# Executing Processes

**1. If a project manager wants to examine project results over time to see if performance is improving they would use which of the following?**

       (A) Status report.
       (B) Variance report.
       (C) Trend report.
       (D) Forecasting report.

**2. A company has just contracted with a well-known software developer to provide services during planning and design phases of your project.  Invoicing requirements were specifically defined within the contract, but expense limits were overlooked.  As the project manager, which form of corrective action should you take?**

       (A) Define acceptable limits to be adhered to.
       (B) Modify the terms of the contract.
       (C) Terminate the contract.
       (D) Proceed in good faith.

**3. During a meeting to negotiate a change to the contract, the seller states that they have another meeting at three p.m.  Negotiations will have to be over by then. What kind of negotiation technique is this?**

       (A) Deadline
       (B) Missing man
       (C) Demand
       (D) Delay

**4. Communication is key to the success of a project.  As the project manager, you have four stakeholders you need to communicate with.  As such, you have six channels of communication.  A new stakeholder has been added that you also need to communicate with. How many communication channels do you have now?**

(A) 10
(B) 7
(C) 16
(D) 12

**5. A team member assigned to the project needs two days of training to satisfactorily complete certain tasks. No one else with the necessary skills is available to the project team. What is the best thing to do?**

(A) Add two days to the schedule and inform management of the delay.
(B) Ask management for additional personnel because you cannot afford the extra schedule time.
(C) Offer a bonus to the team member if he/she gets the training on his/her own time.
(D) Include training in the project plan and include the unknown in a risk analysis.

**6. A customer is not happy with a project deliverable. What is your best course of action?**

(A) Determine why the customer is unhappy with the deliverable
(B) Tell the customer it meets the scope of work and get the customer's agreement to proceed
(C) Meet with the customer and offer a substitute project deliverable
(D) Meet with the team to determine changes needed

**7. At a critical design review meeting for a large project, several important issues surfaced. After hearing about a major technical problem, one of the subcontractor's engineers mentions that he experienced a similar situation on another project; he has some ideas on how to solve the current problem. What type of power is the engineer using?**

(A) Expert
(B) Referent
(C) Manipulative
(D) Experience

**8. Product verification is different than scope verification in that product verification?**

  (A) Occurs during the execution phase.
  (B) Verifies that the correct products have been used.
  (C) Obtains customer sign-off.
  (D) Makes sure all work is completed.

**9. Which of the following is the WORST way to resolve conflict?**

  (A) Forcing
  (B) Compromising
  (C) Withdrawal
  (D) Smoothing

**10. Which of the following is an example of the cost of conformance to quality?**

  (A) Rework
  (B) Quality training
  (C) Scrap
  (D) Warranty costs

**11. A project manager is finalizing the resources for the project team. All the following will help the project manager complete this task EXCEPT?**

  (A) Staffing management plan
  (B) Reward and recognition systems
  (C) Staffing pool description
  (D) Work breakdown structure

**12. The management theory that all people can direct their own efforts is:**

(A) Herzberg's theory
(B) Theory Y
(C) Theory X
(D) Maslow's hierarchy

13. You are a project manager of a construction project that is financially challenged and behind schedule.  A foreman fails to deliver a phase of the project on time as promised.  You need to address the issue with the foreman. How should you approach the foreman?

(A) You are the project manager responsible for the whole of the project. To ensure you have control you remain firm and reprimand the foreman and the team to ensure they do not slow down.
(B) You disregard the issue, acknowledging that what is done is done, and develop a plan for moving forward.
(C) You meet with the foreman inquiring about what happened, and seek to understand and solve the problem.
(D) You reprimand the foreman in private and ask that he keep you better informed in the future.

14. A project manager is in the process of scope verification of a deliverable with the customer.  What is the most important thing the project manager should ensure?

(A) Timeliness
(B) Accuracy
(C) Completeness
(D) Acceptance

15. During the source selection process of procurement, your objective is to obtain the best price possible.  The tool that you will most heavily rely upon will be a(n):

(A) weighting system.
(B) screening system.

(C) independent estimate.
(D) part performance history.

16. A software development project has been suffering through many major project changes. Because of this, the project manager has not been able to do much but complete change control forms. Which statement best describes the other activities the project manager should be doing?

