.** During what part of the project management process is the project scope statement created?

- . Initiating

- A. **Planning**
- B. Executing
- C. Monitoring and controlling

**673.** The program was planned years ago, before there was a massive introduction of new technology.

While planning the next project in this program, the project manager has expanded the scope management plan because as a project becomes more complex, the level of uncertainty in the scope:

- . Remains the same.
- A. Decreases.
- B. Decreases then increases.
- C. Increases.**

**674.** During a meeting with some of the project stakeholders, the project manager is asked to add work to the project scope. The project manager had access to correspondence about the project before the project charter was signed and remembers that the project sponsor specifically denied funding for the scope mentioned by these stakeholders. The BEST thing for the project manager to do is to:

- . Let the sponsor know of the stakeholders' request.
- A. Evaluate the impact of adding the scope.
- B. Tell the stakeholders the scope cannot be added.**
- C. Add the work if there is time available in the project schedule.

**675.** A new project manager is being mentored by a more experienced certified project management professional (PMP). The new project manager is having difficulty finding enough time to manage the project because the product and project scope are being progressively elaborated. The PMP- certified project manager mentions that the basic tools for project management, such as a work breakdown structure, can be used during project executing to assist the project manager. For which of the following can a work breakdown structure be used?

- . **Communicating with the customer**
- A. Showing calendar dates for each work package
- B. Showing the functional managers for each team member
- C. Showing the business need for the project

**676.** During a project team meeting, a team member suggests an enhancement to the scope that is beyond the scope of the project charter. The project manager points out that the team needs to concentrate on completing all the work and only the work required. This is an example of:

- . Change management process.
- A. Scope management.**
- B. Quality analysis.
- C. Scope decomposition.

**677.** One common way to compute estimate at completion (EAC) is to take the budget at completion (BAC) and:

- . Divide by SPI.
- A. Multiply by SPI.
- B. Multiply by CPI.
- C. Divide by CPI.**

**678.** A schedule performance index (SPI) of 0.76 means:

- . You are over budget.
- A. You are ahead of schedule.
- B. You are only progressing at 76 percent of the rate originally planned.**
- C. You are only progressing at 24 percent of the rate originally planned.

**679.** Which of the following is NOT needed in order to come up with a project estimate?

- . A WBS
- A. A network diagram
- B. Risks
- C. A change control system**

**680.** Which of the following is an example of a parametric estimate?

- . **Dollars per module**
- A. Learning bend
- B. Bottom-up
- C. CPM

**681.** A rough order of magnitude estimate is made during which project management process group?

- . Planning
- A. Closing
- B. Executing
- C. Initiating**

682. A cost baseline is an output of which cost management process?

- . Estimate Activity Resources
- A. Estimate Costs
- B. Determine Budget**
- C. Control Costs

683. During which project management process group are budget forecasts created?

- . **Monitoring and controlling**
- A. Planning
- B. Initiating
- C. Executing

684. Which type of cost is team training?

- . **Direct**
- A. NPV
- B. Indirect
- C. Fixed

685. Project setup costs are an example of:

- . Variable costs.
- A. Fixed costs.**
- B. Overhead costs.
- C. Opportunity costs.

686. Value analysis is performed to get:

- . More value from the cost analysis.
- A. Management to buy into the project.
- B. The team to buy into the project.
- C. A less costly way of doing the same work.**

687. Who has the cost risk in a fixed price (FP) contract?

- . The team
- A. The buyer
- B. The seller**
- C. Management

**688.** Estimate at completion (EAC) is a periodic evaluation of:

- . The cost of work completed.
- A. The value of work performed.
- B. The anticipated total cost at project completion.**
- C. What it will cost to finish the job.

**689.** Which of the following represents the estimated value of the work actually accomplished?

- . **Earned value (EV)**
- A. Planned value (PV)
- B. Actual cost (AC)
- C. Cost variance (CV)

**690.** Which of the following are ALL items included in the cost management plan?

- . The level of accuracy needed for estimates, rules for measuring cost performance, specifications for how duration estimates should be stated
- A. Specifications for how estimates should be stated, rules for measuring cost performance, the level of accuracy needed for estimates**
- B. Rules for measuring team performance, the level of accuracy needed for estimates, specifications for how estimates should be stated
- C. Specifications for how estimates should be stated, the level of risk needed for estimates, rules for measuring cost performance

**691.** Your project has a medium amount of risk and is not very well defined. The sponsor hands you a project charter and asks you to confirm that the project can be completed within the project cost budget. What is the BEST method to handle this?

- . **Build the estimate in the form of a range of possible results.**
- A. Ask the team members to help estimate the cost based on the project charter.
- B. Based on the information you have, calculate a parametric estimate.
- C. Provide an analogous estimate based on past history.

