

13-12-2022



Good job!

A regulation is an official guideline that must be followed by the project, usually imposed by local or national law. A standard is a guideline that should be followed, but is not mandatory. A baseline is used to measure the performance of the project, such as cost, schedule, and scope. A system is a set of processes and procedures that a company will implement to manage something, such as accounting procedures to invoice customers.

Question 2:

As the project team is collecting the new project's requirements, the organization's legal department has informed them of a new law that could affect the project. The team determines that it is mandatory to implement this new law in the project. What is this called?

☒ Regulation

☐ Standard

☐ Baseline

☐ System

**Good job!**

A laissez-faire approach is when the project manager allows the team to make their own decisions and set their own goals. This is usually known as a hands-off style. "Charismatic" is inspirational, "transactional" focuses on goals and feedback, and "transformational" encourages innovation.

Question 3:

Mark is the project manager for a new software development project. His approach to project management is to take a hands-off style, allowing the team to make their own decisions and goals. What leadership style is Mark taking?

☐ Charismatic

☐ Transactional

☒ Laissez-faire

☐ Transformational

**Good job!**

In a directive PMO, the office takes control of the project by managing the projects and assigning the project manager. Controlling PMOs control the way the project is done by providing templates and frameworks. Supportive PMOs have a low degree of control on the project. "Guiding" is not a type of PMO.

Question 4:

Peter is working on a project that he knows little about. He was assigned by the project management office (PMO) and they have almost complete control over the project. What type of PMO best describes this scenario?

☐ Controlling

☒ Directive

☐ Supportive

☐ Guiding

**Good job!**

Since the team will be mostly in control and just needs templates, the best fit would be "supportive." In a directive PMO, the office takes control of the project by managing projects and assigning the project manager. Controlling PMOs control the way the project is done by providing methodologies or frameworks. "Managing" is not a type of PMO.

Question 5:

Mary's new project staff are some of the best talents in the company. The team members will use their own methodologies and prefer to be in control of the project; they would only like to be provided templates and lessons learned from other projects. What type of PMO would be best for this project?

☐ Controlling

☐ Directive

☒ Supportive

☐ Managing

**Good job!**

In a strong matrix, the project manager is full time and has a moderate to high control over resources. In a weak or functional matrix, project management is part-time. In a project-oriented organization, the project manager has high to complete control over resources.

Question 6:

Pat is working in an organization where she does project management full time. However, she still needs to consults with functional managers in order to acquire her project team. What organizational structure type best describes this situation?

☐ Functional

☐ Weak matrix

☐ Project-oriented

☒ Strong matrix

**Good job!**

In a virtual structure, project management can be full- or part-time, and everyone works at their own computer. The other choices are made up.

Question 7:

Chris has just gotten a new job at a company where everyone works from home. His job is to manage a team of software developers around the world to create a new billing system. Everyone on the project will be working from home, and Chris will be managing the project full time. What type of organizational structure is this?

☐ Online

☒ Virtual

☐ Virtual strong matrix

☐ Online strong matrix

**Good job!**

In a weak matrix, project management is part-time and resource availability is controlled by the functional manager. All other choices require a full-time project manager.

Question 8:

Ian has been working on an office remodel project for close to 6 months. He feels like the project is going poorly due to a lack of resources from the functional managers and his lack of time to work on the project. Ian spends most of his day doing operational work. What organizational structure best describes this?

☐ Strong matrix

☐ Project-oriented

☐ PMO

☒ Weak matrix

**Good job!**

In a hybrid, the company uses multiple types of structures, such as functional and project-oriented. Answers A and B are not organizational types. Project-oriented requires project managers to be full time and have control over resources.

Question 9:

ABX Shipping is a large global company with many departments, some of which are have part-time project management and others, such as research and development, where it is full time. Where the project managers work determines their control over resources. What organizational structure best describes this organization?

☐ Mixed

☐ Multinational

☐ Project-oriented

☒ Hybrid

**Good job!**

In an organic or simple structure, the owner controls the budget, and there are few to no resources. Answers B and C are not organizational structure types. A weak matrix would have a functional manager to control the budget.