(A) Determine that a change is beneficial, notify stakeholders affected by changes, and determine if the change is needed
(B) Determine that changes have been made and whether the changes are beneficial, and list all of them in the scope management plan
(C) Notify all stakeholders affected by the change, list all the changes in the scope management plan, and determine that a change has occurred
(D) List all changes in the project charter, notify stakeholders affected by changes, and ensure the team signs off on all changes

17. On his first project assignment as the project manager, the project manager encounters disagreements among highly technical team members. How would the project manager best deal with the conflict?

(A) He should listen to the differences of opinions, determine what is the best choice, and implement that choice.
(B) He should postpone further discussions, meet with each individual, and determine the best approach.
(C) He should listen to the differences of opinions, encourage logical discussions, and facilitate an agreement.
(D) He should help the team focus on agreeable aspects of their opinions and build unity by using relaxation techniques and common focus team building.

18. What theory proposes that efforts will lead to effective performance and will be rewarded for accomplishments?

(A) Maslow's hierarchy
(B) Conditional reinforcement
(C) Expectancy

**(D) McGregor's**

**19. During a routine walk-through, you discover that a seller has neglected to properly produce a major component of its deliverable.  What should you do?**

    **(A) Insist that the contract be adhered to via correspondence**
    **(B) Insist that the seller follow their quality assurance plans**
    **(C) Inform the project sponsor of the discrepancy**
    **(D) Schedule a meeting to discuss the discrepancy**

**20. A project manager has just been hired and is trying to gain the cooperation of others.  What is the best form of power for gaining cooperation under these circumstances?**

    **(A) Penalty**
    **(B) Expert**
    **(C) Formal**
    **(D) Referent**

**21. In a fixed price contract, which of the following might not be an output of contract administration?**

    **(A) Resource approvals**
    **(B) Payment requests**
    **(C) Contract changes**
    **(D) Documentation**

**22. Which of the following can create the most misinterpretation in the statement of work?**

    **(A) Poor pattern, structure, and chronological order**
    **(B) Drawings that show too much detail**
    **(C) Small variation in size of tasks or detail of work**
    **(D) Using imprecise language**

**23. Which of the following includes the processes required ensuring the project includes all the work and only the work required to complete the project successfully?**

      (A) Scope management
      (B) Cost management
      (C) Customer satisfaction management
      (D) Time management

**24. A project manager new to project management is taking on a new project. When is the best time to help build the people working on the project into a team?**

      (A) Before committing to a project cost estimate
      (B) At project initiation
      (C) At project planning
      (D) Throughout the project

**25. Under a seller agreement, formal, written correspondence with the seller is required when:**

      (A) change to the project is issued.
      (B) meeting with the seller's management is held.
      (C) seller is asked for supporting information.
      (D) there is a follow up to a conversation.

**26. A project team is worried that the integration of the components of the project will result in uncovering flaws. Instead of continuing their work, they are constantly looking for flaws to try to prevent their system from being the only one found to have flaws during integration. It might be best for the project manager to?**

      (A) Smooth the situation.

(B) Compromise the situation.
(C) Tell the team to create quality testing plans.
(D) Let management know of the concern.

27. One of your team members informs you that he does not know which of the many projects he is working on is the most important. Who should determine the priorities among projects in a company?

    (A) Sponsor
    (B) Team
    (C) Senior management
    (D) Project manager

28. During execution a team member comes to the project manager because he is not sure of what work he needs to accomplish on the project. Which of the following documents contain detailed descriptions of work packages?

    (A) Scope of work
    (B) Work breakdown structure dictionaries
    (C) Cost estimates
    (D) Budget estimates

29. In planning a project, you notice that some of the materials required on the project are only available from a seller that owns a patent on the material. What should be one of your main concerns?

    (A) Applicable laws
    (B) Seller bankruptcy
    (C) Seller competition
    (D) Type of contract to use

30. After the contract has been signed for the upgrade of 8,000 workstations, a project manager is assigned. The proposal manager is relatively new and doesn't have as much related knowledge as the project manager. The cost analyst works from home and his price estimates are based on the details

outlined in the contract.  The project manager thinks there was a flaw in the logic determining the number of workstations that can be upgraded via remote electronic software distribution.  Which of the following is the best thing for the project manager to do?

(A) Meet with the appropriate project team members to choose the best solution
(B) Meet with the vendor to adjust the contract for the change
(C) Determine if the contingency budget will cover the additional cost of more expensive  visits
(D) Meet with the cost analyst and the proposal manager to determine how they can amend the contract to accurately reflect the work that will have to be done

31. A project team member comes to the project manager during project execution to tell him that they feel the project cannot meet its quality standards. The project manager calls a meeting of the affected stakeholders to work through the problem.  Which step of the quality management process is the project manager in?