**692.** The cost contingency reserve should be:

- . Hidden to prevent management from disallowing the reserve.
- A. Added to each activity to provide the customer with a shorter critical path.
- B. Maintained by management to cover cost overruns.
- C. Added to the base costs of the project to account for risks.**

**693.** The seller tells you that your activities have resulted in an increase in their costs. You should:

- . Recommend a change to the project costs.
- A. Have a meeting with management to find out what to do.
- B. Ask the seller for supporting information.**
- C. Deny any wrongdoing.

**694.** Your cost forecast shows that you will have a cost overrun at the end of the project. Which of the following should you do?

- . **Eliminate risks in estimates and reestimate.**
- A. Meet with the sponsor to find out what work can be done sooner.
- B. Cut quality
- C. Decrease scope.

**695.** A new store development project requires the purchase of various equipment, machinery, and furniture. The department responsible for the development recently centralized its external purchasing process and standardized its new order system. In which document can these new procedures be found?

- . Project scope statement
- A. WBS
- B. Staffing management plan
- C. Organizational policies**

**696.** Early in the life of your project, you are having a discussion with the sponsor about what estimating techniques should be used. You want a form of expert judgment, but the sponsor argues for analogous estimating. It would be BEST to:

- . **Agree to analogous estimating, as it is a form of expert judgment.**
- A. Suggest life cycle costing as a compromise.
- B. Determine why the sponsor wants such an accurate estimate.
- C. Try to convince the sponsor to allow expert judgment because it is typically more accurate.

**697.** You have just completed the initiating processes of a small project and are moving into the planning processes when a project stakeholder asks you for the project's budget and cost baseline. What should you tell her?

- . The project budget can be found in the project's charter, which has just been completed.
- A. The project budget and baseline will not be finalized and accepted until the planning processes are completed.**
- B. The project management plan will not contain the project's budget and baseline; this is a small project.
- C. It is impossible to complete an estimate before the project management plan is created.

**698.** The project manager is allocating overall cost estimates to individual activities to establish a baseline for measuring project performance. What process is this?

- . Cost Management
- A. Estimate Costs
- B. Determine Budget**
- C. Control Costs

**699.** If earned value (EV) = 350, actual cost (AC) = 400, planned value (PV) = 325, what is cost variance(CV)?

- . 350
- A. -75
- B. 400
- C. -50**

**700.** Monitoring cost expended to date in order to detect variances from the plan occurs during:

- . The creation of the cost change management plan.
- A. Recommending corrective actions .
- B. Updating the cost baseline.
- C. Product performance reviews.**

**701.** A cost management plan contains a description of:

- . The project costs.
- A. How resources are allocated.
- B. The budgets and how they were calculated.
- C. The WBS level at which earned value will be calculated.**

**702.** A manufacturing project has a schedule performance index (SPI) of 0.89 and a cost performance index (CPI) of 0.91. Generally, what is the BEST explanation for why this occurred?

- . The scope was changed.
- A. A supplier went out of business and a new one needed to be found.
- B. Additional equipment needed to be purchased.
- C. A critical path activity took longer and needed more labor hours to complete.**

**703.** Although the stakeholders thought there was enough money in the budget, halfway through the project the cost performance index (CPI) is 0.7. To determine the root cause, several stakeholders audit the project and discover the project cost budget was estimated analogously.



Although the activity estimates add up to the project estimate, the stakeholders think something was missing in how the estimate was completed. Which of the following describes what was missing?

- . Estimated costs should be used to measure CPI.
- A. SPI should be used, not CPI.
- B. Bottom-up estimating should have been used.**
- C. Past history was not taken into account.

**704.** Earned value analysis is an example of:

- . **Performance reporting.**
- A. Planning control.
- B. Ishikawa diagrams.
- C. Integrating the project components into a whole.

**705.** You are about to take over a project from another project manager and find out the following information about the project. Activity Z has an early start (ES) of day 15 and a late start (LS) of day 20. Activity Z is a difficult activity. The cost performance index (CPI) is 1.1. The schedule performance index (SPI) is 0.8. There are 11 stakeholders on the project. Based on this information, which of the following would you be the MOST concerned about?

- . **Schedule**
- A. Float
- B. Cost
- C. The number of available resources

**706.** The difference between the cost baseline and the cost budget can be BEST described as:

- . **The management reserve.**
- A. The contingency reserve.
- B. The project cost estimate.
- C. The cost account.

**707.** You provide a project cost estimate for the project to the project sponsor. He is unhappy with the estimate, because he thinks the price should be lower. He asks you to cut 15 percent off the project estimate. What should you do?

- . Start the project and constantly look for cost savings.
- A. Tell all the team members to cut 15 percent from their estimates
- B. Inform the sponsor of the activities to be cut.**
- C. Add additional resources with low hourly rates.

**708.** Cost risk means:

- . There are risks that will cost the project money.
- A. The project is too risky from a cost aspect.
- B. There is a risk that project costs could go higher than planned.**
- C. There is a risk that the cost of the project will be lower than planned.

**709.** A project manager needs to analyze the project costs to find ways to decrease costs. It would be

BEST if the project manager looks at:

- . Variable costs and fixed costs.
- A. Fixed costs and indirect costs.
- B. Direct costs and variable costs.**
- C. Indirect costs and direct costs.

