



PMI® Authorized PMP® Exam Prep Course

Version 3.0

Mastery Builders Questions

About Mastery Builders

These questions can help reinforce your learning from the PMI® Authorized PMP® Exam Prep course.

These are NOT practice exam questions.

The answers are included at the end of this document, beginning on page 34.

Lesson 1 | The Business Environment

1. For this project, the team may operate outside the standard organizational formalized reporting structure. Which organizational structure does this represent?

- a. Functional
- b. Composite
- c. Project-oriented
- d. Matrix

2. Is the following statement true or false?

The Agile Manifesto states, “We value individuals and interaction over process and tools?”

True

False

3. The PMI Talent Triangle® reflects the skills needed for project management. Which three of the following are those skills? (Choose three)

- a. Ways of Working
- b. Power Skills
- c. Business Acumen
- d. Quality

4. Which three of the following are PESTLE factors? (Choose three)

- a. Legal
- b. Effectiveness
- c. Social
- d. Political

5. Often before a project starts, business analysts or engineers conduct a needs assessment for project approval and funding. Which two of the following are items identified or specified in a needs assessment for a new project? (Choose two)
- The project manager
 - Business goals and objectives
 - Potential constraints, assumptions, risks and dependencies
 - Individual or department who will handle procurement invoices
6. Which three of the following are a financial-based benefit measure method? (Choose three)
- Net present value
 - Internal rate of return
 - Return of investment
 - Opportunity cost
7. The opportunity cost is defined as the value of a proposed project selected. True or false?

True

False

8. Which three of the following are essential for managing change in an organization? (Choose three)
- Managing changes in an organization requires different strategies depending on the circumstances, people involved, and timing.
 - Change management is an essential capability and a significant professional practice in its own right.
 - It is important to have a robust theory and approach to change management to support the business goals, objectives, opportunities, and needs.
 - A change control board should be established to approve or reject proposed changes to a project's scope, schedule, or cost.

9. Is the following statement true or false?

Enterprise environmental factors (EEFs) are conditions either internal or external to the organization that are not under the control of the project team, which can influence, constrain, or direct the project at the organizational, portfolio, program, or project level.

True

False

10. Which three of the following are examples of external enterprise environmental factors (EEFs)? (Choose three)

- a. Economy
- b. Government or industry standards
- c. Employee capability
- d. Legal restrictions

11. Which of the following is a financial tool that calculates the present value of all cash outflows minus the present value of all cash inflows?

- a. Internal rate of return
- b. Net present value
- c. Benefit cost value
- d. Return on investment

12. Which of the following are effective guidelines for measuring project compliance?

- a. Tracking work completed in a Gantt chart
- b. Using quality assurance outputs to confirm deliverable and process compliance and identify the needs for corrective actions
- c. Prioritizing effort using a Moscow analysis
- d. Reporting progress by conducting a sprint review and demonstration

13. In a multiphase project, which two of the following terms refers to a decision to continue with the next phase or to end the project? (Choose two)

- a. Kill point
- b. Phase gate
- c. Threshold
- d. Go/no go point

14. In a large organization that utilizes a project management office (PMO), who is responsible for managing the governance of projects?

- a. The project managers of the individual projects within the PMO
- b. The PMO
- c. The organization's governance committee
- d. The organization's change control board

15. Is the following statement true or false?

Predictive projects are plan driven, while adaptive projects focus on team collaboration with stakeholders or customers to determine the project need by writing user stories and hybrid projects can combine or switch predictive or adaptive approaches as necessary.

True

False

Lesson 2: Start the Project

1. What does it mean if an “R” is next to your name in a RACI chart?
 - a. You are accountable for the result.
 - b. You should be engaged to provide required inputs.
 - c. You should be kept up to date on the status.
 - d. You are responsible for the activity’s execution.
2. Which two of the following are reasons that PMI® publishes a Code of Ethics? (Choose two)
 - a. Set expectations for the project manager and the team.
 - b. Create a commitment to honesty, integrity, and commitment.
 - c. Ensure compliance with rules and laws.
 - d. Provide specific guidance on conflict resolution.
3. Which two of the following are components of a project agreement? (Choose two)
 - a. Pricing and payment terms
 - b. Incentives and penalties
 - c. Team members
 - d. Complete product backlog
4. Which is a good practice for the use of collaboration technology?
 - a. Select tools with the best features.
 - b. Select tools that the team lead has experience using.
 - c. Define team goals and practices before selecting tools.
 - d. Use the tools that the previous project used.
5. Which two are examples of virtual team collaboration tools? (Choose two)
 - a. Shared task boards
 - b. Your laptop hard drive
 - c. Social media
 - d. Team chat boards