(A) Quality control
(B) Quality planning
(C) Quality assurance
(D) Quality analysis

32. Your company just won a major new project.  It will begin in three months and is valued at US $2,000,000.  You are the project manager for an existing project.  What is the FIRST thing you should do once you hear of the new project?

(A) Crash your project
(B) Ask management how the new project will affect your project
(C) Ask management how the new project will use resources
(D) Resource level your project

33. Standard deviation is a measure of which of the following?

(A) How far the measurement is from the mean.
(B) How far the estimate is from the average estimate.
(C) How much time remains in the project.
(D) How correct the sample is.

**34. In Maslow's hierarchy of needs, self-actualization means self-fulfillment, growth, and which of the following?**

(A) Security.
(B) Stability.
(C) Affection.
(D) Learning.

**35. You are purchasing a major component for a new product from the company that has the patent on the component. Under these circumstances, which of the following should be your highest concern?**

(A) Making sure the color of the component is appropriate.
(B) The experience of the seller.
(C) The financial stability of the seller.
(D) The seller's procedures.

**36. A parking lot fencing project was bid at US $11 per foot. The parking lot has four equal sides of 125 feet and requires installing a six-foot diameter culvert on one side. Fencing should take 100 feet per day, and the culvert installation will cost US $500 and take one day to complete. The culvert must be installed before work can begin on that side of the fence. After three days of work, one side is complete, another has 75 feet installed, and the culvert is completely installed. At this point, the client tells you that the culvert needs to be increased to a seven-foot diameter. You determine that this will cost US $1000 and require two additional days. What should you do FIRST?**

(A) Review the scope of work for mention of the diameter of the culvert.
(B) Call a team meeting and determine if schedule and cost alternatives can maintain the current cost and schedule requirements.
(C) Renegotiate the contract.

**(D) Ask for a change order to cover the change.**

**37. For which of the following can the work breakdown structure be used?**

    **(A) Showing calendar dates for each task**
    **(B) Communicating to the customer**
    **(C) Showing the business need for the project**
    **(D) Showing the functional managers for each team member**

**38. During the project, you realize you need a consultant immediately to begin working on a project. What is the most appropriate contract type in this situation?**

    **(A) Time and material**
    **(B) Cost plus fixed fee**
    **(C) Fixed price**
    **(D) Start work order**

**39. The most common source of conflict on projects is:**

    **(A) personality.**
    **(B) cost.**
    **(C) priorities.**
    **(D) schedules.**

**40. The primary objective of contract negotiations is to?**

    **(A) Protect the relationship.**
    **(B) Get the most from the other side.**
    **(C) Define objectives and stick to them.**
    **(D) Get the highest monetary return.**

**41.** A person who has been working as a project expeditor for the past three years has just been named as project manager for a construction project in a neighboring state. The construction crew has worked together for a number of years. One of the project manager's tasks is to pursue all of the historical risk information available, but he doesn't have enough time to access all available sources. The project manager would be best served by relying LEAST on which of these sources?

       (A) Published benchmarking reports
       (B) Project files
       (C) Lessons learned databases
       (D) Project team knowledge

**42.** Which project management process group normally takes the most project time and resources?

       (A) Planning
       (B) Design
       (C) Integration
       (D) Execution

**43.** A project team member has just completed work on the microprocessor for the new human system performance monitor and is now finished with the project. The project manager should:

       (A) provide input to the team member's performance appraisal.
       (B) evaluate the project's resource requirements.
       (C) change the staffing management plan.
       (D) re-evaluate the activity duration estimates.

**44.** You are asked to select tools and techniques to implement a quality assurance program to supplement existing quality control activities. Which of the following would you choose?

       (A) Statistical sampling
       (B) Trend analysis

(C) Pareto diagrams
(D) Quality audits

**45. Out of the following list which is the highest point in Maslow's hierarchy of needs?**

(A) Social
(B) Physiological
(C) Esteem
(D) Safety

**46. A project manager says to a team member, "If you cannot complete this task according to the quality standards you set in place, I will remove you from the team that is going to Venezuela for the milestone party with the customer." What form of power is the project manager is using?**

(A) Penalty power
(B) Referent power
(C) Reward power
(D) Formal power

**47. In their pure state, project reports are a method to:**

(A) report performance.
(B) manage resources.
(C) plan communications.
(D) distribute information.

