

Practice Questions

Directions: Put your knowledge of the project management processes into action by completing these open-ended questions. The questions range in difficulty and you may have to reference your study materials, course videos, or the *PMBOK® Guide* as you work through each response. These questions will take several hours to complete and will prepare you for similar questions that you will encounter on the exam. Check your answers against the included answer key.

1. A project manager is working on a project in a different country. The CEO of the client offers him a gift worth several thousand dollars for completing the project ahead of schedule. However, the project manager's company only permits personal gifts of less than fifty dollars. What is the best course of action for the project manager?
2. A certain amount of equipment and resources were thought to be accurate during the planning for a major global project. Now with controlling resources, these thoughts have changed. Which document should be updated?
3. A company has just expanded into two new regions. Each of these regions has its own PMO without a centralized PMO. What is the most-likely organizational structure that the company is using?
4. A focus for the project manager is project integration. What is the key responsibility for a project manager regarding project integration?

5. A key stakeholder has requested that an approved change request be postponed. The request is for a safety problem. The stakeholder states that the change will affect his company's schedule on another project. What is the best course of action?
6. A new project manager recently attended a meeting about agile project methodology. He informs his project team that starting immediately, they will begin using these new agile methods. The team refuses to do work on an agile schedule as they are not experienced with agile methodology. What team skill has the project manager forgotten to use?
7. A new software package is being developed. There are three teams involved: one to develop the user interface, one to develop the database and finally testing team. After an initial meeting of the team leaders, the individual teams write a list of values, communication guidelines, meeting rules and other guidelines for their own team. These are known as what?
8. A number of key project stakeholders have complained to Debbie, the project manager, that their major reports are not being delivered weekly, as they previously requested. What process must Debbie be in that would identify this variance?
9. A project manager is working on a project when she discovers that a close family member has been brought on by the client and is a critical stakeholder. She is concerned that there might be a conflict of interest. What should she do?

10. A project team and their manager are documenting the latest lessons learned as part of the manage project knowledge process. They have the subject matter expert on this iteration of the project, as well as project information management system and a list of the key challenges that they faced. What other tool or technique would be most useful for them to use?

11. A risk that had not been foreseen in planning risk management has happened. The team meets and decides that this is minor setback. They review the plan and find a risk that is similar and implement the response. This is best described as what?

12. A software development team has been used to developing detailed budgets, which has often resulted in cost overruns due to the customer asking for numerous changes as the project progresses. This time, they are asked to simply provide a Beta distribution estimate for their work. What is the correct formula?

13. A summary of project risks or issues encountered on a project and how these risks and issues were addressed are performed in which process?

14. After meeting with the people who will be using the project's deliverables, the project manager has updated the change requests. As a result, the end users also need to be updated when their requests are approved and implemented. Which document should be updated to reflect this new information?

15. A large project team consists of twenty people from five different organizations all located in one city. Each organization has a different corporate structure and some individuals are experienced in projects with a formal framework, while one company is used to using agile methodologies. What interpersonal skill would be most useful with these differing organizations?

16. After the project charter is approved, a kick-off meeting is held. Six months into a project, the project team welcomes in new members and sets up a kick-off meeting. Three months later, a third kick-off meeting is held. One of the new team members asks why they are having a kick-off meeting after the project has been underway. What is the most-likely reason for a third kick-off meeting?

17. Andrea and Colin are working on updating a project document with the results of the Estimate Activity Resources. The information contains information regarding the types and quantities of resources required. They have made some estimates on equipment, hours of operation and various restrictions. What document are they updating?

18. Approved change requests are created only once as an output from which process?

19. As part of a new museum, the publicity team is creating a website and a place for the project staff to solicit information and reviews from the local community. They will also be posting updates on the new construction and advertising construction tours. These are all part of what part of the communication process?

20. Bill is controlling costs for a major project he is managing and has calculated that the project has a CPI of 1.30. How should Bill report this CPI of 1.30 to senior management in the project status report?

21. Bill, a long-term operations manager, has been put in charge of a new project. He is beginning to identify key stakeholders and the plan to keep them engaged. He asks Andrea, from the PMO, what the key is to effective stakeholder management. The best response is which?

22. Billy is a new project manager and he needs to determine if a deliverable meets the established quality standards. In which process is Billy involved with?

23. Carl has been tasked with researching completed projects that were done by another division of the company. These project are similar in scope to the newest project. He is to provide a list of best practices, ideas and methods to compare the newest project with the completed projects. This is known as what?