6. Which of the following is not a stakeholder in a financial project?
 - a. Someone opposed to the project
 - b. Project manager
 - c. Someone who is not interested in the project
 - d. Project sponsor
7. Which of the following is an artifact that outlines how the team will operate and work together?
 - a. Team charter
 - b. Resource management plan
 - c. Project charter
 - d. Team acquisition plan
8. Which statement best describes project stakeholders?
 - a. Anyone affected by the project, its outputs, and its operation
 - b. Anyone making money from the project
 - c. A customer paying for the project's output
 - d. The organization delivering the project's products
9. Which of the following would be least likely to be included in a stakeholder engagement plan?
 - a. List of identified project stakeholders
 - b. Documentation of the relationships between project stakeholders
 - c. Amount of money invested by the project stakeholders
 - d. Actions to be used interacting with project stakeholders
10. Your company has entered into a contract to develop a new and improved website for another company. The contract specifies the major deliverables, with details about what the website will contain, the completion date, and budget. The appendix contains the change control procedures that will be used. What project life cycle should be used to deliver this project?
 - a. Predictive
 - b. Agile
 - c. Hybrid
 - d. Scrum

11. Is the following statement true or false?

In a predictive project, phase-to-phase relations can be sequential, where a phase can start prior to the end of another phase, or overlapping, where consecutive phases start when the previous phase is finished.

True

False

12. An organization is exploring a new project with many unknowns, and most of the work to be done is designing software to build the best solution in collaboration with the customer. Which project management approach is best suited for this project?

- a. Agile
- b. Plan-driven
- c. Phased
- d. Predictive

13. Which two statements describe self-organization? (Choose two.)

- a. Asking teams to assess and agree to work goals as a group
- b. Allocating all resources before they get assigned to a different project
- c. Using a pull-based approach to ensure effective use of team resources
- d. Having the project manager stipulate roles and responsibilities and assign all the work to individual team members

14. The business determines that the project you are managing must be based on a plan-driven project management approach. This is partially due to the SMART objectives the steering committee has set for the project. In the acronym SMART, what does the T stand for?

- a. Technical
- b. Tentative
- c. Timely
- d. Testable

15. A meeting that is held at frequent intervals in an agile project is referred to as which of the following?
- Lessons learning meeting
 - End-of-phase meeting
 - Retrospective meeting
 - Status meeting
16. Every timeboxed iteration in the project has a demo scheduled at the end during the iteration review session. What is the goal of this demo?
- To groom the iteration backlog
 - To revise the product roadmap
 - To solicit feedback from the product owner and other stakeholders
 - To establish the features to be included in the product backlog
17. Which two of the following should be included in a project charter?
(Choose two)
- Measurable objectives
 - Detailed deliverables list
 - Key stakeholders list
 - Change request form
18. What is the typical length of a sprint/iteration?
- 1 week
 - 2 weeks
 - 1-4 weeks
 - Up to 12 weeks
19. In which of the following artifacts will a list of stakeholders who will receive communications about the project appear?
- Communications requirements analysis
 - Communications management plan
 - Stakeholder register
 - Communications requirements analysis and communications management plan

20. Which of the following is *not* a component of the communications management plan?
- Initiator and receiver of project information
 - Stakeholder register
 - Collection and transfer of institutional knowledge
 - Frequency of each communication
21. After integrating the communications management plan into the overall project plan, what would be the next logical step?
- Determining whether there will be changes to the proposed technology before the project is over
 - Creating a schedule for the production of each type of communication
 - Creating a description of stakeholder communication requirements
 - Distributing the plan to all the stakeholders
22. Which of the following is *not* a benefit of planning for a minimum viable product?
- Risk reduction
 - Early feedback
 - Early value from the service
 - Project team disbands early
23. Which two of the following should be included in a communications management plan? (Choose two)
- How and when team meetings are run
 - Equipment assigned to each team members
 - Project charter
 - Preferred communication approaches with external stakeholders
24. What are two techniques that a project manager can use to appraise the skills of a potential team member? (Choose two)
- Ability tests
 - Focus groups
 - Kanban boards
 - RACI matrix

25. You are working on a project that is part of a program. All the projects within this program are being managed in an agile way.

What is a good technique to get the project teams aligned?

- a. Hold one daily standup meeting for all the projects.
- b. Assign one customer point of contact for all projects.
- c. Develop one project management plan.
- d. Conduct a Scrum of Scrums meeting.

Lesson 3 | Plan the Project

1. Which is the best elicitation technique to use when your project team wants to facilitate a discussion with a certain set of users to get a better understanding on how they might use your project's product?
 - a. Document analysis
 - b. Focus group
 - c. Benchmarking
 - d. Plurality
2. A project team is reviewing the requirements documentation that they are responsible for working on. Which project artifact can they reference to see the connection between the requirements and the business and project objectives?
 - a. Requirements traceability matrix
 - b. RACI chart
 - c. Project charter
 - d. Scope management plan
3. An architectural firm has spent a great deal of time and effort creating the design and blueprints for the building. They had to purchase materials and hire consultants and have been working on this project for 6 months. They have submitted all the invoices for the money they have spent on the work, as well as an invoice for the fee of \$90,000.