**710.** The customer responsible for overseeing your project asks you to provide a written cost estimate that is 30 percent higher than your estimate of the project's cost. He explains that the budgeting process requires managers to estimate pessimistically to ensure enough money is allocated for projects.

What is the BEST way to handle this?

- . Add the 30 percent as a lump sum contingency fund to handle project risks.
- A. Add the 30 percent to your cost estimate by spreading it evenly across all project activities.
- B. Create one cost baseline for budget allocation and a second one for the actual project management plan.
- C. Ask for information on risks that would cause your estimate to be too low.**

**711.** Analogous estimating:

- . Uses bottom-up estimating techniques.
- A. Is used most frequently during the executing processes of the project.
- B. Uses top-down estimating techniques.**
- C. Uses actual detailed historical costs

**712.** All of the following are outputs of the Estimate Costs process EXCEPT:

- . An understanding of the cost risk in the work that has been estimated.
- A. The prevention of inappropriate changes from being included in the cost baseline.**
- B. An indication of the range of possible costs for the project.

- C. Documentation of any assumptions made during the Estimate Costs process.

**713.** The main focus of life cycle costing is to:

- . Estimate installation costs.
- A. Estimate the cost of operations and maintenance.
- B. Consider installation costs when planning the project costs.
- C. **Consider operations and maintenance costs in making project decisions.**

**714.** Cost performance measurement is BEST done through which of the following?

- . Asking for a percent complete from each team member and reporting that in the monthly progress report
- A. **Calculating earned value and using the indexes and other calculations to report past performance and forecast future performance**
- B. Using the 50/50 rule and making sure the life cycle cost is less than the project cost
- C. Focusing on the amount expended last month and what will be expended the following month

**715.** A cost performance index (CPI) of 0.89 means:

- . At this time, we expect the total project to cost 89 percent more than planned.
- A. When the project is completed we will have spent 89 percent more than planned.
- B. The project is only progressing at 89 percent of the rate planned.
- C. **The project is only getting 89 cents out of every dollar invested.**

**716.** When a product or service completely meets a customer's requirements:

- . **Quality is achieved**
- A. The cost of quality is high
- B. The cost of quality is low
- C. The customer pays the minimum price

**717.** A control chart helps the project manager:

- . Focus on the most critical issues to improve quality
- A. Focus on stimulating thinking
- B. Explore a desired future outcome
- C. **Determine if a process is functioning within set limits**

**718.** Testing the entire population would:

- . **Take too long**
- A. Provide more information than wanted
- B. Be mutually exclusive
- C. Show many defects

**719.** All of the following are examples of the cost of nonconformance EXCEPT:

- . Rework
- A. **Quality training**
- B. Scrap
- C. Warranty costs

**720.** Standard deviation is a measure of how:

- . Far the estimate is from the highest estimate
- A. **Far the measurement is from the mean**
- B. Correct the sample is
- C. Much time remains in the project

**721.** What percentage of the total distribution is 3 sigma from the mean equal to?

- . 68.26%
- A. 99.99%
- B. 95.46%
- C. **99.73%**

**722.** All of the following result from quality audits EXCEPT:

- . Determination of whether project activities comply with organizational policies
- A. Improved processes to increase productivity
- B. **Creation of quality metrics**
- C. Confirmation of the implementation of approved change requests

**723.** A control chart shows seven data points in a row on one side of the mean. What should be done?

- . Perform a design of experiments
- A. Adjust the chart to reflect the new mean
- B. **Find an assignable cause**
- C. Nothing. This is the rule of seven and can be ignored

**724.** You are managing a project in a just-in-time environment. This will require more attention, because the amount of inventory in such an environment is generally:

- . 45 percent
- A. 10 percent
- B. 12 percent
- C. 0 percent**

**725.** In planning your project, which would generally have the highest priority: quality, cost, or schedule?

- . Cost is most important, quality next, and then schedule
- A. Quality is more important than cost or schedule
- B. Schedule is most important, quality next, and then cost
- C. It should be decided for each project**

**726.** You are the program level manager with several project activities underway. In the executing process group, you begin to become concerned about the accuracy of progress reports from the projects. What would BEST support your opinion that there is a problem?

- . **Quality audits**
- A. Risk quantification reports
- B. Regression analysis
- C. Monte Carlo analysis

**727.** To what does the following sentence refer? "The point where the benefits or revenue to be received from improving quality equals the incremental cost to achieve that quality"

- . Quality control analysis
- A. Marginal analysis**
- B. Standard quality analysis
- C. Conformance analysis

**728.** A project manager and team from a firm that designs railroad equipment are tasked to design a machine to load stone onto railroad cars. The design allows for two percent spillage, amounting to over two tons of spilled rock per day. In which of the following does the project manager document quality control, quality assurance, and quality improvements for this project?