24. Changes to the cost baseline requires what?

25. Clifford is managing a 12-month information technology infrastructure project with a project budget of \$816,000. If the project is in the 9th month, what would the Planned Value (PV) be?

26. Agreements are an input to which process?

27. Daniel is facing a deadline on his project. His task will not be complete before the deadline, but his work is not on the critical path and there is some float available. His manager asks if he will be done by the deadline. What should he tell the manager?

28. Derrick, the project manager, and his project team are monitoring and controlling project work and are in the process to complete a project status report. Which process are they in?

29. Due to conflicts on the team, the project manager has come to realize that team performance and morale is low. He will need to replace three members of his team. What is the next action he should take?

30. During a discussion on quality, the team receives information from the customer that the primary focus needs to be on making the product easy to assemble by untrained people. The team reviews the current product and realizes that by making parts a certain way, the product cannot be put together incorrectly. This focus on assembly is known as what?

31. Early on in the project, there is a change to the Business Case. The project sponsor has realized that the market has increased due to a competitor failing to produce enough product. As a result, the sponsor wants to change the scope to change the project to double the number of deliverables produced. This risk response strategy is best described as what?

32. Edwin, an experienced project manager, but new to the We-Do-Projects-Right company, was just informed that the Configure Computer Servers contract has delivered all configured servers and all the work is completed. Which process should Edwin be in to close a contract?

33. Eric, the project manager is new to the organization and has been assigned to manage a very important strategic project. Since Eric is monitoring stakeholder engagement, which interpersonal and team skills to best suit him with this important strategic project?

34. Frank is reviewing the latest change requests. He sees that one minor request is from the project HR administrator. He is unsure why this individual would be requesting changes. What should Frank do in this instance?

35. Gary is managing a high-performance team. During a retrospective, Charles and Gail begin blaming each other for a failed test of the software. Gary needs to help them resolve the conflict as the test will be performed again during the next iteration. What would be the best course of action?

36. Harry and the quality assurance team are analyzing the root cause of a major problem. They want to use a tool to help them with this. What is the best tool to assist them in this work?

37. If a seller of a contract is being late with many deliverables, what should the project manager recommend?

38. How many times can the Close Project or Phase process be performed?

39. If a configuration diagram must be changed, what should be done?

40. If during cost control and performing reserve analysis, it is determined that a contingency reserve related to an identified risk will not occur, what should the project manager do with that unused contingency reserve?

41. If the project team meets to review a deliverable to determine whether it complies with quality and requirements, which process would they be in?

42. In controlling costs, Actual Cost is what?

43. In controlling project costs, what is Cost Variance (CV), if the Earned Value (EV) is \$160,000 and the Actual Cost (AC) is \$225,000?

44. In controlling resources, if a number of resources were recently replaced, which input document would the project manager best refer to, in order to identify these replaced resources?

45. In controlling costs, what does the To-Complete-Performance-Index (TCPI) measure?

46. In planning resources, agile methods have given rise to a new type of team which does not have a centralized point of control. These are best known as what?

47. Joe is a member of PMI and has been asked to review several candidates for a project manager position. The PMP certification is a requirement for the position. He reviews several candidates. He believes that Ken is the best candidate and Ken has other PMI credentials. Ken, however, has been approved to take the PMP exam but has not earned the certification. What should Joe do?

48. James is controlling the project schedule and must perform major revisions to the project schedule network diagram. James must add leads and lags to the project schedule network diagram. What is a lead?

49. Kelly and her team are in the direct and manage project work process on producing the deliverables for the project. An important component of the output of this process is change control so that the team and other stakeholders know what occurs as the process repeats. When should change control be applied?

50. Kelly is placed in charge of reviewing the RFQs from six vendors on a construction project. She notices that in one sub-section of the procurement statement of work statement that all six vendors have responded differently. She brings this to the attention of the project manager, Jill. Jill reviews this with her and believes that there is some confusion with the procurement statement of work. What is the best course of action for them to take?

51. Lucy, the project manager, just found out that the SPI is 0.45 and needs to take immediate action in order to submit a change request. Which process is the project manager in?

52. Mary, John, Andrea and Ralph are working on the Conduct Procurements process. They are hosting a final meeting with the selected vendor to sign the contract. Brent, a senior manager from the finance department and Morgan, the company attorney, are joining them for this final meeting. What would be the most-likely reason why Brent and Morgan would need to be at this meeting?