What type of contract was this?

- a. Time and materials
- b. CPIF
- c. FPEPA
- d. Cost reimbursable

4. What is included in activity cost estimates?
 - a. Supporting data or additional information needed to justify the cost estimates
 - b. Estimates on probably costs necessary to finish project work, including direct costs, labor, materials, equipment, facilities services, information technology, and contingency reserves
 - c. Estimates on probable costs necessary to finish project, work based on the responsible bids obtained from vendors
 - d. Estimates on probable costs necessary to finish the project work, including direct labor, materials, equipment, facilities, services, information technology, contingency reserves, and indirect costs
5. What is the process to create a project budget?
 - a. Take the ROM and decompose it into the cost of work packages
 - b. Combine all individual activity cost estimates and contingencies and aggregate them for the entire project. Submit this to the sponsor, and modify it if necessary
 - c. Estimate costs necessary to finish project work, including direct costs, labor, materials, equipment, facilities, services, information technology, and contingency reserves
 - d. Create an S-curve with cost on the Y axis and time on the X axis
6. A project manager is using atime-phased budget to measure the cost performance. What is that budget called?
 - a. Cost baseline
 - b. Cost estimate
 - c. Rough order of magnitude
 - d. Release budget
7. Your company is designing a game for families. They test whether the game is easy enough for children by creating a prototype and then establishing their test criteria. They create test groups of 100 boys and 100 girls between the ages of 3 and 5, at 50 schools across 30 regions. Then they modify and implement the prototype across the country.

What process are they engaged in?

- a. Benchmarking
- b. Design of experiments
- c. Statistical sampling
- d. Force field analysis

8. What is the focus of quality assurance and what does it result in?
 - a. Quality assurance is focused on the process and procedures used, and it results in improved quality.
 - b. Quality assurance is focused on measuring the output of the work package, and it results in improved quality.
 - c. Quality assurance is focused on measuring the output of the work package, and it results in better metrics.
 - d. Quality assurance is focused on the process and procedures used, and it results in a shorter schedule.
9. A project manager is reviewing the quality control chart with the project team and the product owner. The response trend has been going down over the last few reporting periods but is still above the upper control limit.

What does that mean?

- a. The project's quality is outside the quality standards set for the project.
 - b. The project's burndown rate is above normal.
 - c. The project's standards are too high.
 - d. The project's quality is above expectations.
10. What is the purpose of decomposing the project work within the hierarchical WBS structure?
 - a. To create smaller, more manageable chunks that can be better estimated for cost, schedule, and resources, and that help control the project
 - b. To create a sequence of work that can be used to track progress throughout the life of the project, ensuring the project deadline can be met
 - c. To select the requirements that will be included in the project to the satisfaction of the stakeholders and the project sponsor
 - d. To draw out potential options to complete the work so the stakeholders and the team members agree on the methods used

11. Which of the following is the correct definition of the critical path?
- a. The critical path is the fastest path through the network diagram which represents the longest time in which the project can be completed.
 - b. The critical path is the shortest path through the network diagram which represents the longest time in which the project can be completed.
 - c. The critical path is the earliest path through the network diagram which represents the latest time in which the project can be completed.
 - d. The critical path is the longest path through the network diagram which represents the earliest the project can be completed.
12. A team member, who is new to the organization and working on projects has several questions, and asks the project manager to meet and discuss these items to better understand the project planning process. The project manager is delighted that the new team member is taking so much interest. The team member asks, “If we must complete the software code before we can create the user manual, what type of dependency exists between these two work packages?”
- How should the project manager reply?
- a. Finish to finish
 - b. Finish to start
 - c. Start to finish
 - d. Start to start
13. What is a primary component used for integrating the project management plan?
- a. Outputs of the planning processes
 - b. When the product will be phased out
 - c. When the project will be chartered
 - d. Administrative duties of the project manager

14. The product owner is on vacation. A decision must be made on a project change.

What should the team reference to determine next steps?

- a. Project charter
- b. Change management plan
- c. Project time line
- d. Configuration management plan

15. The project manager informs the project sponsor that the project management plan will continuously increase in the level of detail as the project moves forward. In project management, what is this process known as?

