1. Your organization hosts a festival that is a fundraiser for your community. For the past two years, however, this fundraiser has been rained out. You recommend buying weather insurance for your upcoming festival. This is an example of which one of the following?

    A. Transference

    B. Countermeasure

    C. Avoidance

    D. Mitigation

2. You have just learned from a vendor that the materials needed for your project will cost 20 percent more than your budget planned for. Which of the following communications is most appropriate for this change?

    A. Cost variance report

    B. Formal presentation

    C. Memo from the vendor to management

    D. Status meeting with management

3. You are a project manager in the Coil Production Company. Your organization has a balanced-matrix structure. You have been assigned a new project that will create a new coil for manufacturing. Who should charter this project?

    A. You, because you are the project manager

    B. Each project team member's functional manager

    C. The customer that will purchase the new coil

    D. An executive in the organization who has control over all the needed resources that the project will require

4. Stakeholders must be identified as early as possible in the project. Who is responsible for stakeholder identification and determining their requirements?

    A. Project manager

B. Project management team

C. Project champions

D. Project sponsor

5. Stakeholder identification is a process that happens throughout the project, but it is an initiating process. As a project manager, you should recognize that all the following are stakeholders on every project, except for which one?

A. Vendors

B. Project manager

C. Project team

D. Project sponsor

6. You and your project team are completing quantitative risk analysis. Which diagramming technique can help determine the implication of each variable within your project?

A. Alternatives identification

B. Precedence diagramming method

C. Arrow diagramming method

D. Decision tree

7. There are several methods available for conflict resolution. One example, smoothing, helps keep the project moving forward. Which one of the following is an example of smoothing?

A. Experience has the power.

B. Leave the decision until later.

C. Blend all the options together.

D. Really, it's not that big a difference.

8. The authority the project manager can expect to have in a project is dependent on the organizational structure the project manager is operating within. Which individual has the power in a functional organization to approve the project plan?

    A. The customer

    B. The project manager

    C. The program manager

    D. The functional manager

9. Constraints and assumptions can affect the project manager's ability to plan and manage the project. All constraints and assumptions should be documented. All of the following are assumptions, except for which one?

    A. There is a 10 percent allowance of time for travel delays.

    B. The weather will be acceptable for construction during the summer months.

    C. The project team will work on the project Monday through Friday only.

    D. The project must be completed by December 31.

10. Control quality is an inspection-driven process that examines the work to ensure that quality exists in the product. Which control quality chart shows frequency of errors?

    A. Control chart

    B. Pareto chart

    C. Gantt chart

    D. Flowchart

11. Risk management planning is an important component of any project. Jennifer, the project manager of the HBJ Project, is working with her project team to define the components of the risk management plan. Which one of the following is not part of the risk management plan?

    A. Risk register

    B. Risk management methodology

C. Funding

D. Risk categories

12. You are a project manager for your organization. You have hired seven contractors from the All Star Consulting Group to serve six months on your project. You are currently in month two and do not need three of the programmers for the remainder of the project. Which document will determine how the contractors may be removed from the project?

    A. The contract between your organization and the All Star Consulting Group

    B. The staffing management plan

    C. The scope management plan

    D. The schedule management plan

13. You are the project manager of an agile project. Mary demands that you cut all of the quality testing and get the project finished. How is quality managed in agile project?

    A. Agile does not utilize quality assurance type programs.

    B. Agile utilizes whatever quality policy the organization or project manager implements.

    C. Agile requires strict quality control mechanisms and processes.

    D. Agile uses quality and review steps throughout the project, rather than only near the project's end date.

14. Marcy is the project manager of the HOP software installation project. This project requires the project team, comprising 30 people, to travel around the world and install a new piece of software in more than 3,000 hospitals. Marcy has not included any travel delays for the project team in her scheduling. This is an example of which one of the following?

    A. Planning variance

    B. Poor communications

    C. Constraint

D. Assumption

15. You are the project manager of the GHU Project and you're working with your project team to define the critical path. One of your stakeholders, Alice, doesn't understand what the critical path is. All of the following statements about the critical path are incorrect, except which one?

    A. The critical path is the path with the most activities.

    B. The critical path is the path with zero float.

    C. The critical path is the path with zero lag.

    D. The critical path is the path with critical activities.

16. Your project is due in three months, and you do not have enough project team members available to complete the work. You are considering requiring the project team members to work overtime so that the project will finish on time. Overworking the project team may result in all of the following, except for which one?

    A. Decline in team morale

    B. Unacceptable work

    C. A decrease in the project team's willingness to work

    D. An increase in quality expectations

17. Mary is the project manager of the NHQ Project for her organization. This project must be completed in six months and has a cost of $650,000. Mary wants to review a similar project she completed last month to see if the cost and schedule are feasible for the current project. Which estimating technique compares a current project's work to a that of completed project?

    A. Expert judgment

    B. Analogous

    C. Bottom-up

    D. Parametric

18. You are managing a project that is running late. In an effort to complete the project on time, you change the relationship of several activities from finish-to-start to start-to-start. This is an example of which one of the following?

    A. Fast-tracking

    B. Crashing

    C. Expert judgment

    D. Rolling wave planning

19. Management has asked you to create a diagram for your project to examine the feasibility of the anticipated project costs. Which risk-diagramming technique can help predict project cost based on probability and cost of risk?

    A. Pareto chart

    B. Cost simulation

    C. Decision tree

    D. Ishikawa diagram

20. You are the project manager of a project to create a new database for your company. A key stakeholder has demanded a change to your project that will cost nearly $85,000 to implement. All of the following must be examined in order for the scope to be changed, except for which one?

    A. Schedule

    B. Project costs

    C. Project charter

    D. Risk

21. You are the project manager for your organization. Virginia is a project team member on your project, and she is consistently late with her assignments. Although Virginia is late, her work is always excellent. Which one of the following is not a corrective action you should take?

    A. Remove Virginia from the project team.

B. Assign other project team members to help Virginia complete her work on time.

C. Determine why Virginia's work is late.

D. Assign Virginia to noncritical activities.

22. You are the project manager of the JUH Project for your company and you're working with the project team to create the work breakdown structure (WBS). The creation of the WBS includes all of the following activities, except for which one?

