

You and your spouse both work for large companies in different industries. However, one day you learn that your company will be soliciting bids for a project and your spouse's company intends to bid. Your spouse will not be involved in the bidding process or any of the work it might produce if won. What should you do?

- A. Request to be transferred off the project.
- B. Inform management of the situation.
- C. Say nothing and go on with the bidding process. If spouse
- D. Say nothing but set up a system of checks and balances to ensure that your team selects the contractor impartially.

Which of the following is NOT a purpose that Create WBS serves?

- A. To increase the accuracy of estimates.
- B. To help facilitate roles and responsibilities.
- C. To document the relationship between the product and the business need.
- D. To define a baseline for project performance.

Your project team has just received the sponsor's approval for the scope statement. What is the NEXT step that needs to be taken?

- A. Develop the product description.
- B. Create a work breakdown structure.
- C. Hold the kickoff meeting.
- D. Create the network diagram.

Your team is hard at work on their assigned project tasks when one team member discovers a risk that was not identified during risk planning. What is the FIRST thing to do?

- A. 4 Halt work on the project.
- B. 2 Update the risk management plan.
- C. 3 Look for ways to mitigate the risk.
- D. 1 Assess the risk.

The project plan should be all of the following EXCEPT:

- A. A formal document.
- B. Distributed to stakeholders in accordance with the communications management plan.
- C. Approved by all project stakeholders.
- D. Used to manage project execution.

You have been asked to take charge of project planning for a new project, but you have very little experience in managing projects. What will be the best source of help for you?

- A. Your education.
- B. Your on-the-job training.
- C. Historical information.
- D. Your functional manager.

Corrective action is:

- A. Fixing past anomalies.
- B. Anything done to bring the project's future performance in line with the project management plan.
- C. The responsibility of the change control board.
- D. An output of project plan execution.

Outputs of Direct and Manage Project Execution include:

- A. Deliverables and performance reports.
- B. Deliverables and corrective action.
- C. Deliverables and work performance information.
- D. Performance reports and requested changes.

Work
Data

One of your team members has discovered a way to add an extra deliverable to the project that will have minimal impact on the project schedule and cost. The project cost performance index is 1.3 and the schedule performance index is 1.5. The functionality was not included in the scope. How should you proceed?

- A. Conform to the project scope and do not add the deliverable.
- B. Deliver the extra work to the customer since it will not increase their costs.
- C. Reject the deliverable because you are behind schedule.
- D. Ask senior management for a decision.

During testing, multiple defects were identified in a product. The project manager overseeing this product's development can best use which tool to help prioritize the problems?

- A. Pareto diagram.
- B. Control chart.
- C. Variance analysis.
- D. Order of magnitude estimate.

You are the manager of an aircraft design project. A significant portion of this aircraft will be designed by a subcontracting firm. How will this affect your communications management plan?

- A. More formal verbal communication will be required.
- B. Performance reports will be more detailed.
- C. More formal written communication will be required.
- D. Official communication channels will significantly increase.

What officially creates the project?

- A. The project initiation document.
- B. The kickoff meeting.
- C. The project charter.
- D. The statement of work.

The process in which project deliverables are reviewed and accepted is called:

- A. Scope planning.
- B. Scope verification.
- C. Initiation.
- D. Scope change control.

Validation

A statement of work is:

- A. A type of contract.
- B. A description of the project's product.
- C. Necessary for every project.
- D. A description of the part of a product to be obtained from an outside vendor.

The activity list serves as an input to:

- A. Create WBS.
- B. Activity Definition.
- C. Activity Duration Estimating.
- D. Resource Planning.

Schedule

Resources are estimated against which project entity:

- A. The work packages.
- B. The schedule activities.
- ~~C. The elements of scope.~~
- ~~D. The level set by the project office.~~

What does the standard deviation tell about a data set?

- A. How diverse the population is.
- B. The mean of the population as it relates to the median.
- C. The specification limits of the population.
- D. The range of data points within the population.

The Delphi technique is a way to:

- A. Analyze performance.
- B. Gather expert opinion.
- C. Resolve conflict.
- D. Estimate durations.

The work authorization system makes sure that:

- A. All the work and only the work gets performed.
- B. Work gets performed in right order and at the right time.
- C. Work is done completely and correctly.
- D. Functional managers are allowed complete control over who is assigned and when.

Which of the following is NOT an input into Scope Definition?

- A. Accepted deliverables.
- B. Organizational process assets.
- C. Project charter.
- D. Preliminary project scope statement.

The key function of the project manager's job in project integration is:

- A. Minimizing conflict to promote team unity.
- B. Making key decisions about resource allocation.
- C. Communicating with people of various backgrounds.
- D. Problem-solving and decision-making between project subsystems.

In which of the following documents could the sponsor find work package descriptions?

- A. The work breakdown structure dictionary.
- B. The project charter.
- C. The scope management plan.
- D. The project scope statement.

—

If a project manager is unsure who has the authority to approve changes in project scope, she should consult:

- ~~A.~~ The customer.
- B. The scope statement.
- ~~C.~~ The sponsor.
- D. The scope management plan.

Which of the following tools is NOT used in initiating a project?

- A. Project selection methods.
- B. Project management methodology
- C. Expert judgment.
- D. Earned value analysis.

A project charter should always include:

- A. Historical information.
- B. The business need underlying the project.
- C. A detailed budget.
- D. The scope management plan.