- a. Life cycle
- b. Progressive elaboration
- c. Resource planning
- d. Scope creep

16. Which of the following would not be part of the quality management plan?

- a. Quality standards and roles
- b. Minimum viable product
- c. Quality tools to be used
- d. Major procedures for dealing with nonconformance

17. Which two of the following are used by quality management teams to identify issues? (Choose two)

- a. Audit reports
- b. Planning poker
- c. Design for X
- d. Kano Model

18. Which two are components of a resource calendar? (Choose two)

- a. Working days
- b. Training strategies
- c. Availability of physical resource
- d. Recognition plans

19. In which of the following situations would brainstorming be an appropriate technique?
- Conflict resolution
 - Sprint reviews and demos
 - Identifying and prioritizing options
 - Running a standup meeting
20. Which of the following is not a technique for estimation?
- Planning poker
 - T-shirt sizing
 - Product box
 - Modified Fibonacci
21. Which of the following is the best approach for estimating effort?
- The project manager estimates all the work.
 - A team lead estimates all the work.
 - The work is estimated by the people who will be asked to do the work.
 - The estimates are inflated to avoid second guessing from the customer.
22. Which of the following is a good example of mitigating the probability of the risk of becoming overwhelmed with a fire in a newly constructed building?
- Install smoke detectors.
 - Install fireproof components.
 - Hire another company to do the part of the work that could result in a fire.
 - Keep the phone number of the fire department handy.
23. What is the difference between avoiding a threat and mitigating it?
- Avoid means to reduce the impact or probability; mitigate means to change the management plan to remove the risk.
 - Avoid means to outsource the work to remove the risk; mitigate means to reduce the impact or probability.
 - Avoid means to change the management plan to remove the risk; mitigate means to reduce the impact or probability.
 - Avoid means to change the management plan to remove the risk; mitigate means to accept the impact or probability.

24. Which of the following is an agile method to prioritize project objectives, features, user stories, and tasks?
- Information radiator
 - Planning poker
 - First in, first out
 - MoSCoW analysis

25. Early in the establishment of a project, the project manager spends time looking for historical data that might be helpful in planning the new project. The project manager is looking for examples of project documents for similar, completed projects that may be used as templates for the new project. In addition, the project manager is also looking for information about established processes and procedures that will help the project run more smoothly.

What is the term used to define these documents?

- OPAs
 - EEFs
 - Progressive elaboration
 - Organizational project management
26. A business is unclear on the direction and when features are to be expected for an agile-managed project. What project artifact helps communicate the goals, milestones, and potential deliverables, releases, or other work outputs?
- Product roadmap
 - Project charter
 - Requirements documentation
 - Configuration management plan
27. A business is anxious to get a portion of the project's creations out into the marketplace to get end user feedback and impressions before the entire product is finished. What must the project team establish for their release to end users?
- Minimum viable product
 - Sprint cycle
 - Velocity
 - Transition plan

Lesson 4 | Lead the Project Team

1. Which two of the following will the project manager need to ensure before effective training can take place? (Choose two.)
 - a. Training is successfully resourced and scheduled.
 - b. The final project sign-off has been received.
 - c. Reminders should be sent to confirm the trainees' participation.
 - d. Billing for the training should have taken place.
2. A project team does not feel confident that they can complete the work for the next set of deliverables for the project and would rather spend more time exploring deliverables expected many months down the line. What can a project manager do to get the team focused on the near-term deliverables?
 - a. Change the scope of the scope of the deliverables.
 - b. Group the near-term deliverables into one deliverable.
 - c. Create a sense of urgency.
 - d. Make one person accountable for the deliverables.
3. Engaging with stakeholders is time intensive during a project.

Which of the following statements should the project manager use to explain the need for a stakeholder engagement strategy to the project sponsor?

- a. To effectively engage stakeholders in project decisions and execution based on the analysis of their needs, interests, and potential impact
- b. To ensure the stakeholders are receiving the reports in the format they would like
- c. To effectively place the right people in the correct role to support achieving the project objectives on time and within budget
- d. To be able to document which stakeholder is unaware, neutral, leading, or supportive

4. Which of the following statements best describes the stakeholder engagement assessment matrix?
 - a. It describes the level of involvement of each stakeholder.
 - b. It describes the past performance of each stakeholder.
 - c. It compares the current and desired levels of engagement of each stakeholder.
 - d. It compares the current and desired levels of engagement for the project team members.
5. What does configuration management address?
 - a. Activities such as keeping track of all the changes the customer makes to the product plans
 - b. The way in which the product is configured for use to satisfy the end users and how that develops as it is being built
 - c. Documentation of the management of configuring the product for use and how changes to the product will be incorporated into the overall project plan.
 - d. Activities such as how version control of project documents and changes to the product will be initiated, analyzed, and traced
6. Which of the following is concerned with revisions to project documents?
 - a. Version control
 - b. Configuration management
 - c. Both version control and configuration management
 - d. Document control
7. Your project team holds weekly status meetings. Should the notes from last week's meeting be considered a project artifact?
 - a. This decision is up to the project manager.
 - b. Yes, if significant project issues were discussed.
 - c. Yes, even if the meeting resulted in only routine topics.
 - d. No, meeting notes are not artifacts.

8. A problem occurs during the project execution. It is not a big problem, but it does bother some of the stakeholders. The project manager requests that it be added to the issue log.