A. Developing and assigning the code of accounts

B. Determining the risk components within the WBS

C. Determining all of the project deliverables

D. Creating the structure of the WBS

23. You are the project manager of a construction project. Your project team reports that all of the assigned work is complete, so the project is done. You complete a control quality audit and discover that many things in the project are not to quality standards as defined in the project plan. What must happen next?

A. Discipline the project team for the failed project.

B. The project team must correct the work so that it is in scope.

C. The project team must complete scope validation.

D. Create a change request to hire new workers to complete the work.

24. You are the project manager of the GIO Project for your company, and you're in the process of planning quality. In this agile project, how will you assign resources to project activities?

A. Utilize a RACI matrix

B. Utilize a Kanban board

C. Utilize roles and responsibilities RAM charts

D. Utilize self-organizing teams

25. You are a project manager for a company that completes projects for other organizations. Your current customer has hired your company to create a prototype model airplane. Another company, which happens to be your customer's competition, has asked your company to create a prototype model airplane for them. What should you do?

    A. Refuse the new assignment and refuse to tell the client why you cannot accept.

    B. Accept the new assignment if the new customer's company has a nondisclosure agreement with you and there is not a noncompete clause in your current contracts.

    C. Accept the new assignment, with a fee for the time already invested in the existing project.

    D. Take the new assignment because this is the type of work your company does.

26. You are a project manager operating in a projectized organization with a project management office (PMO). John, a project team member, is no longer needed on your project. How can you remove John from the project team?

    A. John cannot leave the project because a PMO requires that project team members stay on the project until it is completed.

    B. John cannot leave the project because a project-centric team is on the project full time through project completion.

    C. You should meet with the PMO to determine how John may be removed from the project.

    D. The project team may elect to remove John from the project.

27. You are managing a project to install a new point-of-sale system at more than 10,000 retail stores throughout the country. Sometimes, team members may alter the installation of the software, the placement of the cash registers, or other components from what the project plan calls for. You would like a way to ensure that the actual installation in the field matches the plans and blueprints in the office. What is this process called?

A. Change assessment

B. Project management planning

C. Scope validation

D. Configuration management

28. John is the project manager of the Calendaring Project for his company. This project will affect all users in the organization, and John wants to be certain to engage stakeholders consistently. He's working with the project team to identify methods of engaging stakeholders for communications. The team recommends a web site with news, weekly e-mails, and forums for users of the new software to ask questions. What process is John leading in this scenario?

    A. Informing others about project management processes

    B. Communication identification

    C. Interactive communications

    D. Planning stakeholder engagement

29. Your project team is executing the project plan, which includes creating several concrete slabs. The concrete is taking longer than planned to dry. You have 14 more slabs of concrete to create in this project, and you expect that each concrete-related activity will take longer than what was planned. The concrete activities are mandatory dependencies to other project activities. Which one of the following is an acceptable solution for this problem without changing the project end date?

    A. Add lead to the concrete-related activities.

    B. Add lag to the concrete-related activities.

    C. Change the predecessor and successor activities so that the concrete will dry faster than current conditions are allowing.

    D. Examine the network diagram to determine whether the relationships between activities can be changed.

30. You are the project manager of a new project. The project sponsor thinks that there may be unidentified risks. He would like you and the project team to do more risk assessment. Which one of the following is not an input to the risk identification process?

    A. Pareto charts

    B. Organizational process assets

    C. Risk management plan

    D. Project scope baseline

31. You are the project manager of the Jensen Update Project and you're using earned value management as part of project performance monitoring. You recently ran a report of the project status and have learned that the project's cost performance index (CPI) is at .90. A project that has a CPI of .90 means what?

    A. The project has to spend one dollar for every 90 cents of work it receives.

    B. The project is late.

    C. The project is 90 percent complete.

    D. The project is making money.

32. You are planning your project schedule and need to know when certain team members will be unavailable. Which calendar will help?

    A. Project calendar

    B. Resource calendar

    C. Project team calendar

    D. Resource management calendar

33. For a project to be successful, the project manager must use management skills and interpersonal skills. One of the interpersonal skills is leadership and motivation, especially with regard to the project team. All of the following are examples of teamwork, except for which one?

    A. Sharing resources

B. Communicating in only one direct method

C. Assisting one another when workloads are unbalanced

D. Sharing information

34. You are the project manager for a construction project. One of the identified risks within the project has a 20 percent chance of happening. If the risk occurs, it will cost your project an additional $350,000. What is the contingency amount you'll need for this risk event?

A. $150,000

B. $30,000

C. $70,000

D. Zero; the risk contingency is not needed until the risk event occurs

35. Management would like every computer in the company to run the same operating system. As it is now, IT support must manage eight different operating systems. What must first be established before the project can begin?

A. Control quality mechanisms

B. Project charter

C. A plan to inventory all of the current hardware to determine which operating system the project should install

D. Identification of what software is needed on each computer

36. June is the project manager for her organization. She is trying to determine which resources are the most appropriate for each of the project activities. She is considering cost, availability, and resource experience. This is an example of what?

A. Project role assignment

B. Project resource management

C. Fulfillment of staff acquisitions

D. Development of the project team

37. You and your project team are planning integrated change control for your project. All of the following should be considered, except for which one?

    A. Methods to identify that a change has occurred

    B. A method for documenting the impact of requested changes

    C. How change requests are reviewed and approved or declined

    D. A method to track team personnel hours incurred

38. Beth is the project manager of the OOL Project for her company. This project has a smaller project scope than projects Beth has managed in the past, but she still insists on creating a work breakdown structure (WBS). Why should every project have a WBS?

    A. The WBS visualizes the project.

    B. The WBS organizes and defines the project scope.

    C. The WBS identifies areas of the project that require additional planning.

    D. The WBS identifies the project.

39. Your project is to repair a sports arena in your city. The project must be completed by October 1 or your company will have to pay a fine of $15,000 each day past the deadline. This is an example of which one of the following?

    A. Cost constraint

    B. Schedule constraint

    C. Assumption

    D. Critical chain method planning

40. Alice is the project manager for her organization and she's leading a software development project. She has just reached the end of the first phase of her project. What may happen at the end of each project phase?