Question 10:

Mark has just started a new job as a project coordinator for a company. He will be working with a group to develop their new website. Mark finds working on this project to be difficult due to always needing the company owner's approval for budget matters. He also has very few resources to work with because the company is very small. What organizational structure best describes this scenario?

☒ Organic

☐ Owner functional

☐ Shareholder functional

☐ Weak matrix

**Good job!**

Project governance refers to the framework, functions, and processes that guide a company to create a project. The other choices are made up.

Question 11:

Mark has just started working for a company that has little to no project management framework or functions. He notices that most people manage projects on their own with no oversight or established processes. Mark has spoken the CEO and they have decided to change this. What is this organization lacking?

☒ Governance

☐ Certified project managers

☐ Functional management

☐ Strong functional management

**Good job!**

Project management is a temporary endeavor, while operations management is ongoing and never stops. A project manager does not necessarily need to be certified.

Question 12:

Project management and operations management are sometimes managed by the same set of people. What is one of the key differences between project and operations management?

☐ Operations management is temporary and project management is ongoing.

☒ Project management is temporary and operations management is ongoing.

☐ Project management is done only by a certified project manager.

☐ None: operations and project managements are the same.

**Good job!**

A program is a group of related projects that are managed in coordination to obtain the benefits of not managing them individually. A portfolio is a collection of projects, programs, and other portfolios. A project is a single temporary endeavor to create a unique product, service, or other result.

Question 13:

Mark has gotten a new job at a company that is about to create a new product. This new product will be a very complex software that may take years to create and have many different groups of people. Mark has decided to break up this complex project into smaller subprojects and manage them individually. What is Mark managing?

☐ Portfolio

☐ Project

☒ Program

☐ Operations

**Good job!**

A portfolio achieves the organization's strategic objectives. While projects and programs may help complete a portfolio, they may not always achieve strategic objectives in themselves. "Operations" generally maintain an organization's current processes.

Question 14:

Many organizations have different strategic goals. Which of the following helps an organization attain these goals?

☐ Project

☐ Program

☐ Operation

☒ Portfolio

**Good job!**

A phase gate is done at the end of a phase, deciding whether to continue to the next phase or not. A kickoff meeting is generally done at the end of planning and sometimes at the end of the project's initiated sections in order to start the next section. Answers C and D do not exist.

Question 15:

Mary has just completed one of the most important deliverables of the project. She meets with the organization's senior management, and they have not determined if the project should continue or not, as the current deliverable may be all they need. What would best describe this review?

☒ Phase gate

☐ Kickoff meeting

☐ Project review meeting

☐ Project closure review

**Good job!**

Mary is currently in the planning process group because she's documenting how to conduct project communications. If someone has been awarded the opportunity to manage a project, then the "initiating" would require initial steps of the project be completed. "Executing" is when the project manager acquires project resources and completes project work, and "closing" is when the project manager reviews the project and transitions the deliverables to the customer or sponsor.

Question 16:

Mary has just been awarded the new office relocation project, and she has met a few of the stakeholders to help determine how she can best communicate with them. What process group best describes her current actions?

☐ Initiating

☒ Planning

☐ Executing

☐ Closing

**Good job!**

"Executing" is the process group where the project manager acquires both the physical and human resources to complete the project work. The main output of execution is the project deliverables (work). "Initiating" is used to authorize the project, and "planning" is used to determine the course of action needed to build the deliverables. "Closing" is used to review the project and transition the deliverables to the customer or sponsor.

Question 17:

What best describes an area of project management where the project manager will work with the project team in order to complete the project work?

☐ Initiating

☐ Planning

☒ Executing

☐ Closing

**Good job!**

A predictive life cycle is when the project scope is known early in the project. For Bill to create the deliverable in its entirety without any feedback from the customer, he will have gathered the scope in its entirety before executing the project. All other choices are adaptive and used in projects when the deliverable is built in increments, with continuous customer feedback.

Question 18:

Project manager Bill has started planning his project and will gather all requirements from his customers, then build the project deliverable in its entirety. Bill will generally not get any input from the customer while the product is being made, and the customer will only review it at the end. What life cycle best describes Bill's project?