- . **Quality management plan**
- A. Quality policy
- B. Control charts
- C. Project management plan

**729.** During a team meeting, the team adds a specific area of extra work to the project because they have determined it would benefit the customer. What is wrong in this situation?

- . **The team is gold plating**
- A. These efforts shouldn't be done in meetings
- B. Nothing. This is how to meet or exceed customer expectations
- C. Nothing. The project manager is in control of the situation

**730.** The project team has created a plan for how they will implement the quality policy. It addresses the organizational structure, responsibilities, procedures, and other information about plans for quality. If this changes during the project, WHICH of the following plans will also change?

- . Quality assurance
- A. Quality management
- B. Project management**
- C. Quality control

**731.** You are a project manager for a major information systems project. Someone from the quality department comes to see you about beginning a quality audit of your project. The team, already under pressure to complete the project as soon as possible, objects to the audit. You should explain to the team that the purpose of a quality audit is:

- . Part of an ISO 9000 investigation
- A. To check if the customer is following its quality process
- B. To identify inefficient and ineffective policies**
- C. To check the accuracy of costs submitted by the team

**732.** You are in the middle of a major new facility construction project. The structural steel is in place and the heating conduits are going into place, when a senior manager informs you that he is worried that the project will not meet the quality standards. What should you do in this situation?

- . Assure senior management that during the Plan Quality process it was determined that the project would meet the quality standards
- A. Analogously estimate future results
- B. Form a quality assurance team**
- C. Check the results from the last quality management plan

**733.** You are asked to select tools and techniques to implement a quality assurance program to supplement existing quality control activities. Which of the following would NOT be appropriate for this purpose?

- . Quality audits
- A. Statistical sampling
- B. Pareto charts
- C. **Focus groups**

**734.** The new software installation project is in progress. The project manager is working with the quality assurance department to improve everyone's confidence that the project will satisfy the quality standards. Which of the following **MUST** they have before they start this process?

- . Quality problems
- A. Quality improvement
- B. **Quality control measurements**
- C. Rework

**735.** The project you are working on has an increase in cost effectiveness, increased productivity, and increased morale.

What might be the reason for these changes?

- . Project objectives are in line with those of the performing organization
- A. **Increased quality**
- B. Managements focus on cost containment
- C. Rewards presented for individual efforts

**736.** A project manager has just taken over the project from another project manager during the execution of the project. The previous project manager created a project budget, determined communications requirements, and went on to complete work packages. What should the new project manager do **NEXT**?

- . Coordinate completion of work packages
- A. **Identify quality standards**
- B. Begin the Identify Risk process
- C. Execute the project management plan

**737.** A project is facing a major change to its project deliverables. If the project manager is involved in determining which quality standards are relevant to the change, the project manager must be involved in:

- . Quality management
- A. Perform Quality Assurance
- B. **Plan Quality**
- C. Perform Quality Control

**738.** Who is ultimately responsible for quality management on the project?

- . The project engineer
- A. The project manager**
- B. The quality manager
- C. The team member

**739.** At the end of a project, a project manager determines that the project has added four areas of functionality and three areas of performance. The customer has expressed satisfaction with the project. What does this mean in terms of success of the project?

- . The project was an unqualified success
- A. The project was unsuccessful because it was gold plated**
- B. The project was unsuccessful because the customer being happy means they would have paid more for the work
- C. The project was successful because the team had a chance to learn new areas of functionality and the customer was satisfied

**740.** During project executing, a project team member informs the project manager that a work package has not met the quality metric, and that she believes it is not possible to meet it. The project manager meets with all parties concerned to analyze the situation. Which part of the quality management process is the project manager involved in?

- . Perform Quality Assurance
- A. Project Control
- B. Perform Quality Control**
- C. Plan Quality

**741.** The project manager notices that project activities being completed by one department are all taking slightly longer than planned. To date, none of the activities/work packages have been on the critical path, nor have they affected the critical chain planning that has occurred. The project manager is bothered by the problem, since four of the next five critical path activities are being completed by this department. After making three calls, the project manager is finally able to converse with the department manager to determine what is going on. The conversation is slow, because both speak different native languages and they are trying to converse in French, a shared language. To make communication easier, the project manager frequently asks the department manager to repeat back what has been said.

The department manager communicates that his staff is following a company policy that requires two levels of testing. During the conversation, the department manager also makes a comment that leads the project manager to believe that the policy may include excessive work. This is the fourth time the project manager has heard such a comment. What is the BEST thing to do?



- . Create a better communications management plan that requires only one language to be the universal language on the project and have translators readily available on a moment's notice
- A. Contact someone else in the department who speaks the project manager's native language better to confirm the department manager's opinion
- B. Find out if the upcoming activities should be reestimated
- C. Work on increasing the effectiveness of the performing organization by recommending continuous improvement of the policy in question**

**742.** As the project manager, you are preparing your methods for quality management. You are looking for a method that can demonstrate the relationship between events and their resulting effects. You want to use a method to depict the events that cause a negative effect on quality. Which of the following is the BEST choice for accomplishing your objective?