**48. All the following are forms of power derived from the project manager's position EXCEPT?**

(A) Formal
(B) Reward
(C) Penalty

**(D) Expert**


**49. Communication under a contract should tend toward?**


    **(A) Formal written communication.**
    **(B) Formal verbal communication.**
    **(C) Informal written communication.**
    **(D) Informal verbal communication.**


**50. A seller is awarded a contract to build a pipeline. The contract terms and conditions require a work plan be issued for the buyer's approval prior to commencing work but the seller fails to provide one. WHICH of the following should the buyer's project manager do?**


    **(A) Develop the work plan and issue it to the seller to move things along.**
    **(B) Issue a stop work order to the seller until a work plan is prepared.**
    **(C) Issue a default letter.**
    **(D) File a letter of intent.**


**51. During the construction of a large manufacturing facility, the expected delivery of a very critical piece of manufacturing equipment purchased by the buyer, but to be installed by the project's general contractor, was significantly delayed by six weeks. The original estimated delivery date for this equipment was provided to all the general contractors that bid the project as part of the bid documents. The bidders were specifically instructed to depend on this delivery date during the preparation of these bids. How should the buyer's project manager deal with the general contractor?**


    **(A) The project manager should inform the general contractor immediately of the pending problem, and direct him To adjust his schedule to accommodate the new equipment delivery date.**
    **(B) The project manager should inform the general contractor immediately of the pending problem, and Request an estimate of the impact to the general contractors work as provided under the changes clause of the contract documents.**
    **(C) The project manager should inform the general contractor of the problem just before the equipment arrives.**

**(D)** The project manager should work with the general contractor to get schedule relief from the equipment manufacturer.

**52. A project manager believes that modifying the project scope may provide added value for the customer. What should the project manager do?**

    **(A)** Change the scope baseline
    **(B)** Contact the customer to determine if the change adds value
    **(C)** Call a meeting of the change control board
    **(D)** Change the project's objectives

**53. Employees who believe their efforts will lead to effective performance and expect to be rewarded for their accomplishments remain productive as rewards meet their expectations. This is called?**

    **(A)** A halo effect.
    **(B)** A perquisite.
    **(C)** A motivational theory.
    **(D)** The expectancy theory.

**54. A project team member has been having a big disagreement with another team member for over two months when the other team members become involved. The issues are complex, but you have specific experience in the area and know what needs to be done. The best choice would be to:**

    **(A)** Strive for fair resolution of the issue.
    **(B)** Make the decision yourself.
    **(C)** Bring the team together and work out the issue to a win-win solution.
    **(D)** Ask the other team members to stay out of the issue.

**55. A project manager is assigned to a new, high priority project. There are only five available resources because other resources are already committed to projects. The resource's time available to complete the project is less than half the time needed, and the project manager cannot convince management to change the end date. The project manager should do which of the following?**

(A) Coordinate with team members the overtime necessary to complete the work.
(B) Provide the team with opportunities to do a great job on the work that can be accomplished.
(C) Cut the scope of work by removing the work that cannot be completed in the time provided.
(D) Use more experienced resources to complete the work faster.

56. You have been appointed manager of a project to convert multiple electronic mail systems at a major financial institution to a single platform. Your company's approach was not the client's first choice, and your firm was able to be the lowest cost alternative by using funds provided to your company for a different purpose. After the project is underway, the client specifies a new approach that has never been used before. When the project is approaching the originally-scheduled end date, it becomes clear that the technological approach will have to be significantly altered. Although the client has been kept apprised of developments throughout the project through regular status reports, and the project plan has been followed, the client demands that the project be continued without any increase in cost until all of the client's requirements are met. Your firm feels that it has no choice but to comply with the client's demands, although this will result in a substantial loss on the project. What was the MO

(A) Enhanced communications plan
(B) Formal client acceptance of the project plan
(C) Better identification of risks and development of risk mitigation strategies
(D) Clearer scope statement

57. You are in the process of having work crews dig a trench to the customer facilities to lay fiber for a high-speed connection. All of the work permits have been obtained and funding has been approved. There have been several weather related delays, but due to perseverance of the entire team, the project is on time. It is the customer's responsibility to provide entrance facilities so the connection into the building can be made. You discover the customer does not have adequate facilities and will not have them in time. What should you do?