☒ Predictive

☐ Incremental

☐ Iterative

☐ Adaptive

**Good job!**

In an incremental life cycle, the deliverable is built in a series of iterations with continuous feedback from project stakeholders. "Predictive" or "waterfall" are the same thing, and are only used when the scope is known early in the project. "Non-predictive" does not exist.

Question 19:

Mary has just been awarded a new product development project. After speaking with some of the customers, it seems that they do not know how they would like the product to look and feel. They would like to be more involved in the product development and give Mary continuous feedback. What project life cycle would best fit this project?

☐ Predictive

☐ Waterfall

☒ Incremental

☐ Non-predictive

**Good job!**

When a project is completed, the project stakeholders should conduct a phase gate or phase review to determine whether to continue the project or end it. You should not start a phase if you have not reviewed the previously finished phase. Archive project records would have been done in the phase that was just completed. A kickoff meeting is used at the end of the planning or initiating a section of the project in order to start the next section.

Question 20:

One phase of the project has been completed, and the stakeholders are very happy with the transition of the project deliverable. What would be the next best step on this project?

☐ Kickoff meeting

☐ Start a new phase

☐ Archive project records

☒ Conduct a phase review

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Question 1: **Correct**

What is most critical for the project manager to understand on the project?

- ☒ Stakeholders needs (Correct)
- ☐ Project management processes
- ☐ Their role on the project
- ☐ How to receive feedback from the customers

Explanation

Knowing the stakeholders needs on the project, will allow the project manager to create a product, service, or result that fulfills the project requirements.

Question 2: **Correct**

In the PMI talent triangle, what side is about the the company mission and goals?

- ☐ Leadership
- ☒ Strategic and business management (Correct)
- ☐ Technical project management
- ☐ Business management

Explanation

Strategic and business management is about having knowledge about the organization such as it's goals, mission, competition.

Question 3: **Correct**

What leadership style is when the project manager is high energy and very enthusiastic?

☐ Interactional

☐ Transformational

☐ Transactional

☒ Charismatic

(Correct)

Explanation

A charismatic leader will have high energy and is very enthusiastic, influence people around them.

Question 4: **Incorrect**

What side of the PMI talent triangle is about the project manager skills creating a project schedule

☒ Strategic and Business

(Incorrect)

☐ Leadership

☐ Technical Project Management

(Correct)

☐ Schedule Management

Explanation

Technical Project Management is about the skills to apply project management knowledge. Such as managing cost, risk and schedule.

Question 5: **Correct**

Amenda is transformational, consultative, participative, and innovative and doesn't mind taking risks but Michael is dictatorial, authoritative, and administrative and likes to control risks. Which of the following statement is true?

☐ Amenda is a manager and Michael is a leader

☒ Amenda is a leader and Michael is a manger (Correct)

☐ Both of them are leaders

☐ Both of them are managers

Explanation

A leader's styles are transformational, consultative, participative, and innovative whereas a manager's styles are dictatorial, authoritative, transactional, autocratic, consultative, democratic, and administrative. A leader takes risks but a manager likes to control risks.

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Good job!

BCR (benefit cost ratio) compares the gains to the cost of a project. Any number higher than 1 is good, the higher BCR in the question would return the company more money.

Question 1:

A company has a few projects it would like to get done, but due to budget constraints, the company can only choose one project. Project A has a BCR of 1.5 and Project B has a BCR of 2.5. Which project should the company choose?

☐ Project A

☒ Project B

☐ Project A and B

**Good job!**

Work performance information is an output of monitoring and controlling and is not used during planning. The scope statement, scope baseline, and risk register are all created during the planning processes.

Question 2:

A project manager is about to start planning a new sales software development project and will work with the project team to create a project management plan. What will the project manager and the team not use in planning a project?



Work performance information



Scope statement



Scope baseline

**Good job!**

. The change control board (CCB) is a group that helps the project manager to assess and deny or approve changes. The project team may only help assess the change. "Change approval" and "management board" are made up.

Question 3:

The project manager has received a change request from the project sponsor to reduce the budget by 20%. After the project manager has reviewed the change, he decides that the only way this can be done is by removing a part of the project that is not yet completed. Who should approve this change?