What would be the reason for this?

- a. The issue log serves as a place to document problems that occur and to track their resolution.
 - b. The issue log will be reviewed by the risk team at its next meeting to develop a contingency plan.
 - c. The issue log will be submitted to the change control board for a change approval.
 - d. The issue log serves as a place to document the unidentified risks.
9. Which of the following statements about issues is correct?
- a. Stakeholders use the issue log to manage an issue.
 - b. An issue should be assigned to one person to resolve.
 - c. There must be no open issues when the project is closed.
 - d. Only issues that are behind schedule need to be discussed during project status meetings.
10. When does a risk become an issue?
- a. The project manager judges the risk to be significant enough that it is stipulated to be an issue.
 - b. The risk has a high probability of happening in the immediate future.
 - c. The risk has occurred.
 - d. The risk owner escalates the risk to an issue.
11. How do you describe an effective change control system?
- a. An effective change control system includes the forms, tracking methods, processes, and approval levels required for authorizing or rejecting requested changes.
 - b. An effective change control system includes the documented procedures for authorizing or rejecting requested changes in a project.
 - c. An effective change control system specifies how the project scope will be controlled, changed, and approved.
 - d. An effective change control system integrates all the changes for a project.

12. A project manager is working with the project team as they perform the work to create the project deliverables. Some adjustments need to be made to the project plan and the baselines.

What is needed for the project manager to allow such changes?

- a. Change requests
- b. Input from stakeholders that their needs have adjusted from what was originally planned
- c. Approved change requests
- d. The sponsor determines a different way to accomplish the work

13. What is true of lessons learned during the project?

- a. Should be documented only in the closeout report
- b. Should consist of only project data
- c. Should be documented throughout the project
- d. Should consist of only things that went well during project execution

14. A team member asks where to find a set of building codes. Which type of knowledge is this?

- a. Implicit
- b. Explicit
- c. Tacit
- d. General

15. Who can request changes?

- a. Team members and project managers
- b. Sponsor
- c. Stakeholders
- d. Customer

16. What is the role of a configuration management system?

- a. Track change requests
- b. Prioritize the product backlog
- c. Control versioning of all components
- d. Define roles and responsibilities

17. In a multiphase project, when are assumptions validated and risks analyzed?

- a. At the end of the project
- b. At the beginning of each phase
- c. At the end of each phase
- d. As specified in the project governance document

18. Why is stakeholder collaboration important to a project?

- a. Creates more reporting
- b. Requires more meetings
- c. Aligns expectations
- d. Encourages teams to do more than expected

19. Which two of the following are methods for training delivery? (Choose two)

- a. Virtual classroom
- b. Self-paced eLearning
- c. Prior knowledge
- d. Testing and validation

20. Which of the following should not be considered as part of training cost estimates?

- a. Logistics and venue costs
- b. Participants' salaries
- c. Courseware printing and distribution
- d. Instructions

21. Which of the following statements most reflects the approach of servant leadership?

- a. Lead by supporting the team needs.
- b. Lead by assigning the team members' tasks.
- c. Lead by micromanaging the team activities.
- d. Lead by facilitating the team reviews.

22. Which of the following is the best example of recognition?

- a. Monetary bonus
- b. Praise for effort
- c. Additional time off
- d. Meeting starting on time

23. When leading a project team, what is the best leadership style to use?

- a. Totalitarian
- b. Servant
- c. Democratic
- d. Most fitting for the team

Lesson 5 | Support Project Team Performance

1. Which of the following represents a risk?
 - a. We have determined that our schedule is not going to meet the required deadline.
 - b. Due to a higher inflation rate, it is possible that future commodity prices will be 3 to 7% higher over the next 2 years, thus increasing the cost of the project.
 - c. There are not enough resources to complete the work on time.
 - d. The change in the prime rate has caused our funding source to be unable to provide the money we need in the upcoming project phase.
2. Which conflict management approach is best suited for a situation where both parties refuse to give in on their position?
 - a. Compromise/reconcile
 - b. Accommodate/smooth
 - c. Withdraw/avoid
 - d. Force/direct
3. Which is true about conflict in projects?
 - a. Too much conflict reflects poorly on the team.
 - b. Too much conflict reflects poorly on the project manager.
 - c. Conflict is inevitable.
 - d. Conflict is to be addressed only when it disrupts the project.
4. The product owner is unavailable to decide about a product feature. What is this considered?
 - a. Work request
 - b. Impediment
 - c. Backlog refinement
 - d. Priority