(A) Continue working with your company's portion of the work according to the contract. As a project manager, your job is done once

this work is completed.
(B) Stop all work and request that the customer contact you when they have fulfilled their responsibilities.
(C) Slow down the work, allowing the team time off but ensuring that you will be completed before the customer finishes their portion of the work.
(D) Continue working according to your contract. Remind the customer both verbally and in writing of the customer's responsibilities. Provide the customer with an estimate of the impact if they do not meet their responsibilities.


58. Conflict on projects is usually caused by?


(A) Schedules, personalities, priorities, and resources.
(B) Schedules, priorities, technical opinions, and resources.
(C) Schedules, cost, priorities, and resources.
(D) Schedules, personalities, priorities, and technical opinions.


59. All the following are tools for scope verification EXCEPT?


(A) Walk through
(B) Sensitivity analysis
(C) Product reviews
(D) Audits


60. You are a project manager working on a large software integration project involving multiple sellers. One of your key sellers has informally requested a change to its statement of work to account for some requirements she neglected to address. You are relatively certain that the requested changes will add time and cost to the project. What should you do in response to the seller's request?


(A) Analyze the requested changes and feed them back through project planning and procurement processes.
(B) Work with your procurement office to obtain new bids from other sellers on the scope of work.
(C) Reject the change request and insist that the seller perform to the contract they signed.
(D) Negotiate a compromise with the seller.

**61. Senior management regularly evaluates project performance to maintain confidence in quality product standards. Which of the following best describes this?**

      **(A) Quality assurance**
      **(B) Quality control**
      **(C) Quality management**
      **(D) Quality planning**

**62. During project execution, a risk occurs and has a greater impact on the project than was anticipated. The best thing to do would be to?**

      **(A) Perform additional risk response planning.**
      **(B) Create a risk transference plan.**
      **(C) Execute the contingency plan.**
      **(D) Create a workaround.**

**63. You have a choice of four ongoing projects that you can take over as project manager. Project 1 has a BCR of 1.4, is a high priority project, and has a critical path length of 16 months. Its CPI is 1.2. Project 2 has a SPI of 1.1, is using three critical resources, has a low priority, and has a BCR of 1.1. Project 3 has a CPI of 1.2, and SPI of .893, a BCR of 1.6, and a critical path length of 19 months. Project 4 has a CPI of .82, a task with 33 days of float, a resource that is hard to get assigned to task L, and a priority of keeping cost low. Based on the above, which project would you prefer to take over?**

      **(A) Project 1**
      **(B) Project 2**
      **(C) Project 3**
      **(D) Project 4**

**64. Which motivational theorist said that people cannot ascend to the next level until the levels below are fulfilled?**

(A) Deming
(B) Maslow
(C) Herzberg
(D) McGregor

65. A project team is trying to decrease risk on the project.  The project sponsor has a good relationship with a seller who is experienced in areas that your company is not experienced in.  The sponsor wants all tasks with a US $50,000 or higher risk to be transferred to the seller.  The project sponsor believes that this will remove their impact from the project.  Why would this not be effective?

(A) The transference of a risk does not remove all impacts of the risk.
(B) The sponsors association with the seller is a conflict of interest for the project.
(C) Working with sellers will add more than the US $50,000 of risk to the project.
(D) You would have to go through the contracting process.

66. During project execution a project team member informs the project manager that based on her observations, the project cannot meet the quality standards set for it.  The project manager meets with all parties concerned to analyze the situation.  In which step of the quality management process is the project manager involved here?

(A) Quality control
(B) Quality planning
(C) Quality analysis
(D) Quality assurance

67. A project manager is working on his first project with outside sellers.  He is familiar with project control systems but not contract control systems.  In explaining how a contract control system differs from a project control system, it is best to point out that a contract control system:

(A) includes procedures.
(B) includes trend analysis.

(C) requires more signoffs.
(D) requires less documentation.

**68. A routine audit of a cost reimbursable contract determines that overcharges are being made to the contract. If the contract does not specify corrective action, the buyer should?**

(A) Continue to make project payments.
(B) Halt payments until the problem is corrected.
(C) Void the contract and start legal action to recover overpayments.
(D) Change the contract to require more frequent audits.