Project team



Change approval board



Change management board



Change control board

**Good job!**

The business documents contain two parts: the business case and the benefits management plan. In this question, the business case would be used to explain why the project would need to get done. The "scope outline" is a made-up term. The scope statement and WBS shows the work needed to finish the project.

Question 4:

The CEO of a small business has requested that the company's accounting software be upgraded to better support their financial records. He has requested that the software include a report that can forecast the following month's expenses. Where would be the best place the CEO can outline why this project needs to get done?

☒ **Business documents**

☐ Scope outline

☐ Scope statement

☐ WBS

**Good job!**

Mike and Chris are making an assumption, as they are sure of their determination but don't know it for a fact; an assumption log is used to track all assumptions made throughout the project. A project charter and business case have nothing to do with assumptions. "Assumption documentation" is a made-up term.

Question 5:

Project manager Mike worked with the sponsor, Chris, to get the project charter approved for the new office reorganizing project. While reviewing the requirements, both Mike and Chris are sure that there is no need to upgrade the office's current wireless network. Where is the best place for Mike and Chris to store this information?

☐ Project charter

☐ Business case

☐ Assumption documentation

☒ **Assumption log**

**Good job!**

. The tool that is being used is a focus group, which is part of data gathering. "Meeting" and "interpersonal and team skills" do not involve a focus group. Data analysis is used to analyze data that has already been gathered.

Question 6:

While working on creating a project management plan, the project manager has brought a group of expert programmers and a planner to ensure it is created correctly. What tool best describes this approach?



Meeting



Interpersonal and team skills



Data analysis



Data gathering

**Good job!**

The project management plan contains the change management plan. The change control board is a too "Change control plan" and "change control charts" are made-up terms.

Question 7:

When a project has been executed, what input would best help the project manager determined how to manage changes to the project?



Change Control Plan



Project management plan



Change control board



Change control charts

**Good job!**

Once a change request has been approved in the perform integrated change control process, the project manager will then execute the change in the direct and manage project work process. Approved change request is not an input into the processes of monitor and control project work, validate scope, and close project or phase.

Question 8:

Company XYZ has been executing a new business development project for the last 4 months. A few stakeholders have requested changes to the scope and have gotten them approved. When a change is approved, what is the next best step to conduct on a project?



Execute the approved change request in the process of direct and manage project work



Execute the approved change request in the process of monitor and control project work



Validate the change in the validate scope process



Close the change request in the close project or phase process

**Good job!**

Once a change has been approved or rejected the project manager should update the change log to reflect the status of the change. Asking Mark to reduce his change request by 1 week would need a new change request. The change was already rejected, there is no need to get the team involved. Resubmitting the change request, without any new changes would result in the same outcome.

Question 9:

A change control board has informed the project manager that a change request made by stakeholder Mark to reduce the project schedule by 2 weeks was rejected. What is the first step the project manager should take?



Resubmit the change request



Ask Mark to change his request to 1 week



Consult the project team to see how to get this change approve



Update the change log

**Good job!**

Once a deliverable has been accepted, the project manager should then conduct the close project or phase process. In that process the project manager will discuss the lessons learned and release or reassign the project team. A project manager should never leave a project without formally closing it.

Question 10:

The deliverable for the product improvement project has been accepted by the sponsor. What should the project manager do next?

- ☐ Move onto the next phase or project
- ☐ Release the project team
- ☒ Move to the close project or phase process
- ☐ Determine what went wrong and right on this project

**Good job!**

Explicit knowledge is gained from words, pictures, and numbers, such as reading books. "Tacit" is generally from beliefs, insights, and experiences. "Common" and "programming" are not types of knowledge.

Question 11:

Project team member Josh has learned a new method to program the financial application by reading a book about functions in applications. What kind of knowledge is this?

- ☒ Explicit
- ☐ Tacit
- ☐ Common
- ☐ Programming

**Good job!**

The first step in managing any issues on a project is to add it to the issue log. From there, the PM can get a change request to either change the vendor or add more time to the project. Once a change request has been approved, then the PM can update the project management plan.