    A. Murder board review

    B. Phased gate estimating

    C. Project team reviews

D. Lessons learned updates

41. You are working with the project customer to define the project scope for an agile project. Which statement best describes scope definition in an agile project?

A. The project scope is fully defined at the beginning of an agile project with the understanding the scope changes are likely to happen.

B. The project scope is lightly defined at the beginning of an agile project, but changes must follow the project's change control plan.

C. The project scope is not clearly defined at the beginning of an agile project with the understanding that scope will evolve during the project.

D. The project scope is not clearly defined at the beginning of an agile project but is defined by the second iteration.

42. Management would like you, the project manager, to create a resource histogram. What is the purpose of a resource histogram?

A. A resource histogram is a bar chart that illustrates which resources are assigned to which activities.

B. A resource histogram is a bar chart that shows the utilization of resources within a given time frame.

C. A resource histogram is a bar chart that shows activities and their time frame against a calendar.

D. A resource histogram is a bar chart that shows which resources are slipping on their project assignments.

43. You are the project manager of the Lighting Fixture Upgrade Project. You must change all of the lighting fixtures within your building within six weeks. Currently, with four project team members assigned to the activity, the work will take 2,400 hours of labor. You know that by adding four additional project team members to the work, the task won't necessarily be reduced to 1,200 hours. This is because of which one of the following?

A. Law of Diminishing Returns

B. Herzberg's Theory of Motivation

C. Ouchi's Theory Z

D. Parkinson's Law

44. As a project manager, you have to use both interpersonal skills and management skills to keep the project moving forward toward its conclusion. One important skill is conflict resolution, because conflict is a natural part of most projects. All of the following are common sources of conflict within a project, except for which one?

A. Schedule

B. Project priorities

C. Quality

D. Personality conflicts

45. You are the project manager of the BHQ Project for your company and you're using earned value management as part of your performance tracking. Your project has a schedule performance index (SPI) of .89. What does this mean?

A. Your project is 89 percent complete.

B. Your project is losing money.

C. Your project is ahead of schedule.

D. Your project is behind schedule.

46. You and the project team have created the work breakdown structure (WBS). Many of the elements in the WBS cannot be completely defined. This is because the results of early project work will determine the outcome of future deliverables. What approach can you and the project team take in this scenario?

A. Decompose all of the project scope before the project work can begin.

B. Utilize rolling wave planning.

C. Decompose the packages as far as you can, and hope that risks do not affect the project outcome.

D. Seek special permission from the project sponsor to begin the project work even though the WBS is not complete.

47. Stakeholders have always been able to influence a project's deliverable the most in which project process group?

A. Execution

B. Controlling

C. Closing

D. Planning

48. Michelle is managing a project to create a web interface that will permit customers to purchase items from an online catalog. She needs to determine whether she should build a portion of the software or buy it. If she has the project team build the software, it will cost $285,000 to create it and $8,000 per month to maintain it. If a vendor builds the software, it will cost $167,000 to purchase but will require a monthly fee of $11,200 to maintain. What should Michelle do?

A. She should buy the software.

B. She should build the software.

C. She should build the software if it will be used more than 37 months.

D. She should buy the software if it will be used more than 37 months.

49. You are the project manager of a project to build a large bridge over a swamp. Which one of the following groups can be viewed as a negative stakeholder?

A. The change control board for your project, as they do not want changes to the project scope

B. The city council, because they believe that the bridge will help develop the local economy

C. An environmental group that is opposed to the bridge over the swamp

D. The taxpayers who will pay for the creation of the bridge

50. Resource planning is an important process in any project. Resource planning helps the project manager determine scheduling and costs within a project. All of the following are resources, except for which one?

    A. Cement, wood planks, and paint

    B. Time

    C. Project team members

    D. Backhoes and equipment

51. You are planning for purchases and acquisitions and would like to create a screening system to help you select among qualified vendors. Which one of the following is an example of a screening system?

    A. Third-party estimate

    B. Organization breakdown structure

    C. Requirement for the seller to have a mechanical engineer on staff

    D. Weighted model

52. You are the project manager of a new agile project. You are working with the product owner, the key stakeholders, and the project team to define the project requirements. In an agile project, where are the requirements kept?

    A. Requirements management plan

    B. Backlog

    C. Scope statement

    D. WBS

53. Sarah is the project manager for her company. She is working with the project team to determine what resources are available and when they can be utilized in the project. This is called what?

    A. Resource acquisition

    B. Resource procurement

C. Resource planning

D. Resource selection

54. You are a project manager operating in a strong matrix structure. You and your project team have just created the schedule for the project. One of the functional managers disagrees with your schedule, because he will be on vacation during the week his employees on your project are needed. Which individual has the power in a strong matrix organization?

A. The project manager

B. The customer

C. The functional manager

D. The program manager

55. A project is forming to create a new office building in Tampa, Florida. The project can be completed within one year if the expected resources are available. Management requires the in-house architectural team on this project. You believe, however, that the architectural team members already have too much work assigned to them and won't be able to contribute as needed. What should you develop to combat this threat?

A. A procurement management plan

B. A RACI chart

C. A team development plan

D. A resource-limited schedule

56. What is a risk trigger?

A risk that causes a residual risk

A sign or symptom that risks have occurred or are about to occur

A plan to respond to risk events

A risk that causes a secondary risk

57. Kelly is the project manager for her organization and she has a very hands-on approach to managing the project team. She doesn't accept excuses, demands the project team do the work as planned, and is not open to anyone's ideas on the project. Jennifer, her manager, advises Kelly to work more with the team and to develop the team into a tighter, self-led group of people. Why should the project manager work to develop the project team?

    A. To improve the skills of team members and increase their ability to complete the project activities.

    B. The project manager should not work for team development. It is a natural process that will occur of its own accord.

    C. To increase project communications.

    D. To increase the likelihood of the project being profitable.

58. Your agile project is moving forward. The director of sales, however, comes to you and demands changes to the scope statement. She insists that these changes will improve the finished product. What should you do?

    A. Tell her that the scope cannot be improved unless she provides hard metrics on why the change is needed.

    B. Tell her that the requirements should be added to the product backlog and they'll be prioritized before the next iteration.