53. Now that a risk has occurred, what should the project team do first?

54. On a large project, your team has been delayed by another activity. As a result, you have determined that you will need to bring in outside contractors to handle low priority work to free up critical time for your internal team. You have your selection criteria for what you need. What is the best contract type in this instance?

55. One of the bidding vendors is concerned about tracking numerous changes during the life of an agile project. They are relatively new to agile projects and want a document on how these changes will be handled. Which plan would provide the information that the vendor is requesting?

56. One of the company's organizational process assets is a predetermined set of categories of risks for a given type of project. This aids a project team to generate ideas to identify risks. This is known as what?

57. Paul and a group of engineers are reviewing the risk register. They see that there are a set of risks that, on their own, do not impact the project in a significant way. However, if they all occur, the impact would be high. As a result, they decide to run all the risks through a computerized model that simulates the combined effects as to determine the potential impacts. This is known as what?

58. Paul and his team are in the third week of a six-week project. They decide that they want to get a better understanding of how the other stakeholders are responding to the project. They send out an email with ten questions as a survey. What type of information are they looking for?

59. Phillip, who is managing a critical project, has been informed that due to marketplace opportunities, senior management wants this project completed 2 months ahead of schedule and no additional funding will be authorized. Phillip must use the existing resources. Phillip is in Control Schedule. With the funding and resources constraints given to Phillip, which technique should he use to achieve the objective to deliver the project 2 months ahead of schedule?

60. Project Alpha is a large long-term project that will involve a large number of stakeholders that will change throughout the project. What will be the most useful tool for identifying stakeholders for this project?

61. Ralph, the project manager, has just received information regarding a particular risk. This risk has occurred and upon reviewing the communications management plan, a special communication needs to be produced for the executive managers, including the chief executive officer. This communication would most likely be in which format?

62. Risk audits are used to do what?

63. Susan and her project team are working in the develop schedule process. They are reviewing the critical path, the availability of resources, and are looking at an activity that has a high risk for impacting the schedule. They are using what technique to develop the project schedule model?

64. The change control board (CCB) just notified the project manager of a number of approved change requests and there were also a number of rejected change requests. What should the project manager do next?

65. The Closing Process Group has how many process?

66. The Communications Management Plan has information on how communications are to be handled. However, in order to identify who needs a special risk report, the team should look at which document?

67. The contractor is concerned about a contract that her company is bidding on. Their company would be reimbursed for the costs of the work but the primary profit would be based on some subjective performance criteria defined by the buyer's demands. What kind of contract type is this?

68. The Control Schedule process has four inputs: 1) Project Management Plan, 2) Project documents, 3) Organizational process assets. Which input would make the 4th input?

69. The focus group team is working with twenty panelists. The team listens to each of the panelists and then rephrases the person's key points to ensure that they understood the response. This is an example of what?

70. The hospital is installing a new records system. The project manager has planned that the staff will start the new system on Friday to test it. Once the testing is complete, the old system will be turned off on Monday. This dependency is known as what?

71. The human resource office is reviewing the Project Charter and the needed resources. She sees that several senior developers have been named in the Charter. She puts those names on the top of the lists for needed resources. This tool is known as what?

72. The owner of a company is managing the budget of an internal project. What is the most-likely organizational structure of the organization?

73. The parks and recreation committee wants to use social media to keep the public informed about a new park they are building. They want to have a comments section where they can get feedback and respond to those comments. What kind of communication method is this?

74. The PMO is reviewing a Business Case for a construction project. They had an issue with a project manager not being prepared to run the project because she had been brought in too late. When should the PMO assign a project manager to this new project?

75. The procurement team is reviewing the procurement documentation. They have the bid documents but are not sure what other document would be most useful on evaluating the bids. Which document should be provided?

76. The project manager and executive team are writing the Project Charter. They are wondering how to keep track of the various suppositions, constraints and restrictions so that the project team will have access to them and be able to update these. What document will contain this information?

77. The project manager and sponsor are discussing some key stakeholders' opposition to one aspect of the project. They do not understand why these stakeholders are very opposed to this one aspect when they are so supportive of the project as a whole. What tool would help them with this analysis?

78. The project manager realizes his team has not worked together before. Since the planning process is being worked on by a different group, he focuses his attention on growing his team's skills, learning and development so that when they begin executing the project, they are well-prepared to do so. This type of leadership is known as what?