**69. You are negotiating with a seller. Time is of the essence but you have a limited budget, and the seller knows this. What is your best negotiating strategy under these circumstances?**

(A) Focus the negotiation on seller's profit margin in order to decrease the project cost
(B) Negotiate to get the work done even sooner than necessary in order to add a reserve
(C) Negotiate identified risks
(D) Arrange to reschedule the negotiation until you can acquire information that the seller is not aware of

**70. Your contract states that the maximum charge for services from the seller will be US $50,000 per month. However the actual invoices have been US $100,000 for the past three months. Stopping the seller's service will impact the project schedule. Under these circumstances, the best thing to do is to review the:**

(A) scope change control system.
(B) contract change control system.
(C) cost change control system.
(D) performance reporting system.

**71. A seller is giving you so much trouble that your time available allocated to the project has gone from 20% to over 80% for this small piece of the overall project. Most of the seller's deliverables are late and inadequate, and you have little confidence in his company's ability to complete the project. What should you do?**

    **(A) Terminate the seller for convenience and hire another seller**
    **(B) Assign a group within your team to meet with the seller and reassign project work so that the seller has easier work to accomplish**
    **(C) Meet with the seller to discover the cause of the problem**
    **(D) Provide some of your own staff to augment the seller's staff**

**72. While completing work on your contract, the seller is refused access to the facility by your company's security force. If access to the facility is stipulated in the contract, what should the project manager do?**

    **(A) Expect to receive a claim for additional time and cost**
    **(B) Delete the site access from the project**
    **(C) Let the seller work with security to obtain the access**
    **(D) Issue a change order to change the contract**

**73. You are managing a construction project that was contracted on a fixed price plus incentives basis. The additional incentives for completing the project early are very large. A not-for-profit cultural organization in the community has raised some concern that the construction site might overlap with an archeological site. As the project manager, you should?**

    **(A) Stop the project immediately until the site can be validated.**
    **(B) Quickly research the situation, understanding that your organization is accountable for social or economic impacts resulting from a project.**
    **(C) Change the facility design to incorporate the archaeological site.**
    **(D) Contact the city council. It is the responsibility of the city council to monitor social or environmental impacts.**

**74. An advantage of a fixed price contract is:**

(A) there is little risk.
(B) risk is shared by all parties.
(C) cost risk is lower.
(D) cost risk is higher.

**75. You have decided to terminate a contract because you no longer need the work from the seller. What is the best way to communicate this to the seller?**

(A) Send the seller a notification by e-mail.
(B) Call the seller immediately.
(C) Hold an immediate meeting with the seller.
(D) Send the seller a stop work order by overnight mail.

**76. Which of the following best describes the project manager's role during project planning?**

(A) Coordinate the creation of a document that can be used to guide the project.
(B) Following the plan set by management.
(C) Making a list of tasks the team members are required to perform.
(D) Creating a Gantt chart and getting management to approve it.

**77. In which motivation theory do hygiene factors play a part?**

(A) McGregor's
(B) Herzberg's
(C) Maslow's hierarchy
(D) Theory Y

**78. The most likely result of communication blockers is that:**

(A) The project is delayed.
(B) Trust level is enhanced.
(C) Conflict occurs.

**(D) Senior management is displeased.**

**79. A new project manager has just been assigned a project that is in progress and is two weeks behind the scheduled time. Your team members are about to be distributed to another project based on original time estimates provided by the functional manager. What is the FIRST step she should take?**

**(A) She should initially contact the steering committee and begin with a new team.**
**(B) She should first revise the Gantt chart with new timelines.**
**(C) She should check the project plan for contingencies concerning resources and talk to the functional manager.**
**(D) She should first show sympathy with the current team and delay decision making for another week.**

**80. You work in a matrix organization when a team member comes to you to admit he is having trouble with his task. Although not yet in serious trouble, the team member admits he is uncertain of how to perform part of the work on the task. He suggests a training class available next week. Where should the cost of the training come from?**

**(A) The human resource department budget**
**(B) The project budget**
**(C) The team member's functional department budget**
**(D) Switch to a trained resource to avoid the cost**

**81. The need for _____ is one of the major driving forces for communication in a project.**

**(A) Integrity**
**(B) Optimization**
**(C) Differentiation**
**(D) Integration**

**82. Extensive use of which type of communication is most likely to aid in solving**

complex problems?