    C. Tell her that the scope cannot be improved unless she wants to pay for the product changes.

    D. Tell her that the scope cannot be changed because the project is already being executed.

59. You are a project manager for your organization. One of the managers is refusing to allow her employees to spend time on your project. Which one of the following is likely to be missing from your project in this instance?

    A. Project manager

    B. Risk management plan

C. Project scope

D. Project charter

60. You have just completed the final report for your project. Why should this report be archived?

A. In case the customer has a change to the project scope

B. In case the organization needs to update the project's product

C. In case the project's finances are ever called into question

D. In case future project teams need the project's information to help them complete their project

61. You are the project manager for your organization. Henry is also a project manager in your organization. You and Henry both need Susan and her expertise on your project. You feel that if you cannot have Susan, then your project will be seriously delayed. This is an example of which one of the following?

A. Conflict management

B. Resource pool availability

C. Resource constraint

D. Ivory tower

62. Mark, a project team member, is consistently completing his project work with errors. You, the project manager, must stop this and ensure that this doesn't happen again. What is the best course of action?

A. Implement corrective actions

B. Update the quality management plan

C. Adjust the quality baseline

D. Discipline the project team member

63. Team development is an important part of all projects. The project team will complete the project work, and you'll rely on the project team to report accurate information and

complete their assignments with quality. Which one of the following is an example of team development?

A. Ad hoc meetings

B. Video conferences

C. Daily e-mail

D. Off-site activities

64. You are a project manager for your organization. Your current project is 35 percent complete; however, it is supposed to be 50 percent complete by now. Your budget for this project is $275,000, and you have already spent $120,000. What is your cost performance index?

A. 80

B. $96,250

C. .80

D. $23,750

65. A risk that has been identified has changed. You have discovered that its impact on the project will be greater than what was originally planned for. Which plan should be updated?

A. Risk management plan

B. Scope management plan

C. Risk response plan

D. Procurement management plan

66. Fran has just been fired as the project manager of her project. You have been selected to take over Fran's project. She has kept poor records, the project schedule is assumed to be late, and she is considerably over budget. What should you do to get this project back on schedule and budget, considering the current circumstances?

A. Create a new project plan

B. Rebaseline the project

C. Scrap the project and start over

D. Create a new scope

67. Your project has been cancelled six months into its duration. Which of the following statements best describes scope validation?

A. Scope validation should be deemed successful because management cancelled the project due to circumstances out of your control.

B. Scope validation is not needed unless the project is more than 50 percent complete.

C. Scope validation is not needed because the scope was never fulfilled.

D. Scope validation should be measured against the deliverables that were created to the point of the project cancellation.

68. Natalie is the project manager of the TBF Project for her company. She has created a newsletter for her project for all of the stakeholders. The newsletter contains information about the project performance, highlights from the project team accomplishments, and news about upcoming activities in the project. What type of communication is this?

A. Interactive

B. Project marketing

C. Push

D. Pull

69. Your project team has identified several serious risks within your project. Not all of these risks have happened, and they are no longer threats. What should you do in regard to the risks that did not happen?

A. Commend the project team for preventing the risks.

B. Admonish the project team for identifying risks that did not happen.

C. Update the risk register.

D. Release the monies for the contingency funds for the identified risks.

70. Maria is demanding immediate changes to a piece of software that your project team is creating. You, the project manager, tell Maria that she must follow the change control processes in order to have the changes considered. Maria demands to know where these processes are documented. Where can Maria find information on the change control processes?

    A. Change control board

    B. Organizational assets

    C. Change management plan

    D. Project charter

71. You are the project manager of a high-profile project within your community. You believe that your project's biggest weakness is communications, and if it doesn't improve, your project may suffer. Which one of the following is the best method for improving this weakness among your project team?

    A. Assign a team member for all communication demands.

    B. Transfer the risks to a third party.

    C. Communicate with all of the stakeholders on a daily basis.

    D. Enroll the project team in a seminar on communications.

72. You are a project manager for the BHG Corporation and are helping management choose a project. You are presented with the following information: Project XWA has a net present value of $35,000 and will take five years to complete. Project Machine Y has a net present value of $55,000 and will take two years to complete. Project Warehouse has a net present value of $23,500 and will take six years to complete. Which project should your company choose to complete?

    A. Project XWA.

    B. Project Machine Y.

    C. Project Warehouse.

D. All projects have equal value, so any project is applicable.

73. You are a project manager for your organization. Robert, the manager of the structural engineering department, is refusing to allow his resources to participate on your project. You desperately need Robert's structural engineers. What is likely missing from your project?

A. A staffing management plan

B. A project sponsor

C. A project charter

D. Job descriptions for the structural engineers in Robert's department

74. Marsha is managing a predictive project that was slated to last one year. The project is now entering its third year. Changes have flooded the project, and the project team is frustrated. Of the following, which statement is most applicable to this situation?

A. The project scope has not been properly created.

B. The project should be cancelled.

C. The project team must prevent any changes from entering the project.

D. The project charter was not properly created.

75. You have been assigned a new agile project that will include stakeholders from within your company, the community, and several vendors. You'll need to coordinate all of the communications among these stakeholders and keep them engaged in the project. In this new project, how will you best address communication demands?

A. Agile projects don't communicate with stakeholders until the final iteration.

B. Agile projects use a single point of contact with the project manager to communicate all information to all stakeholders.

C. In an agile project, project information is shared with transparency, and regular stakeholder reviews are held to promote project communication.

D. Agile projects disperse project information through Kanban boards.

76. Jon is the project manager for the KT Project for his organization. The project will last 18 months and has a budget of $576,900. The project team consists of in-house employees and some contractors. Management has asked Jon to track the progress of the project and report the progress each week. Which of the following can best be used to determine the true progress of a project?

    A. Variance reports

    B. Baselines

    C. Proposed change requests to the project scope

    D. Stakeholder analysis

77. You are a project manager in a matrix-structured organization. You will be using resources from all departments within your organization. Functional managers need to know when you will be utilizing their staff members so that they can plan accordingly. Which document describes how and when a project team member will be brought on to and released from the project team?

    A. Resource management plan

    B. Human resources management plan

    C. Resource calendar

    D. Project calendar

78. You are trying to decide whether you should purchase a piece of software or have your project team create the software for you. Which process set would you use to complete a make-or-buy analysis?