79. The project manager, Joyce, of We-Do-Projects-Right, had a very intense discussion with Gary, a major stakeholder, who has high power and high interest on the project. Gary stated a number of concerns to Joyce that should be addressed and clearly Gary's attitude has changed, which is not good for the project. What should Joyce do first?

80. Which process has an input of Accepted deliverables?

81. The project team is classifying various stakeholders according to their directions of influence. One of the stakeholders is a project manager working on a similar project. Both projects need to utilize a team of engineers and need to coordinate their activities. This other project manager would be classified in which way?

82. The project team is holding a meeting to review the latest iteration of the software package. Several of the end users are upset that their ideas are not in the version they have been testing. The Scrum Master informs them that their requests are in the backlog. What is the process the team is in?

83. The project team is reviewing a tally of items to develop the Project Management Plan that are developed from their industry's advisory body. This is assisting them in making sure they have not missed any regulations. What is this known as?

84. The project team is using an agile methodology for the first time with the new project. What is a key difference in how the project scope will be managed by adopting agile methods?

85. The project team, who is being managed by Ryan, is working hard to meet a deadline to baseline the Project Management Plan in 2 weeks. One stakeholder asks if she should submit a formal change request and go through the integrated change control process as some cost estimates have changed? How should Ryan respond?

86. The project's critical path is a tool used in creating or controlling (revising) the project schedule. The critical path is determined by identifying the longest path through the network diagram. When a project is fast tracked the critical path could be impacted. How many critical paths can exist on a project?

87. The quality assurance team is asking for updates on the quality checklists. The project team reviews the checklists and prepares the email according to the Communications Management Plan. They also need to send a more-extensive, customized presentation to a key stakeholder who needs quality information. These are all a part of what?

88. The quality management plan requires several inputs regarding stakeholders such as the stakeholder register. What is the best reason why the stakeholders would be involved?

89. The quality management team has provided a list of organizational process assets that relate to quality. This includes bugs per line of code, quality improvements per release, and number of faults per number of tests. These are all example of what?

90. The resource management team is estimating the activity resources needed for the first iteration of agile project XYZ. They have the backlog, scope baseline and some other project documents. They are concerned about the amount of work that some key developers can do as those developers are also working on another project, called NMO. Where would be the best place to look when those developers are not dedicated to the other project?

91. The risk management team is holding a meeting to prioritize the risks identified in the risk register. One risk would have a lot of impact on the project. However, when they research the risk, they discover that it is based on outdated information. As a result, they lower the probability of the risk to a lower category. What technique is the team using?

92. The team has completed a couple of iterations on an agile project. They have been training and working on mentoring junior members. What tool would indicate an improvement of the team's cooperation and competencies?

93. The team is completing the scope management plan. Which other plan will be developed along with this in the plan scope management process?

94. The team is meeting with the procurement office to discuss conducting the procurements of specialized machinery for the project. Some of the members are confused as to what they should focus on during this process. What are the three main steps in conducting procurements?

95. The team member who is responsible for tracking time and labor costs is new to working with managing quality as a cost. He sees that there is a budget for various reserves. Which category should this team member be using for quality management?

96. The variance on a critical path will have a direct and negative impact on what?

97. Which process is included in the Closing Process Group?

98. There is a large, complex procurement being bid on by multiple sellers. There is a large technical portion of the project that needs to be reviewed in detail, in addition to a complex financial arrangement due to the contract lasting ten years. What would be the best approach on how to review the bids?

99. Tom and the team are conducting their weekly retrospective. They are discussing the various challenges, problems and successes that they have had this week. The team wants to write these down and include information as to who brought them up, who is working on them, when the problem is resolved and document the solution for lessons learned. What document should they be working on?

100. Valerie, the project manager for the new construction project, is reviewing a list of key stakeholders who will be attending a series of meetings to perform risk management planning. She has included some representatives of the client. What is the best reason to do so?

101. Verified deliverables are used an input in only one process. What is that process?

102. Victor is reviewing his resource needs. He realizes that he will need to be careful about the project schedule as some equipment he needs is also needed by two other projects. All 3 projects reside within a matrix environment. One of the projects has already begun while the other two have just started. Along with the project resource calendars, what other documents would be useful to assist him in planning his projects resources?

103. Walter and software team are planning the project schedule. The project is not well defined which will require them to be open to changes to the development life cycle. They are going to be using a time-boxed period of work and at the end of each box, they will deliver a functioning portion of the software for the customer to review. This is known as what?

104. Larry is reviewing his project team and sees that there would be some opportunities for his team to cross-train and mentor the junior members. What process is he working in?