(A) formal
(B) non-verbal
(C) verbal
(D) written

**83. Management wants to be sure that the project is following defined quality standards. Which of the following would they look at?**

(A) WBS
(B) Risk management plan
(C) Quality audit
(D) Statement of work

**84. During project execution, a project team delivers a project deliverable to the customer. However, the customer neither acknowledges the deliverable nor says if it is acceptable, although an approval is required. What is the best thing to do?**

(A) Document the situation
(B) Call a meeting of the team
(C) Contact management for help
(D) Continue with the project

**85. Scope verification is different than quality assurance in that?**

(A) Scope verification is performed throughout the project and quality assurance is only done during planning.
(B) Quality assurance deals with the quality on the project, while scope verification deals with customer acceptance.
(C) Scope verification is provided to the project management team while quality assurance is provided to the project.
(D) Quality assurance has been considered part of quality planning awhile scope verification has not.

**86. During a team meeting, the team adds a specific area of extra work to the project because they have determined it would benefit the customer.  What is wrong in this situation?**

(A) The team is gold plating.
(B) These efforts shouldn't be done in meetings.
(C) Nothing. This is how to meet or exceed customer expectations
(D) Nothing. The project manager is in control of the situation.

**87. When a project manager is engaged in negotiations, non-verbal communication skills are of:**

(A) Little importance.
(B) Major importance.
(C) Importance only when cost and schedule objectives are involved.
(D) Importance only to ensure you win the negotiation.

**88. You are managing a project with part-time resources in a weak matrix organization.  Several of the team members only attend team meetings and have not completed assignments.  At your next team meeting, the most important agenda item would be:**

(A) team building.
(B) to review the work breakdown structure.
(C) define the impact of the delays.
(D) to review project schedule and assignments.

**89. You are a project manager for a major information systems project when someone from the quality department comes to see you about beginning a quality audit of your project.  The team, already under pressure to complete the project as soon as possible, objects to the audit.  You should explain to the team that the purpose of a quality audit is?**

(A) To identify lessons learned that can improve performance on project.

(B) To check accuracy of costs submitted by the team.
(C) Part of an ISO 9000 investigation.
(D) To check if customer is following its quality process.

90. Team members are arguing about the location of specification limits on a control chart.  The discussion is becoming heated when the project manager walks in and says, _It seems that the real problem here is that we do not have enough information about the customer's specifications. Let's..."  This is an example of?

(A) Problem solving.
(B) Asserting the project manager's authority.
(C) Withdrawal.
(D) Compromising.

91. Which of the following is a clear obstacle to team building in a matrix organization?

(A) Team members are borrowed resources and hard to motivate.
(B) Team organization is technically focused.
(C) Teams are too large and therefore very hard to handle.
(D) Teams are too centralized.

92. You are in the middle of executing a major modification to an existing product when you learn that the resources promised at the beginning of the project are not available.  The best thing to do is?

(A) Explain what will happen if the resources are not made available.
(B) Crash the project.
(C) Show how the resources were originally promised to your project and request that they be moved back to your project.
(D) Re-plan the project without the resources.

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|---|---|---|---|---|---|---|---|
| 1 | C | 26 | A | 51 | B | 76 | A |
| 2 | B | 27 | C | 52 | B | 77 | B |
| 3 | A | 28 | B | 53 | D | 78 | C |
| 4 | A | 29 | B | 54 | A | 79 | C |
| 5 | D | 30 | A | 55 | C | 80 | B |
| 6 | A | 31 | C | 56 | B | 81 | D |
| 7 | A | 32 | B | 57 | D | 82 | D |
| 8 | D | 33 | A | 58 | B | 83 | C |
| 9 | A | 34 | D | 59 | B | 84 | C |
| 10 | B | 35 | C | 60 | A | 85 | B |
| 11 | B | 36 | A | 61 | A | 86 | A |
| 12 | B | 37 | B | 62 | A | 87 | B |
| 13 | C | 38 | A | 63 | A | 88 | D |
| 14 | D | 39 | D | 64 | B | 89 | A |
| 15 | C | 40 | A | 65 | A | 90 | A |
| 16 | A | 41 | D | 66 | D | 91 | A |
| 17 | C | 42 | D | 67 | C | 92 | A |
| 18 | C | 43 | A | 68 | A | | |
| 19 | B | 44 | D | 69 | A | | |
| 20 | C | 45 | C | 70 | B | | |
| 21 | A | 46 | A | 71 | A | | |
| 22 | D | 47 | D | 72 | A | | |
| 23 | A | 48 | D | 73 | B | | |
| 24 | D | 49 | A | 74 | C | | |
| 25 | A | 50 | C | 75 | D | | |