    A. Planning the project scope

    B. Initiating the project

    C. Closing a project phase

    D. Planning procurement management

79. You are the project manager of the Pi Project for your organization. Management has stressed several components of the project that will obviously represent risk, and they'd

like you to diagram the risks throughout the project as part of your performance reporting. All of the following are diagrams that can be used with risk management, except for which one?

A. Network diagram

B. Influence diagram

C. Cause-and-effect diagram

D. Process flowchart

80. Jacob is the project manager of the Manufacturing Project. This project will create a new facility for the Smith Manufacturing Group—an external client. Jacob and his project team have gathered the project requirements, created the project scope, and gotten their work breakdown structure (WBS) approved by their client. As they are beginning the creation of the activity list, Henry Smith, president of the Smith Manufacturing Group, demands that a large loading dock be added to the project scope. This change will cost $290,000 and take at least two additional months. What must happen next?

A. The project budget must be adjusted.

B. The project scope must be revised.

C. The change will be added as another project.

D. Nothing—the project scope cannot be changed.

81. Marty is a new project manager and has no training. His organization cannot afford to send Marty to project management training. Which one of the following is not an appropriate method Marty can use to contribute to his personal competence?

A. Read past project files.

B. Nothing. Marty cannot improve his personal competence without additional training.

C. Browse free project management web sites.

D. Shadow successful project managers.

82. What is the best thing you should do if your project is taking too long to complete?

    A. Fast-track the project.

    B. Add lead time.

    C. Add unused but qualified resources to the critical path.

    D. Add lag time.

83. Bobbi is the project manager of the POQ Project for her company in a PMO environment. This project is to customize a piece of software, install the software throughout the organization, train the staff on the new software, and write help documentation on the software. Bobbi is currently working on the project plan for this project. Which of the following statements about the project plan is true?

    A. A project plan cannot be changed during project execution.

    B. Bobbi the project manager will have the plan approved by management.

    C. Customers almost always approve the project plan for the organization.

    D. A project plan is not needed for all predictive projects.

A project manager has been assigned a new project with a predetermined budget of $430,000. This is an example of which one of the following?

A. Constraint
B. Poor management
C. Assumption
D. Cost obligation

84. Your company has a policy against accepting gifts that are worth more than $50 from vendors. A vendor on your current project has invited you to a resort in New York City for a free class on his new product. You have not yet decided to use the product for your current project, but you might. The invitation includes tickets to a Broadway theater show, a tour of New York, and a helicopter ride around Manhattan. The vendor informs you that because you have been such a good customer, he will waive the fee for the course and will pay for your travel expenses. You decide to go. Which one of the following best describes this scenario?

A. You have not violated your company policy because it is an educational opportunity to learn about a product your company will be using.

B. You have violated your company policy because the class, travel expenses, tickets, New York City tour, and helicopter ride are all gifts.

C. You have not violated your company policy because there is no tangible gift received from the vendor.

D. You have violated your company policy, not because of the class, but because of the theater tickets.

85. Your project will utilize many different disciplines. Your project team has identified risks that will span the entire project, disciplines, and sites. What is the best approach to manage these risks?

A. Complete risk transference.

B. Create risk owners for each identified risk.

C. Create a risk breakdown structure.

D. Create a risk register.

86. You are the project manager of a new home construction project. You have included in your planning opportunities for control quality activity and scope validation activities. Bethanna, your client, doesn't understand the difference between the two activities. What is the difference between control quality and scope validation?

A. Control quality is done by the customer.

B. Scope validation is done by the project team.

C. Both are inspection driven, but the project manager facilitates control quality, and the project team does scope validation.

D. Both are inspection driven, but the project manager facilitates control quality without the customer, and then does scope validation with the customer.

87. You are the project manager for your organization and you're speaking with the program manager about your project. The program manager tells you to focus on the

project work and keep your budget under control. The program manager tells you that working capital may be an issue in the coming months. Working capital is defined as which one of the following?

A. Funds available to invest in a new project

B. Funds that are "working" for an organization

C. Funds that would have been earned if the project budget were invested in a savings account rather than in the project work

D. Funds the project will generate before project closure

88. The organization structure you operate within can affect the amount of power you have. For example, who would approve the project plan in a weak matrix?

A. Project customer

B. Functional managers

C. Project manager

D. Project team members

89. Beth is the project manager of the NHQ Project for her company and she has learned that several of the project team members do not know how to use the reporting software the project uses. Beth decides that a training class is in order for the project team to ensure that everyone can use the software correctly in the project. The training class is an example of what?

A. Teaching others about project management processes

B. Risk mitigation

C. Stakeholder engagement

D. Team development

90. You are the project manager for your company and have invited the key stakeholders to participate in your project planning sessions. Sam wants to know why you have included these stakeholders in these planning sessions. What is the best response?

A. The project stakeholders are usually the individuals who are paying for the project work, so they should be in the planning sessions.

B. You know that the stakeholders may not attend, but you've covered liabilities by inviting them.

C. The stakeholders have skills and knowledge that can be leveraged in developing the project plan.

D. Key stakeholders are required to attend the project planning sessions because they can correct any oversights or inaccuracies the project manager or the project team may have missed in the project scope.

91. Marcy is managing a project for her company. Her project's budget is $250,000. She has calculated the cost of performance index (CPI) to be .91 and her costs are $175,000. What is Marcy's estimate at completion (EAC)?

A. $115,750

B. $275,000

C. $265,000

D. $250,000

92. Management and the labor union are discussing the hours your project team members should work on the project. When team members are restricted to working only certain days or hours, this is known as what?

A. Contractual agreements

B. Time and materials

C. Collective bargaining agreement

D. Constraint

93. You are the project manager for your organization, and management has told you that starting next quarter, you'll be using ISO 9000 in all projects. What is ISO 9000?

A. A quality management system

B. A control quality system

C. A management process to implement quality

D. A system that ensures an organization follows the same repeatable processes to reach the same repeatable results

94. Thomas is the project manager for his company and he's completing a project. The project has finished on schedule and on budget. Management insists that Thomas should complete the lessons learned even though the project was successful. Why should lessons learned documentation be completed?