105. What is a Change Control Board (CCB)?

106. What is the difference between leadership and management?

107. When controlling the project schedule, which data analysis technique would show the actual remaining work, ideal remaining work and forecasted remaining work?

108. When designing the cost management plan, it is expected that each WBS component is assigned a unique code or account number for easy classification. This number is known as what?

109. Where can David, a new project manager, find procedures for approving and authorizing changes?

110. Which process will archive the project information and ensure that the planned project work is completed?

111. Which process will formalize the acceptance of project deliverables?

112. Which process will maintain or increase both efficiency and effectiveness for stakeholder activities during the life of the project?

113. Which process would identify if the Work Breakdown Structure (WBS) must be changed?

114. Which process would Nancy, the project manager, be in to ensure the information needs of Dan, a divisional CIO, are being met?

115. While implementing a response to a risk, the project team is updating the risk register. They update the changes that have occurred and removed several items from the risk register that no longer apply due to the changes. They also need to consider new risks that may occur due to the implementation. What are these known as?

116. While in the middle of the project, the team is notified that a positive event is very possible. They review the risk management plan and find the appropriate event. They implement the appropriate response. This will permit them to skip one of the tests that was required if the event did not occur. This response strategy is best described as what?

117. While planning resource management, the project team has found some trial software to use. They like the software and want to get the full version. However, their planning budget is not large enough to purchase the full version. What is their next best course of action?

118. While planning the prototypes testing schedule, the team is obligated to perform a series of high-performance tests. Until these tests are performed, they are unable to continue to the next step of building a full-scale model. Due to legal requirements, a government approved organization must do the testing. This is known as what kind of dependency?

119. While writing the Project Charter, the preliminary project team begins listing out detailed technical specifications for the Charter. What is the next best action to take?

120. Which process would the project manager use to determine if changes to the approved scope statement are required?

121. William is facing a lot of resistance from one particular group of stakeholders. One of his team members mentions that this group of stakeholders was difficult in a previous project and that the project manager, Janice, needed to get senior management involved. William calls Janice who explains that the stakeholders are a part of a company that was just bought out. What team or interpersonal skill is William using when he calls Janice?

122. William James, a project manager, is coaching Sally, a new project manager, who will visit the customer to perform an inspection of certain deliverables. Which process group are they in?

123. Within the Monitoring and Controlling process group, an input item that will represent the status of deliverables and the implementation status of change requests is known as what?

124. You are contacted by a company which is looking for a PMP to lead a construction project. This is a requirement for them to take on the job. As a PMP, you are interested in the job, however, your background is in another field. What is your best course of action?

125. You are the project manager and are in the process of procuring a couple of contractors. You get a bonus for being under budget. One of the bids is on budget and has very highly-qualified contractors. The other is below budget but you are doubtful the contractors can do the work and you will need to find someone to fix any mistakes. What should you do?

126. Which process will audit the project's success or failure?

127. Your company is bidding on a large project that it is depending on financially. Your manager tells you to offer your services at a low price, knowing that they can make a profit by charging extra for change requests. What is your best course of action?

128. Your manager has assigned you to work on an internal project. He is concerned that the project will not receive sufficient funding because of lessons learned. He tells you to write your internal proposal with a much larger cost so that he can negotiate with senior management and get the right amount of funding. You should do what?

129. Which process will confirm the formal acceptance of the seller's contract work?

130. Your project team consists mainly of younger programmers. You need to add another member. You have been interviewing a number of people and the most qualified is a retired programmer who is looking for some part-time work. You are concerned that your existing team might not welcome this senior. There are some other candidates, but you are concerned that they might leave for better work during the project. What should you do?

Answers

Check your written answers against these examples of correct answers. Since these are open-ended, your answers will vary slightly. You'll encounter similar questions on the exam but will have multiple choice answers that will be faster for you to complete!