5. Which of the following is a technique used by project teams to bring everyone together on a set reoccurring basis to share what may be blocking or impeding their work or plans?
 - a. Daily standup meeting
 - b. Iteration review
 - c. Retrospective
 - d. Project kickoff
6. Which of the following is the best example of a blocker?
 - a. The team cannot decide when to schedule the next iteration review.
 - b. The demonstration is not ready for the iteration review.
 - c. Clearance from another team to use content for the demo won't be ready within the current iteration.
 - d. The demonstration fails in front of the product owner during the iteration review.
7. While you are working on a SWOT analysis for a risk response, a team member asks you to show them how it's done. Which type of coaching is this?
 - a. Informal
 - b. Formal
 - c. Scheduled
 - d. Timeboxed
8. A team member asks you if they could lead an estimating meeting. Which skill will you be coaching the team member?
 - a. Servant
 - b. Facilitating a meeting
 - c. Emotional
 - d. Leadership
9. A product owner is unsure about how to participate in an iteration review session. What should the project manager do?
 - a. Remove the product owner from the session.
 - b. Request the product owner to remain quiet and observe.
 - c. Point the product owner to a website about iteration reviews.
 - d. Coach the product owner on how to contribute in the meeting.

10. A company was hiring for certain positions. For one position, they were asking for people with skills such as leadership, team building, motivation, conflict management, influencing, negotiating, and several others. This position would require the individual to lead efforts to satisfy specific objectives and complete them in a timely manner within budget constraints.

What job position are they trying to fill and what type of skills were they looking for?

- a. Head of the PMO, communication skills
 - b. Project manager, management skills
 - c. Project manager, interpersonal skills
 - d. Program manager, business skills
11. A stakeholder is conversing with you regarding a potential change to a specification. Which best exemplifies active listening by you?
- a. Staring intently into their eyes
 - b. Paying close attention to the behaviors of the other stakeholders
 - c. Asking relevant follow-up questions
 - d. Correcting the stakeholder as soon as you can
12. During a meeting, you pay close attention to the emotions of yourself and others as the discussion gets heated. Which interpersonal skill are you leveraging?
- a. Emotional intelligence
 - b. Meeting management
 - c. Leadership
 - d. Influencing
13. What is the aim of a retrospective?
- a. To blamestorm problems
 - b. To identify who is not helping out on the team
 - c. To look back at all the work that was not completed
 - d. To identify what went well and what can be improved

14. Which two of the following are types of project metrics that may be appropriate for a given project? (Choose two)
- a. Percentage of work completed
 - b. Defects
 - c. Subcontractor approvals
 - d. Process compliance
15. Which two of the following are objectives for running a retrospective? (Choose two)
- a. Provide the stakeholders access to the team
 - b. Generate insights
 - c. Agree to one to two experiments to try to improve team performance
 - d. Get feedback on the product
16. When can a contract closeout occur?
- a. Only at the end of the project
 - b. Whenever the contract has been completed and accepted
 - c. Only at the end of a project, unless the project is terminated early
 - d. Whenever a seller is selected
17. Which three activities are required for contract closeout? (Choose three.)
- a. To arrange for final settlement of seller payments and claims
 - b. To verify work was done and delivered to specification
 - c. To provide performance evaluation of seller staff
 - d. To update contract artifacts
18. What four of the following are reasons for performance variations in a project? (Choose four)
- a. Specification changes
 - b. New regulations
 - c. Missed requirements
 - d. New changes to the project plan
 - e. Inaccurate initial estimates

19. What is the name of the methodology used to systematically test possible solutions, assess the results, and implement those that work?
- a. Kaizen
 - b. Continuous improvement
 - c. Plan Do Study Act
 - d. Retrospective
20. Who is regarded as the father of the continuous improvement movement?
- a. Crosby
 - b. Deming
 - c. Juran
 - d. Smith
- 21 Which of the following is an ideal location for an information radiator?
- a. In the manager's office
 - b. In a high-traffic area
 - c. In an unused conference room
 - d. On the project manager's laptop

Lesson 6 | Close the Project/Phase

1. Last year, your company released a new service based on a project you managed. The company wants to determine if the new service has increased customer satisfaction.

Which tool measures the happiness of users based on their willingness to encourage others to use your service against those who would discourage others to use your service?

- a. Net promoter score
 - b. Net value
 - c. AB testing
 - d. Planned value
2. What is the difference between a lessons learned register and a lessons learned repository?
 - a. The two terms mean the same thing.
 - b. The register applies to a single project, and the repository applies to many projects.
 - c. The repository applies to a single project, and the register applies to many projects.
 - d. The register contains only areas that need improvement in future projects, and the repository contains areas of improvement as well as positive findings.
 3. In which of the following situations would you not perform the Close Project or Phase process?
 - a. When a project is terminated
 - b. When a project phase is complete
 - c. When a customer validates interim deliverables
 - d. When a project is complete

4. If a project was terminated early, why would the project manager insist that the team perform the Close Project or Phase process?
 - a. To document the reasons why the project was terminated early, and determine how to transfer the finished and unfinished deliverables to others
 - b. To document that the project was a waste of time and the project and its output are no longer needed
 - c. To make sure everyone knows that the reason for the project termination was either the team's or the project manager's fault.
 - d. To document lessons learned so mistakes won't be repeated in future project
5. The project manager wants to make sure all team members understand the importance of the whole closing process and asks if there are any more questions. One team member asks, "What would happen if this process was not done?"