A. It keeps the project manager focused on the project work.

B. It makes the project manager and project team accountable for the work they have completed on the project.

C. It enables other project managers to learn from this project.

D. It ensures that all of the project work is complete.

95. Examine the following terms. Which term is not related to control quality?

A. Cost-benefit analysis

B. Design of experiments

C. Flowcharting

D. Herzberg's Theory of Motivation

96. You are the project manager of a construction project. Your project must adhere to the government-mandated OSHA rules. What are these rules for your project? (Choose one best answer.)

A. Constraints

B. Assumptions

C. Standards

D. Regulations

97. You are the project manager of the JKG Project. You have determined that the project team needs additional training to complete the project work. The additional training is which type of cost?

A. Indirect cost

B. Direct cost

C. Fixed cost

D. Variable cost

98. You are the project manager of a large construction project. In this project, you'll be working with several vendors for the plumbing, electrical, and low wattage installation of components. Changes may happen within the project, and you need to plan accordingly. What document dictates how a vendor on a project will conform to project change requests?

A. Scope document

B. Change control documentation

C. Contract

D. Project scope management plan

99. You are a project manager for a company that completes work for other organizations. Company policy states that employees may not accept a gift valued at more than $100. A recent project that you managed was successful and will save the customer $500,000 per year. The customer is ecstatic about the job you and your project team did for him and wants to reward you. The customer knows about your company's policy but wants to show his appreciation anyhow. In a lunch meeting with your customer, you are presented with a check for $25,000. The customer says that he won't tell anyone about the check and that no one at your company will know about the check if you don't say anything. What should you do?

A. Accept the check and don't tell your company. You have saved the customer a significant amount of money, and he wants you to have a reward.

B. Donate the check to your favorite charity.

C. Accept the check and divide it among your project team.

D. Politely decline the check because of your company's policy.

100. It's important for a project manager to understand how the components the project creates will be folded into operations. The operational transfer plan will define how the project's deliverables will move from the project into operations. Operational definitions, however, may describe part of the project scope. Which one of the following is an operational definition?

A. All sales representatives will receive training on working with customers.

B. All managers will complete a review of the project manager's team.

C. All call center employees must answer the phone within three rings.

D. All human resource managers must evaluate the project managers.

101. You have created the project scope and now need to subdivide it into smaller components. This is called what?

A. Work breakdown structure (WBS) creation

B. Decomposition

C. Progressive elaboration

D. Work packages

102. You are launching the Ogden Office Complex Project, which is similar to the Royal Office Complex Project you managed last year. Which one of the following can best help you to streamline the planning for the Ogden Office Complex Project?

A. Visiting the Royal Office Complex Project and inspecting the final deliverable of the project

B. Relying on the Royal Office Complex Project's risk matrix

C. Using the Royal Office Complex Project's accounting system for your current project

D. Using the Royal Office Complex Project's work breakdown structure (WBS) as a template for the Ogden Office Complex Project

103. You are the project manager for your organization. The Manufacturing Upgrade Project, which you have been working on for the last seven weeks, has some specific constraints: The project must not exceed $575,000, must be done within one year, and must not use any vendors to complete the project work. In addition, this project must not exceed its budget by more than 1 percent, or management will deem the project a failure. If the project fails, you and the project team will not receive any bonuses for your work. Changes to your project have caused the project costs to increase slightly, and the project schedule has increased by two weeks. Of the following, which control mechanism is of most importance in this project?

    A. Project schedule control

    B. Project cost control

    C. Project control quality

    D. Scope change control

104. As a project manager, you should be familiar with the project initiation processes and activities that help get a project started. Which one of the following is true?

    A. The project sponsor assigns the project team members to specific project activities.

    B. The project sponsor allows the project manager to make all decisions in a functional environment.

    C. The project sponsor ensures that the project manager has the necessary resources to complete the project.

    D. The project sponsor manages the project with the project manager.

105. Jim has asked a project manager to explain control quality to him. Which one of the following statements is true about the control quality process?

    A. Control quality is ensuring that the project team follows the project plan.

    B. Control quality is concerned with the correctness of the work.

    C. Control quality focuses on acceptance of the work.

D. Control quality is an organization-wide program, such as Six Sigma.

106. Marty is the project manager of the Macro Development Project. Several scope changes have been approved that will dramatically increase the time and cost needed to complete the project. What must be updated as a result of these scope changes?

A. WBS dictionary

B. Contractual agreements

C. Project team

D. Project charter

107. You are currently managing the FOX Project for your organization. You have several project team members. Sandy is excited about the project work and will work overtime when it is needed. Karen always works overtime, although she says that she does not like to. Your customers like Sam, and he'll work overtime if it's absolutely necessary. Johnny completes the project requirements. Who is the best project team member?

A. Sam

B. Karen

C. Sandy

D. Johnny

108. You are a project manager for your organization. Your current project is 35 percent complete, although it is supposed to be 50 percent complete by now. Your budget for this project is $275,000, and you have already spent $120,000. What is your planned value?

A. $120,000

B. $23,750

C. $137,500

D. $96,250

109. You have just completed a seven-month project, and management wants to know how much you spent on the project. What is likely to happen next?

A. A procurement audit

B. A quality audit

C. An audit of the project scope

D. A labor audit

110. You are the project manager for a project to create a complex database for your company's web site. Bob, the functional manager of Scott, tells you that Scott likely won't be available on the next portion of your project. You must have Scott on the next project phase, or your project may fail. Scott's availability is which one of the following in this instance?

A. Liability

B. Constraint

C. Critical path member

D. Resource

111. You are the project manager of the HJN Project for your company, and you're working with the project team to define the control risk process. Which one of the following is not needed for control risks?

A. Work breakdown structure

B. Project management plan

C. Work performance data

D. Risk register

112. The largest portion of a project's budget is spent during which one of the following project management process groups?

A. Initiating

B. Planning

C. Executing

D. Controlling

113. You have created a prototype of a product for your organization as the result of your project. This product must exist, or your company may go out of business. Because of errors, the prototype is rejected. What is the likely outcome of this scenario?

    A. The project team must correct the problem.

    B. A change request must be immediately created to change the product design so that it matches what you and your team have created.