Question 12:

While executing a project, the project manager has learned that a vendor will delay the delivery of the server needed to implement the phone system. This problem will need to be resolved soon. What should the PM do first?

☐ Update the project management plan

☒ Update the issue log

☐ Update the sponsor

☐ Find a new vendor

**Good job!**

The work performance data will describe what is happening to the deliverable as it is being done. The issue log is only updated when there are issues on the project. Change logs are only updated once a change request is filed. "Work logs" is a made-up term.

Question 13:

The project team is currently working on the office move project, and they have completed moving one of the floors to the other building. While the work is progressing, what document would be best for the project manager to update?

☒ Work performance data

☐ Issue logs

☐ Change logs

☐ Work logs

**Good job!**

In order for the project or phase to be closed, the deliverable has to be accepted. An accepted deliverable is a key input to the process of close project or phase. You will release the project team during the close project or phase. If the deliverable was defective, then it would not be considered done.

Question 14:

The project sponsor has been asking the project manager to close the project as soon as possible, since the deliverable has been created. The project manager has informed the sponsor that the project cannot close yet. What best explains why the project manager cannot close the project?

- ☐ There are defects in the deliverable
- ☐ The project is over budget
- ☐ The project team has not been release
- ☒ The deliverable has not been accepted

**Good job!**

The project charter is used to authorize a project. The project management plan and stakeholder register come after the charter is created. The business documents are an input to create project charters.

Question 15:

A company has plans to improve one their products. They have started to work with Mary to get this project authorized by the board of directors. What is the output of this process?

- ☐ Project management plan
- ☒ Project charter
- ☐ Stakeholder register
- ☐ Business documents

**Good job!**

. The change management plan is a part of the project management plan that will describes how to manage changes on a project. That includes getting them requested, assessed, approved, or rejected. The other choices are made up.

Question 16:

When creating a project management plan what component will address how to approve changes on a project?



Change approval management plan



Change management plan



Change control board plan



Change Plans

**Good job!**

Once new knowledge has been acquired, the project manager should update the lesson learned register. This will ensure that the knowledge is saved and can be used throughout the project, as well as on future projects. Updating the plan or sponsor will not update the lesson learned register or document the method. You cannot close a project or phase if it had not been completed and accepted.

Question 17:

A project team has just completed a major module in a new application. They were able to complete it in about half the time that was approved for them using a new method from a recent programmers' publication. What should the project manager do first with this new programming method?



Update the project management plan



Update the sponsor about the work



Close the project or phase



Update the lessons learned register



Good job!

The first step would be to assess the changes and understand how it would affect the project, which may lead to stopping the work and redesigning the bridge. You should never stop work on a project without first understanding the impact of a change on a project. Never take action without first reviewing and assessing your information.

Question 18:

While executing a large project for building a bridge, the PM has received a request that would affect the structure of the bridge and may need it to be completely redesigned. The change came from the local transportation department. What should the PM do next?

- ☐ Stop all work on the bridge
- ☐ Inform the department that work has already started and they cannot stop
- ☒ **Review the change and determine how it will impact the overall project**
- ☐ Inform the project sponsors and customers that the project will need to stop until this can be done.

**Good job!**

The final report is an output of the close project or phase process that will document what happened on the project. While you can initiate or plan another phase on a project, the question does state "for this phase." "Update project management plan" is not an output of close project or phase.

Question 19:

A phase of a long software development project has been completed. The phase was considered very successful: the team was able to complete the deliverables in about half the time and under budget. The deliverables were successfully transferred to the next phase of the project. What should the project manager do next for this phase?



Create the final report



Initiate the next phase of the project



Update the project management plan



Start working on the project management plan for the next phase

**Good job!**

Trend analysis is used to analyze when a trend might be forming and where it's going. Variance analysis is only used to find a variance, not to predict it. "Prediction analysis" is made up, and expert judgement is not part of data analysis.

Question 20:

While monitoring and controlling the project, the project manager notices that the project has been behind schedule for 2 out of the 3 weeks. The PM thinks it will also be behind schedule this week. What kind of data analysis is this?



Variance analysis



Trend analysis



Prediction analysis



Expert judgement