- . Histogram
- A. Pareto chart
- B. Ishikawa diagram**
- C. Control chart

**743.** Which of the following explains why quality is planned in and not inspected in?

- . It reduces quality and is less expensive
- A. It improves quality and is more expensive
- B. It reduces quality and is more expensive
- C. It improves quality and is less expensive**

**744.** Work on a project is ongoing when the project manager overhears two workers arguing over what a set of instructions mean. The project manager investigates and discovers that the instructions for the construction of the concrete footings currently being poured were poorly translated between the different languages in use on the project. Which of the following is the BEST thing for the project manager to do FIRST?

- . Get the instructions translated by a more experienced party
- A. Look for quality impacts of the poor translation of the instructions for the footings**
- B. Bring the issue to the attention of the team and ask them to look for other translation problems
- C. Inform the sponsor of the problem in the next project report

**745.** A project has faced major difficulties in the quality of its deliverables. Management now states that quality is the most important project constraint. If another problem with quality were to occur, what would be the BEST thing for the project manager to do?

- . Fix the problem as soon as possible
- A. Allow the schedule to slip by cutting cost

- B. **Allow cost to increase by fixing the root cause of the problem**
- C. Allow risk to increase by cutting cost

**746.** A manager notices that a project manager is holding a meeting with some of the team and some stakeholders to discuss the quality of the project. The project schedule has been compressed, and the CPI is 1.1. They have worked hard on the project, the team has been rewarded according to the reward system the project manager put in place, and there is a strong sense of team. The manager suggests that the project manager does not have enough time to hold meetings about quality when the schedule is so compressed. Which of the following BEST describes why the manager is wrong?

- . **Improved quality leads to increased productivity, increased cost effectiveness, and decreased cost risk**
- A. Improved quality leads to increased productivity, decreased cost effectiveness, and increased cost risk
- B. Improved quality leads to increased productivity, increased cost effectiveness, and increased cost risk
- C. Improved quality leads to increased productivity, decreased cost effectiveness, and decreased cost risk

**747.** From the project perspective, quality attributes:

- . Determine how effectively the performing organization supports the project
- A. Provide the basis for judging the project's success or failure
- B. **Are specific characteristics for which a product is designed and tested**
- C. Are objective criteria that must be met

**748.** Quality is:

- . Meeting and exceeding the customer's expectations
- A. Adding extras to make the customer happy
- B. **The degree to which the project meets requirements**
- C. Conformance to management's objectives

**749.** All the following are examples of Perform Quality Control EXCEPT

- . Inspection
- A. **Cost of quality**
- B. Pareto chart
- C. Fishbone diagram

**750.** Pareto charts help the project manager:

- . **Focus on the most critical issues to improve quality**
- A. Focus on stimulating thinking
- B. Explore a desired future outcome
- C. Determine if a process is out of control

**751.** All of the following are forms of power derived from the project manager's position EXCEPT:

- . Formal
- A. Reward
- B. Penalty
- C. **Expert**

**752.** During project planning in a matrix organization, the project manager determines that additional human resources are needed. From whom would he request these resources?

- . Project manager
- A. **Functional manager**
- B. Team
- C. Project sponsor

**753.** A project manager must publish a project schedule. Activities, start/end times, and resources are identified. What should the project manager do NEXT?

- . Distribute the project schedule according to the communications management plan
- A. **Confirm the availability of the resources**
- B. Refine the project management plan to reflect more accurate costing information
- C. Publish a bar chart illustrating the timeline

**754.** During every project team meeting, the project manager asks each team member to describe the work he or she is doing, and the project manager assigns new activities to team members. The length of these meetings has increased because there are many different activities to assign. This could be happening for all the following reasons EXCEPT:

- . Lack of a WBS
- A. Lack of a responsibility assignment matrix
- B. **Lack of resource leveling**
- C. Lack of team involvement in project planning

**755.** You are a project manager leading a cross-functional project team in a weak matrix environment. None of your project team members report to you functionally, and you do not have the ability to directly reward their performance. The project is difficult, involving tight date

constraints and challenging quality standards. Which of the following types of project management power will likely be the MOST effective in this circumstance?

- . Referent
- A. Expert**
- B. Penalty
- C. Formal

**756.** A team member is not performing well on the project because she is inexperienced in system development work. There is no one else available who is better qualified to do the work. What is the BEST solution for the project manager?

- . Consult with the functional manager to determine project completion incentives for the team member
- A. Obtain a new resource more skilled in development work
- B. Arrange for the team member to get training**
- C. Allocate some of the project schedule reserve

**757.** A project manager has just found out that a major subcontractor for her project is consistently late delivering work. The project team member responsible for this part of the project does not get along with the subcontractor. To resolve the problem, the project manager says, "You both will have to give up something to solve this problem," What conflict resolution method is she using?