    C. The prototype is discarded, and the scope is re-created.

    D. The project is deemed a failure and is cancelled.

114. You are a project manager for your organization. Your current project is 35 percent complete, although it is supposed to be 50 percent complete by now. Your budget for this project is $275,000, and you have already spent $120,000. What is your schedule performance index value?

    A. .07

    B. .70

    C. C. 80

    D. D. 0.8

115. Every project needs both manage quality and control quality. Manage quality is defined by which one of the following?

    A. The results of the project work are inspected. If the results do not conform to the expected level of quality, rework is required.

    B. The overall performance is evaluated to ensure that the project meets the relevant quality standards.

    C. The customer inspects the project deliverables and may accept them if the quality is as promised in the project scope or contract.

    D. It is regulated by the International Organization for Standardization (ISO).

116. You need a method that defines which team members contribute to which project activities. Which of the following is the best choice for this scenario?

A. Create a work breakdown structure (WBS).

B. Create a network diagram.

C. Hold a meeting with the functional managers.

D. Create a RACI chart.

117. You are a project manager for your organization. Your current project is 35 percent complete, although it is supposed to be 50 percent complete by now. Your budget for this project is $275,000, and you have already spent $120,000. What is your earned value?

A. $96,250

B. $137,500

C. $23,750

D. $120,000

118. Complete this sentence: The purpose of a project charter is to _____.

A. Identify the project manager

B. Identify the project scope

C. Determine the project need

D. Authorize the project

119. Change happens in agile projects and project teams often discover there is a difference between the real business requirements and the initial business requirements. What method can the project team use in an agile environment to establish the actual needed requirements for the project?

A. Quality management plan

B. Project management planning workshops

C. Prototypes

D. Test cases

120. Your organization is in business to make a profit. You know that management must choose projects that will be the most profitable for the company. This approach to project selection is based on which one of the following?

A. Dynamic algorithms

B. Opportunity cost

C. Economic model

D. Pareto charting

121. Ken is the project manager of a construction project that will use a new material the team has not worked with before. Ken is worried that the team's lack of knowledge about the new material and installation of the material could affect their safety. Ken decides training is needed for the team to ensure their safety with the new materials and installation process. The cost of safety training is known as what?

A. Cost of conformance to quality

B. Direct cost

C. Cost of doing business

D. Cost of nonconformance to quality

122. Yolanda has just completed a project for another organization. Her customer is thrilled with the project deliverables and is considering hiring Yolanda's company to complete another project similar to the recently completed one. Yolanda's company has no formal archival process. What should Yolanda do with the current project documentation?

A. Yolanda should destroy the records so that other organizations do not have access to the information she has created.

B. Nothing—her organization does not require formal archiving of the project information.

C. Yolanda should archive the information at the customer's site.

D. Yolanda should archive the information.

123. Earned value management shows project performance. If you were managing a project using earned value management, which of the following signals the largest problem on a project?

    A. A cost of performance index of 1

    B. A cost of performance index of .90

    C. A schedule performance index of .99

    D. A BAC of $125,000

124. You are the project manager of the NHQ Project. Your project has ended and the stakeholders have accepted the project deliverables. What should you do with the lessons learned documentation for the project?

    A. Archive the lessons learned with the project documents.

    B. They can be dismissed now that the project is over.

    C. Add the lessons learned documentation to the final report.

    D. Add the documentation to the lessons learned repository.

125. A change has been approved for your project scope. This change will require an additional $175,000 in costs and will take six additional weeks of project time. What should you do next?

    A. Dispute the change with the change control board.

    B. You and the project team should update the risk assessment processes.

    C. Order a new charter for the added work.

    D. Reflect the approved change in the time, cost, and scope baselines.

126. You are a contract-based project manager. Your client has requested that you carry liability insurance as a contractor for their company. Liability insurance is an example of which risk response?

    A. Trigger

    B. Threshold

C. Transference

D. Countermeasure

127. You have just completed a three-year project as project manager. All of the following should be included in your project archives, except for which one?

A. Vendor correspondence

B. Faxes

C. Drafts of the project charter

D. Memos

128. Gary is the project manager of the BH Project for his company. The customer in the project has asked for additional changes to the project requirements. Where are the procedures for changing the project's requirements documented?

A. Requirements management plan

B. Scope management plan

C. Technical review board

D. Project charter

129. A vendor and a project manager are in dispute over the work in the contract. The vendor insists that the work has been completed according to the statement of work (SOW) provided. The project manager insists that the vendor's work is incomplete and faulty. What is the likely outcome of this scenario?

A. The project is closed.

B. A procurement audit is implemented.

C. Unresolved claims may be subject to litigation.

D. The project is cancelled.

130. Sherry is the project manager of new software project. Sherry and her team have recently completed the last portion of the project and she's almost ready for operational

transfer. What must happen at the end of every project before the deliverable is placed into operations?

A. Sign-off on the project mechanisms

B. Quality inspections

C. Contract closeout

D. Scope validation

131. A project is moving toward completion. Mike, a heating and venting expert on the project, has identified a risk that can cost the project $15,000 if the temperature on a piece of equipment reaches higher than 91 degrees. The 91-degree mark represents what?

A. Risk

B. Threshold

C. Quantitative analysis

D. Management horizon

132. Bob is the project manager of a large construction project. He has just learned that part of the foundation is faulty and will need to be repaired. What should Bob do next?

A. Create a change request for the immediate correction to the foundation.

B. Present the news to management.

C. Complete root-cause analysis to determine why the foundation failed.

D. Determine who caused the problem.

133. Customer demands, changes to the marketplace, and opportunity are all examples of which one of the following?

A. Project assumptions

B. Components of a long-term project

C. Reasons for chartering a project

D. Project constraints

134. All of the following components need to be identified in the project charter, except for which one?

A. An organization's quality standards

B. The authority level of the project manager

C. Summary milestones

D. Budget

135. Debbie is the project manager of the NJQ Project for her company. As part of risk identification, she and the project team examine the project conditions every week to see if any new risks have entered the project. Debbie has recently identified a new risk event. What must be updated whenever a new risk is identified in a project?