How should the project manager answer that question?

- a. The customer would not be obliged to pay for the project.
 - b. The next related activity, phase, or project might not be authorized to begin.
 - c. The stakeholders would not have any faith in the project team for future projects.
 - d. The team members would not be allowed to be assigned to future projects.
6. Which three of the following are purposes of the benefits management plan? (Choose three)
 - a. The benefits identified in the benefits management plan will help guide the measurement of the benefits after implementation.
 - b. The benefits owner will use or may change some of the metrics identified in the benefits management plan to track the actual benefits realized.
 - c. The benefits owner will ensure that the measurement metrics and methods will be established, tracked, and monitored after implementation.
 - d. The project manager is responsible for tracking the benefits from the project for the time specified in the benefits management plan.

7. Often the benefits management plan is created before the project is approved along with the business case document.

Why is the benefits management plan created?

- a. The benefits management plan is a feasibility study used to justify the project.
 - b. The benefits management plan is created to define the methods for creating, tracking, and sustaining the benefits provided by the project.
 - c. The benefits management plan describes how the project will be planned, managed, controlled.
 - d. The benefits management plan is created by the project sponsor and authorizes the project manager to start the project.
8. Which three of the following are reasons for accumulating new organizational knowledge that the project manager, stakeholders and team members discovered during the project? (Choose three)
- a. Gather results from conducting retrospectives.
 - b. Gather results from conducting multiple lessons learned meetings during the project.
 - c. Transfer knowledge gained in the lessons learned register to the lessons learned repository.
 - d. Capture new knowledge is the project sponsor's responsibility.
9. Is the following statement true or false?

The requirements traceability matrix is a grid that links product requirements from their origin to the deliverables that satisfy them.

True

False

10. Which three of the following activities are part of closing a phase or project? (Choose three)
- a. Release resources (human, financial, and physical assets).
 - b. Initiate acceptance of deliverables or product by customer.
 - c. Archive project information and request updates to OPAs.
 - d. Transition responsibility to the project sponsor or a key stakeholder, since project managers are not responsible for project implementation.

Answers to Mastery Builders

Lesson 1 | The Business Environment

1.	c. Project-oriented
2.	True
3.	a. Ways of Working b. Power Skills c. Business Acumen
4.	a. Legal c. Social d. Political
5.	b. Business goals and objectives c. Potential constraints, assumptions, risks and dependencies
6.	a. Net present value b. Internal rate of return c. Return of investment
7.	False
8.	a. Managing changes in an organization requires different strategies depending on the circumstances, people involved, and timing. b. Change management is an essential capability and a significant professional practice in its own right. c. It is important to have a robust theory and approach to change management to support the business goals, objectives, opportunities, and needs.
9.	True
10.	a. Economy b. Government or industry standards a. Legal restrictions
11.	b. Net present value

12.	b. Using quality assurance outputs to confirm deliverable and process compliance and identify the needs for corrective actions
13.	a. Kill point b. Phase gate
14.	b. The PMO
15.	True

Lesson 2: Start the Project

1.	d. You are responsible for the activity's execution.
2.	b. Create a commitment to honesty, integrity, and commitment. c. Ensure compliance with rules and laws.
3.	a. Pricing and payment terms b. Incentives and penalties
4.	c. Define team goals and practices before selecting tools.
5.	a. Shared task boards d. Team chat boards
6.	c. Someone who is not interested in the project
7.	a. Team charter
8.	a. Anyone affected by the project, its outputs, and its operation
9.	c. Amount of money invested by the project stakeholders
10.	a. Predictive
11.	False
12.	a. Agile
13.	a. Asking teams to assess and agree to work goals as a group c. Using a pull-based approach to ensure effective use of team resources
14.	c. Timely

15.	c. Retrospective meeting
16.	c. To solicit feedback from the product owner and other stakeholders
17.	a. Measurable objectives c. Key stakeholders list
18.	c. 1-4 weeks
19.	b. Communications management plan
20.	b. Stakeholder register
21.	d. Distributing the plan to all the stakeholders
22.	d. Project team disbands early
23.	a. How and when team meetings are run d. Preferred communication approaches with external stakeholders
24.	a. Ability tests b. Focus groups
25.	d. Conduct a Scrum of Scrums meeting