- . Confrontation
- A. Compromise**
- B. Smoothing
- C. Communicating

**758.** A project has several teams. Team C has repeatedly missed deadlines in the past. This has caused team D to have to crash the critical path several times. As the team leader for team D, you should meet with the:

- . Manager of team D
- A. Project manager alone
- B. Project manager and management
- C. Project manager and the leader of team C**

**759.** The new project is exciting to both the project manager and the team. This is the project manager's first assignment as project manager. The team has the feeling that they will be able to complete work that has never been tried before. There are 29 people contributing to the product description, and the team consists of nine highly experienced experts in their field. Part of the way through planning, three highly technical team members are disagreeing about the scope of

two of the deliverables. One is pointing to the draft WBS and saying that two additional work packages should be added. Another is saying that a particular work package should not even be done. The third team member agrees with both of them. How should the project manager BEST deal with the conflict?

- . He should listen to the differences of opinion, determine the best choice, and implement that choice
- A. He should postpone further discussions, meet with each individual, and determine the best approach
- B. He should listen to the differences of opinions, encourage logical discussions, and facilitate an agreement**
- C. He should help the team focus on agreeable aspects of their opinions and build unity by using relaxation techniques and common-focus team building

**760.** The project is just starting out and consists of people from 14 different departments. The project charter was signed by one person and contains over 30 major requirements that must be met on the project. The sponsor has informed the project manager that the SPI must be kept between 0.95 and 1.1. A few minutes of investigation resulted in the identification of 34 stakeholders, and the schedule objectives on the project are constrained. A project manager has just been hired. Which of the following types of project management power will BEST help the project manager gain the cooperation of others?

- . **Formal**
- A. Referent
- B. Penalty
- C. Expert

**761.** A project manager is trying to settle a dispute between two team members. One says the systems should be integrated before testing, and the other maintains each system should be tested before integration. The project involves over 30 people, and 12 systems need to be integrated. The sponsor is demanding that integration happen on time. What is the BEST statement the project manager can make to resolve the conflict?

- . Do it my way
- A. Let's calm down and get the job done
- B. Let's deal with this again next week after we all calm down
- C. Let's do limited testing before integration and finish testing after integration**

**762.** The highest point of Maslow's hierarchy of needs is called:

- . Physiological satisfaction
- A. Attainment of survival
- B. Need for association

**C. Esteem**

**763.** A project is in the middle of execution when a stakeholder suggests a major new change. This change will cause the third major overhaul of the project. At the same time, the project manager discovers that a major work package was not completed because a team member's boss moved him to another project that had a higher priority. Which of the following is the BEST person for the project manager to address these issues with?

- . The team
- A. Senior management
- B. The customer
- C. The sponsor**

**764.** What theory proposes that employees' efforts will lead to effective performance and the employees will be rewarded for accomplishments?

- . Conditional reinforcement
- A. Malsows hierarchy
- B. McGregor's
- C. Expectancy**

**765.** Conflict resolution techniques that may be used on a project include confronting, smoothing, forcing, and:

- . **Withdrawing**
- A. Directing
- B. Organizing
- C. Controlling

**766.** The installation project has a CPI of 1.03 and an SPI of 1.0. There are 14 team members, and each team member had input into the final project management plan. The customer has accepted the three deliverables completed so far without complaint and the responsibility assignment matrix has not changed since the project began. The project is being completed in a matrix environment and there are no contracts needed for the project. Though the sponsor is happy with the status of the project, one of the team members is always complaining about how much time his project work is taking. Which of the following would be the BEST thing for the project manager to do?

- . **Review the reward system for the project**
- A. Try to improve schedule performance of the project
- B. Meet with the customer to try to extend the schedule
- C. Gain formal acceptance in writing from the customer

**767.** The project has been challenging to manage. Everyone has been on edge due to pressure to complete the project on time. Unfortunately, the tension has grown to the point where team meetings have become shouting matches and little work is accomplished during the meetings. One team member asks to be excused from future team meetings, as all the shouting upsets him. Meanwhile, the sponsor has asked to attend team meetings in order to better understand how the project is going and the issues involved in completing the project, and the customer has started discussions about adding scope to the project. In this situation, it would be BEST for the project manager to:

- . Ask the sponsor if the information needed could be sent in a report rather than have her attend the meeting
- A. Inform the team member who asked to be excused from the meetings of the value of communication in such meetings
- B. Create new ground rules for the meetings and introduce them to the team**
- C. Hold a team-building exercise that involves all the team members

**768.** Project performance appraisals are different from team performance assessments in that project performance appraisals focus on:

- . **How an individual team member is performing on the project**
- A. An evaluation of the project teams effectiveness
- B. A team-building effort
- C. Reducing the staff turnover rate

**769.** A project manager had a complex problem to solve and made a decision about what needed to be done. A few months later, the problem resurfaced. What did the project manager MOST likely not do?

