

You are a project manager of a telecom project. The systems & product requirements have been finalized and agreed to by the client, your management and the other key stakeholders. The project is progressing according to schedule. Everyone seems happy with the progress. You have just come to know that a new regulatory requirement will cause a change in one of the project performance specifications. To ensure that this change is incorporated into the project plan, you should...

- A. Change the WBS, project schedule and the project plan to reflect the new requirement.
- B. Call a meeting of the change control board.
- C. Prepare a change request.
- D. Inform all affected stakeholders of the new approach to take immediately on the project.

Configuration management describes procedures to apply technical and administrative direction. Which of the following tasks is not performed in configuration management?

- A. Identify functional and physical characteristics of an item or a system
- B. Controlling changes to characteristics
- C. Performing an audit to verify conformance to requirements
- D. Allowing automatic approval of changes

Your organization is beginning a new project staffed with a virtual team. Based on a past experience, you recognize that the team members in a matrix environment will sometimes be more responsive to their functional managers than to their project manager. Anticipating these problems, you decide to insist on ...

- A. Project plan
- B. Project Charter
- C. Scope statement
- D. Staffing Management Plan

Because of a new government regulation, you had to change the scope of your telecommunication project. Several changes were made to the project's objectives. You have updated the project's technical and planning documents as needed. Your next step should be to ...

- A. Notify stakeholders as appropriate
- B. Revise the company's knowledge system
- C. Obtain formal acceptance from your sponsor and customer
- D. Prepare a performance report

A precedence diagram and an arrow diagram are both examples of networks.  
The primary difference between them is that the...

- A. Arrow diagram incorporates PERT in the activity duration
- B. Precedence diagram represents activities as nodes
- C. Arrow diagram does not indicate critical path
- D. Precedence diagram uses float as a part of the activity duration

Each time you meet with your project sponsor, he emphasizes the need for cost control on your new e-business project. He always asks you about cost performance in terms of which budgets have been met and which have not. To answer his concerns you should provide...

- A. Performance reports
- B. Performance measurement graphs and charts
- C. Resource productivity analysis
- D. Trend analysis statistics

Based on quality control measurements on your manufacturing project, management realizes that immediate corrective action is required to the material requirements planning (MRP) system to minimize rework. To implement the necessary changes you should follow...

- A. The organization's quality policy
- B. The quality management plan
- C. Established operational definitions and procedures
- D. Procedures for integrated change control

Project A is being administered using a matrix form of the organization. The project manager reports to a senior vice president who provides visible project to the project. In this scenario, which of the following statements best describe the relative power of the project manager?

- A. The project manager will probably not be challenged by project stakeholders
- B. In this strong matrix, the balanced of power is shifted to the functional line managers
- C. In this functional matrix, the balance of power is shifted to the project manager
- D. In this strong matrix, the balance of power is shifted to the project manager



As a project manager, you realize that team development is essential for project's success. Therefore, you want to review the technical context within which your team operates. This information can be found in the ...

- A. Project Team Directory
- B. Project plan
- C. Staffing management plan
- D. Organizational policies and guidelines

You are responsible for a systems integration project in your organization that has multiple internal customers. You have just begun preparing a project plan. Because many people in your organization are interested in the system and its progress, you decide to prepare a project communication management plan. Your first step in preparing this plan is to ...

- A. Conduct a stakeholder analysis to assess information needs
- B. Determine a production schedule to show when each type of communication will be produced
- C. Describe the information you plan to distribute
- D. Set up a repository for all project documents so they will be easily accessible

You are managing the construction of a highly sophisticated, technologically complex, intruder-impenetrable data center. The data center will house more than 500 servers. Although this location offers significant economic advantages, the threats of typhoons has caused you to create a back-up plan to operate in case the center is flooded What type of risk response is this?

- A. Passive avoidance
- B. Transfer
- C. Active acceptance
- D. Deflection

Management reserve is used for...

- A. Risks that are identified at the outset of the project
- B. Risks that are not identified at the outset of the project but are known before they occur
- C. Risks that cannot be known before they occur because they are external risks
- D. Any risks that cannot be known before they occur

You plan to award a contract to provide project management training for your company. You decide it is important that any prospective contractor have an association with a major university who awards a Master's Certificate in Project Management. This is an example of ...

- A. Setting up an independent evaluation
- B. Preparing requirements for your statement of work
- C. Establishing a weighting system
- D. Establishing a screening system