1. Explain to the CEO that you are not permitted to accept this gift by your company.
2. Assumption log
3. Multi-divisional
4. Project managers work with the project sponsor to ensure that the project is aligned with the higher level objectives of the business, program or portfolio. The project manager is also responsible to guide the team to focus on the essentials of the project.
5. Implement the change
6. Cultural awareness
7. Team Charters
8. Monitor Communications
9. Notify the project management team of the situation and let them decide if there is a conflict of interest.
10. Interpersonal and team skills
11. Work around
12. $(O+4M+P)/6$
13. Close Project or Phase
14. Stakeholder engagement plan
15. Cultural awareness
16. The project is now entering a new phase.
17. Assumption Log

18. Perform Integrated Change Control
19. PMIS
20. The project is getting \$1.30 worth of performance for every \$1.00 expended.
21. Continuous communication with all stakeholders.
22. Control Quality
23. Benchmarking
24. A formally-approved change request
25. \$612,000
26. Close Project or Phase
27. Explain that his work may be delayed and ask if he can submit a change log to get an extension.
28. Monitor and Control Project Work
29. Submit a change request
30. Design for X
31. Enhance
32. Control Procurements
33. Political awareness
34. Forward the request to the change control board.
35. Review the lessons learned and help the team work on preparing for the next test.
36. Why-why diagram
37. Visit the seller to try to understand why these deliverables are late.
38. Depends on the project
39. Submit a formal change request

40. Remove the unused contingency reserve from the project budget.
41. Control Quality
42. The money spent during a given period of time related to the project.
43. -\$65,000
44. Resource breakdown structure
45. The performance that the project will need to achieve in order for the project to end on target.
46. Self-organizing teams
47. Continue looking for a PMP certified project manager.
48. The amount of time a successor activity can be advanced in relation to its predecessor activity.
49. After the first deliverable
50. Conduct a bidder conference.
51. Control Schedule
52. Brent and Morgan have the authority to sign the contract.
53. Implement the response
54. Time and materials
55. Configuration management plan
56. Prompt list
57. Monte Carlo simulation
58. Feedback
59. Fast track the schedule
60. Prioritization
61. A formal report, following the details listed in the Project Management Plan

- 62. Consider the effectiveness of the risk management process.
- 63. Schedule network analysis
- 64. Update the change log
- 65. One
- 66. Stakeholder register
- 67. Cost plus award fee
- 68. Work performance data
- 69. Active listening
- 70. Start to finish
- 71. Pre-assignment
- 72. Organic or simple
- 73. Interactive
- 74. The project manager should be brought in as early as possible during the development of the Project Charter process.
- 75. Source selection criteria
- 76. Assumption Log
- 77. Root-cause analysis
- 78. Servant leadership
- 79. Update the issue log
- 80. Close Project or Phase
- 81. Sideward
- 82. Manage Stakeholder Engagement

- 83. A checklist
- 84. The new project will now use backlogs rather than a baseline to reflect current needs.
- 85. There is no need to submit a formal change request until the Project Management Plan is baselined
- 86. There is no set number.
- 87. Project reporting
- 88. Identifies stakeholders who have an impact on quality.
- 89. Quality metrics
- 90. Resource calendar for NMO
- 91. Risk data quality assessment
- 92. Team performance assessment
- 93. Requirements Management Plan
- 94. Obtaining seller responses, selecting a seller, and awarding the contract.
- 95. Cost of quality
- 96. The project end date
- 97. Close Project or Phase
- 98. Review the technical section and then review the financial section.
- 99. Issue log
- 100. The client may identify risks that they may know of and will feel a sense of ownership of the project.
- 101. Validate Scope
- 102. Project schedules for all three projects.
- 103. Iterative scheduling with a backlog
- 104. Develop team

- 105. A formally-chartered group who has the responsibility of approving, rejecting, or deferring changes to the project.
- 106. Management is effectively negotiating and implementing decisions to bring the project to a successful completion. Leadership involves the ability to guide, motivate and direct a team.
- 107. Iteration burndown chart
- 108. Control account
- 109. Organizational Process Assets
- 110. Close Project or Phase
- 111. Validate Scope
- 112. Monitor Stakeholder Engagement
- 113. Control Scope
- 114. Monitor Communications
- 115. Secondary risks
- 116. Exploit
- 117. Speak to senior management to see if the company can split the cost of the software across several project budgets.
- 118. Mandatory external
- 119. Inform the team that the project does not have a Charter yet. Therefore, detailed specifications would be developed after the Collect Requirements process.
- 120. Control Scope
- 121. Political awareness
- 122. Monitoring and Controlling
- 123. Work performance information
- 124. Turn down the position

- 125. Hire the more-qualified contractors as the project will be successful.
- 126. Close Project or Phase
- 127. Work with your manager to review your company's bid to see if there are legitimate ways to lower the cost.
- 128. Write up a proper proposal and detail the issues if the project is underfunded and fails.
- 129. Close Project or Phase
- 130. Hire the experienced programmer as the most qualified person for the job.