- . Proper risk analysis
- A. Confirm that the decision solved the problem**
- B. Have the project sponsor validate the decision
- C. Use an Ishikawa diagram

**770.** The project CPI is 1.02, the benefit cost ratio is 1.7, and the latest round of performance reviews identified few needed adjustments. The project team was co-located into a new building when the project started. Everyone commented on how excited they were to have all new facilities. The sponsor is providing adequate support for the project, and few unidentified risks have occurred. In an attempt to improve performance, the project manager spends part of the project budget on new chairs for the team members and adds the term "senior" to each team member's job title. Which of the following is the MOST correct thing that can be said of this project or the project manager?

. **The project manager has misunderstood Herzberg's theory**

- A. The project is slowly spending more money than it should. The project manager should begin to watch cost more carefully
- B. The performance review should be handled better to find more adjustments
- C. The project manager should use good judgment to determine which variances are important

**771.** You just found out that a major subcontractor for your project consistently provides deliverables late. The subcontractor approaches you and asks you to continue accepting late deliverables in exchange for a decrease in project costs. This offer is an example of:

- . Confronting
- A. Compromise**
- B. Smoothing
- C. Forcing

**772.** The management theory that states that all people can direct their own efforts is:

- . **Theory Y**
- A. Herzberg's theory
- B. Maslow's hierarchy
- C. Theory X

**773.** The halo effect refers to the tendency to:

- . Promote from within.
- A. Hire the best.
- B. Move people into project management because they are good in their technical fields.**
- C. Move people into project management because they have had project management training.

**774.** Which of the following leadership traits is MOST important for a project manager?

- . **Communication**
- A. Team building
- B. Technical expertise
- C. Project control

**775.** During the first half of the project, five team members left for other projects without being replaced, two team members went on vacation without informing you, and other team members expressed uncertainty about the work they were to complete. In this situation, it is BEST if you create a \_\_\_\_\_ for the second half of the project



- . Work breakdown structure
- A. Resource histogram
- B. Staffing management plan**
- C. Responsibility assignment matrix

**776.** The project manager is looking at the project's resource needs and lessons learned from past projects. This information causes the project manager to be concerned about the ability to acquire enough resources for the project in six months. Which of the following would be the LEAST effective preventive action?

- . **Make sure functional managers have a copy of the resource histogram**
- A. Show the sponsor the data, and explain the project manager's concern
- B. Determine metrics to use as an early warning sign that resources will not be available
- C. Ask functional managers for their opinions

**777.** A large project is underway when one of the team members reviews the project status report. He sees that the project is currently running late. As he looks at the report further, he notices that the delay will cause one of his activities to be scheduled during a time he will be out of the country and cannot work on the activity. This is of great concern because he is very committed to the project being successful and he does not want to be the cause of the project being further delayed. What is the BEST THING for him to do?

- . Contact the project manager immediately to provide the project manager with his schedule
- A. Include the information in his next report
- B. Request that the issue be added to the project issue log
- C. Recommend preventive action**

**778.** There have been many work packages completed successfully on the project, and the sponsor has made some recommendations for improvements. The project is on schedule to meet an aggressive deadline when the successor activity to a critical path activity suffers a major setback. The activity has 14 days of float and is being completed by four people. There are two other team members with the skill set to assist the troubled activity, if needed. The project manager receives a call that three other team members are attempting to be removed from the project because they do not feel the project can be successful. When the project manager pursues this, she discovers that those team members have issues that have not been addressed.

Which of the following is the BEST thing to do to improve the project?

- . Have the team members immediately assist the troubled activity
- A. Investigate why the project schedule is aggressive
- B. See who can replace the three team members
- C. Create an issue log**

**779.** The sponsor's role on a project is BEST described as:

- . Helping to plan activities
- A. Helping to prevent unnecessary changes to project objectives**
- B. Identifying unnecessary project constraints
- C. Helping to put the project management plan together

**780.** Which of the following conflict resolution techniques will generate the MOST lasting solution?

- . Forcing
- A. Smoothing
- B. Compromise
- C. Problem solving**

**781.** The MOST common causes of conflict on a project are schedules, project priorities, and:

- . Personality
- A. Resources**
- B. Cost
- C. Management

**782.** What conflict resolution technique is a project manager using when he says, "I cannot deal with this issue now!"

- . Problem solving
- A. Forcing
- B. Withdrawal**
- C. Compromising

**783.** What does a resource histogram show that a responsibility assignment matrix does not?

- . Time**
- A. Activity
- B. Interrelationships
- C. The person in charge of each activity

**784.** You have just been assigned as project manager for a large telecommunications project. This one-year project is about halfway done. The project team consists of 5 sellers and 20 of your company's employees. You want to understand who is responsible for doing what on the project. Where would you find such information?

- . **Responsibility assignment matrix**
- A. Resource histogram
- B. Bar chart
- C. Project organization chart

**785.** The work breakdown structure can be an effective aid for communication in which situation(s)?

- . Internal within the project team.
- A. Internal within the organization.
- B. External with the customer
- C. **Internal and external to the project.**

**786.** The purpose of status meeting is to:

- . **Exchange information about the project**
- A. Have team members report on what they are doing.
- B. Issue work authorization
- C. Confirm the accuracy of the costs submitted by the team.