Lesson 3 | Plan the Project

1.	b. Focus group
2.	a. Requirements traceability matrix
3.	d. Cost reimbursable
4.	b. Estimates on probably costs necessary to finish project work, including direct costs, labor, materials, equipment, facilities services, information technology, and contingency reserves
5.	b. Combine all individual activity cost estimates and contingencies and aggregate them for the entire project. Submit this to the sponsor, and modify it if necessary
6.	a. Cost baseline
7.	c. Statistical sampling

8.	a. Quality assurance is focused on the process and procedures used, and it results in improved quality.
9.	a. The project's quality is outside the quality standards set for the project.
10.	e. To create smaller, more manageable chunks that can be better estimated for cost, schedule, and resources, and that help control the project
11.	d. The critical path is the longest path through the network diagram which represents the earliest the project can be completed.
12.	b. Finish to start
13.	a. Outputs of the planning processes
14.	b. Change management plan
15.	b. Progressive elaboration
16.	b. Minimum viable product
17.	a. Audit reports c. Design for X
18.	a. Working days c. Availability of physical resource
19.	c. Identifying and prioritizing options
20.	c. Product box
21.	c. The work is estimated by the people who will be asked to do the work.
22.	a. Install smoke detectors.
23.	c. Avoid means to change the management plan to remove the risk; mitigate means to reduce the impact or probability.
24.	d. MoSCoW analysis
25.	a. OPAs
26.	a. Product roadmap
27.	a. Minimum viable product

Lesson 4 | Lead the Project Team

1.	a. Training is successfully resourced and scheduled. c. Reminders should be sent to confirm the trainees' participation.
2.	c. Create a sense of urgency.
3.	a. To effectively engage stakeholders in project decisions and execution based on the analysis of their needs, interests, and potential impact
4.	c. It compares the current and desired levels of engagement of each stakeholder.
5.	d. Activities such as how version control of project documents and changes to the product will be initiated, analyzed, and traced
6.	c. Both version control and configuration management
7.	b. Yes, if significant project issues were discussed.
8.	a. The issue log serves as a place to document problems that occur and to track their resolution.
9.	b. An issue should be assigned to one person to resolve.
10.	c. The risk has occurred.
11.	a. An effective change control system includes the forms, tracking methods, processes, and approval levels required for authorizing or rejecting requested changes.
12.	c. Approved change requests
13.	c. Should be documented throughout the project
14.	b. Explicit
15.	c. Stakeholders
16.	c. Control versioning of all components
17.	b. At the beginning of each phase

18.	c. Aligns expectations
19.	a. Virtual classroom b. Self-paced eLearning
20.	b. Participants' salaries
21.	a. Lead by supporting the team needs.
22.	b. Praise for effort
23.	d. Most fitting for the team

Lesson 5 | Support Project Team Performance

1.	b. Due to a higher inflation rate, it is possible that future commodity prices will be 3 to 7% higher over the next 2 years, thus increasing the cost of the project.
2.	a. Compromise/reconcile
3.	c. Conflict is inevitable.
4.	b. Impediment
5.	a. Daily standup meeting
6.	c. Clearance from another team to use content for the demo won't be ready within the current iteration.
7.	a. Informal
8.	b. Facilitating a meeting
9.	d. Coach the product owner on how to contribute in the meeting.
10.	c. Project manager, interpersonal skills
11.	c. Asking relevant follow-up questions
12.	a. Emotional intelligence
13.	d. To identify what went well and what can be improved

14.	a. Percentage of work completed b. Defects
15.	b. Generate insights c. Agree to one to two experiments to try to improve team performance
16.	b. Whenever the contract has been completed and accepted
17.	a. To arrange for final settlement of seller payments and claims b. To verify work was done and delivered to specification d. To update contract artifacts
18.	a. Specification changes b. New regulations c. Missed requirements e. Inaccurate initial estimates
19.	c. Plan Do Study Act
20.	b. Deming
21.	b. In a high-traffic area

Lesson 6 | Close the Project/Phase

1.	a. Net promoter score
2.	b. The register applies to a single project, and the repository applies to many projects.
3.	c. When a customer validates interim deliverables
4.	a. To document the reasons why the project was terminated early, and to determine how to transfer the finished and unfinished deliverables to others
5.	b. The next related activity, phase, or project might not be authorized to begin.
6.	a. The benefits identified in the benefits management plan will help guide the measurement of the benefits after implementation.

	b. The benefits owner will use or may change some of the metrics identified in the benefits management plan to track the actual benefits realized. c. The benefits owner will ensure that the measurement metrics and methods will be established, tracked, and monitored after implementation.
7.	b. The benefits management plan is created to define the methods for creating, tracking, and sustaining the benefits provided by the project.
8.	a. Gather results from conducting retrospectives. b. Gather results from conducting multiple lessons learned meetings during the project. c. Transfer knowledge gained in the lessons learned register to the lessons learned repository.
9.	False
10.	a. Release resources (human, financial, and physical assets). b. Initiate acceptance of deliverables or product by customer. c. Archive project information and request updates to OPAs.