**787.** The project manager is expecting a deliverable to be submitted by email from a team member today. At the end of the day, the project manager contacts the team member to notify him that it has not been received, The team member apologizes and says that he was not able to email the deliverable, and it was sent through mail instead. The team member goes on to explain that he notified the project manager that this would occur during a phone conversation they had while the project manager traveling. " Wasn't that the conversation we had when I told you I could not hear you well due to poor cell phone coverage?" ask the project manager. "Yes" replies the team member. What could have avoided this problem?

- . Paralingual communication
- A. Adding to the issue log after the phone call
- B. Better attention to determining communications requirements.
- C. **Feedback during the communication**

**788.** When do stakeholders have the MOST influence on a project?

- . **At the beginning of the project**
- A. In the middle of the project.
- B. At the end of the project.
- C. Throughout the project.

**789.** The project has been going well, except for the number of changes being made. The project is being installed into seven different department within the company and will greatly improve departmental performance when operationl. There are 14 project management processes selected for use on this project. The project manager is a technical expert as well as having been trained in communications and managing people, Which of the following is the MOST likely cause of the project problem?

- . The project manager was not trained in understanding the company environment.
- A. The project should have more management oversight since it will result in such great benefits to the company.
- B. The project should have used more of the project management process.
- C. Some stakeholders were not identified.**

**790.** A particular stakeholder has a reputation for making many changes on projects. What is the BEST approach a project manager can take at the begining of the project to manage this situation?

- . Say "No" to the stakeholder a few times to dissuade him from submitting more changes.
- A. Get the stakeholder involved in the project as early as possible.**
- B. Talk to the stakeholder's boss to find ways to direct the stakeholder's activities to another project.
- C. Ask that the stakeholder not be included in the stakeholder listing.

**791.** A project maanger has problem with a team member's performance. What is the BEST form of communication for addressing this problem?

- . Formal written communication
- A. Formal verbal communication
- B. Informal written communication
- C. Informal verbal communication**

**792.** Tom is a Project Manager helping his company on selection of a new project. Tom is using Payback period project selection method. Which one of the four projects should his company select?

- . Project A requires an investment of one million dollars. After six months of investment, project will generate profits of \$50K per month
- A. Project B requires an investment of \$100K dollars. It will yield returns of \$5K per year.
- B. Project C requires an investment of one million dollars. It will yield returns of \$40K per month.
- C. Project D requires an investment of \$500K dollars. It will yield returns of \$50K per month.**

**793.** The project status report is an example of which type of communication?

- . **Formal written communication**
- A. Formal verbal communication
- B. Informal written communication
- C. Informal verbal communication

**794.** A large, one-year telecommunication project is about halfway done when you take the place of the previous project manager. The project involves three different sellers and a project team of 30 people. You would like to see the project's communications requirements and what technology is being used to aid in project communications. Where will you find this information?

- . The project management plan.
- A. The information distribution plan.
- B. The bar chart.
- C. The communication management plan.**

**795.** Project information has been distributed according to the communications management plan. Some project deliverables have been changed in accordance with the project management plan. One stakeholder expressed surprise to the project manager upon hearing of a previously published change to project deliverable. All stakeholders received the communication containing notification of the change. What should the project manager do?

- . Determine why the stakeholder did not receive the information and let him know when it was published.
- A. Ask the functional manager why the stakeholder did not understand his responsibility.
- B. Review the communication management plan and make revisions if necessary.**
- C. Address the situation in the next steering committee meeting so others do not miss published changes

**796.** Communication is the key to the success of a project. As the project manager, you have 3 stakeholders with whom you need to communicate. As such, you have six channels of communication. A new stakeholder has been added that you also need to communicate with. How many communication channels do you have now?

- . 7
- A. 10**
- B. 12
- C. 16

**797.** You have just been assigned as project manager for a large manufacturing project. This one-year project is about halfway done. It involves 5 different sellers and 20 members of your

company on the project team. You want to quickly review where the project now stands. Which of the following reports would be the MOST helpful in finding such information

- . Work status
- A. Progress**
- B. Forecast
- C. Communication

**798.** During the middle of the project, things have been going well. The work authorization system has allowed people to know when to start work, and the issue log has helped keep track of stakeholders' needs. The benefit cost ratio has been improving, and the sponsor has expressed his appreciation for the team member's efforts by hosting a milestone party for the team. The project manager gets a call from a team member saying that the results from the completion of their activity's predecessor is 2 days late. Which of the following reasons would BEST describe why this occurred?

- . The project manager was focusing on the sponsor's needs.
- A. Functional management was not included in the communication management plan.**
- B. The successor activities should have been watched, not the predecessors.
- C. The right people were not invited to the milestone party.

**799.** A project manager has just been assigned a team that comes from many countries, including Brazil, Japan the US and Britain. What is her BEST tool for success?

- . The responsibility assignment matrix
- A. The teleconference
- B. Team communication with the WBS
- C. Communication and well-developed people skills**