A. Risk register

B. Work breakdown structure (WBS)

C. Network diagram

D. Scope statement

136. You would like to use a time and materials contract for one of your vendors. What must exist within the contract to avoid risks?

A. Costs of the materials

B. Fixed fee

C. Deadline

D. Not-to-exceed stipulation

137. You and the project team are creating the change control system for your project. Why should there be an emphasis on creating a change control system in any project?

A. A documented change control system enables the project to improve, because the impact of each change must be considered before it is approved or declined.

B. Most organizations' management requires a documented change control system.

C. A documented change control system enables the project's profit to increase.

D. Most project customers require a change control system.

138. Complete this sentence: Quantitative risk analysis typically includes a/an _____.

A. Expected monetary value of each risk

B. Risk register

C. Probability and impact matrix

D. Risk categorization

139. You and your project team are planning the placement of a new air-conditioning unit in every restaurant your company manages. To save money, you have ordered the exact same air-conditioning model for each restaurant. After the installations have begun, however, your project team has discovered that all of the restaurants are not configured the same way, so the air conditioners won't be uniform across all sites. The procurement of the air conditioners for all the sites is an example of which one of the following?

A. Assumption

B. Constraint

C. Risk

D. Planning

140. You have invited 20 vendors to a bidders' conference. Which one of the following best describes the bidders' conference?

A. All vendors should be prepared to offer a quote at the top of the meeting.

B. All vendors should be allowed time to ask questions to clarify the project requirements.

C. All vendors should be prepared to bid for the contract.

D. All vendors may elect to participate in a silent or verbal bidding process.

141. What is the numbering scheme that identifies every element within a work breakdown structure (WBS)?

    A. Charter of accounts

    B. Code of accounts

    C. Chart of accounts

    D. Code of projects

142. Finish this statement: _____ is planned into a project, not inspected in.

    A. Quality

    B. Safety

    C. Control

    D. Teamwork

143. You are the project manager for your organization. Your manager has asked you to mentor the project team on the reporting features of your project management information system. For the project team, your mentoring is an example of which one of the following?

    A. Subservience

    B. Micromanagement

    C. Slightly valuable training

    D. Interpersonal and team skills

144. You are the project manager of a large construction project that will last several years, and your budget is extremely tight. Your project will need custom-created marble thresholds for every doorway in the office park you're creating. As it happens, you own another business that sells custom-created marble countertops, thresholds, and tile via the Internet. Although your company has a policy against conflicts of interest in procurement, you know that you can save the project thousands of dollars by having your project purchase the marble through your web site at 1 percent above your costs.

No one within the company would know you are involved in the purchase if you don't say anything. What should you do?

A. Save the project the money and purchase from your business.

B. Inform management that you can save the company money by purchasing the marble through your Internet business.

C. Do not influence the decision for personal profit.

D. Create a statement of work and send it to 25 vendors, including your Internet company. Go with the company that has the lowest bid.

145. Linda is a project manager for a large insurance company. Her current project is to organize all of the paper files to match the electronic structure of the IT system's servers. It is not an exciting project. Linda has just completed a performance report for her project. Her cost of performance index (CPI) is listed as .79, and her schedule performance index (SPI) is .69. Joey, her manager, has responded with a change request. Why?

A. The project is not performing well, so a change request is submitted to the project manager.

B. The project is not performing well, so a change request is made to cancel the project.

C. The project is not performing well, so Joey will likely issue a change request to remove Linda from the project.

D. The project is performing well, so Joey will likely be adding requirements to the project scope.

146. Michelle is the project manager for her company. Her current project is to implement a customer relationship management solution for the sales department. Joan is the sales manager and has a specific application in mind. Harriet, the CIO, wants the latest technology for the project, regardless of the cost. Joan disagrees with Harriet and demands the technology she has already chosen be selected. What should Michelle do?

A. Confront the problem by finding the best solution for the business need.

B. Go with Joan's decision because she is the sales manager.

C. Go with Harriet's decision because she is the CIO.

D. Implement both solutions and let the salespeople decide which is best, as they are the key stakeholders.

147. A project manager jokes with a vendor that if he finds an envelope stuffed with cash under his office door, it'd make his purchasing decision all the easier. The next morning, he finds an envelope stuffed with $100 bills on his desk. Along with the money in the envelope, he finds the vendor's business card. This is an example of which one of the following?

A. Coincidence

B. Communication breakdown

C. Bribe

D. Conflict of interest

148. As a project manager, you must manage quality, control quality, and do scope validation. When does scope validation happen?

A. With each deliverable

B. As the customer sees fit

C. Only at the end of the project

D. At the end of each project phase

149. You are the project manager of a custom lighting fixture project. You and your project team have designed, fabricated, and assembled 7,500 new lighting fixtures for a condominium association. Another project team will install the fixtures throughout the condominium complex. The customer is thrilled with the work you have done, signs off on the deliverables, and considers your project complete. The project manager of the installation team, however, asks when you and your project team will arrive to help install the 7,500 fixtures. Which one of the following is the appropriate response?

A. Do nothing. Your project scope is complete.

B. Do nothing. You have already defined when the project team will arrive to install the fixtures.

C. Ask the project manager to complete a change request for your project team to install the fixtures.

D. Create a new project contract to install the fixtures.

150. You have just completed a major project for your organization. Management is adamant that you archive your project records. All of the following are needed as part of archiving a project, except for which one?

A. Historical databases

B. Project-wide databases

C. Commercial databases

D. Financial records

151. You are the project manager of the HNJ Project for your client. The client has requested tile carpeting instead of rolled carpeting because she thinks it will be of better quality. You tell the client that the quality isn't different, but it's the grade that is different. What is the difference between quality and grade?

A. Grade is the category or rank given to a component with the same functionality but different technical characteristics. Quality is the fulfillment of the project scope, the conformance to requirements, and a fitness for use.

B. Grade is the category or rank given to project deliverables. Quality is the fulfillment of the project scope....

C. Grade is the ranking assigned to any given level of quality. Quality is the fulfillment of the project scope. ...

D. Grade is how well a given material scores in testing. Quality is the fulfillment of the project scope. ...

152. You are the project manager of the NH Project for your company. You have recently completed the project work and are now in the process of scope validation. What activity should you and the project customer do after scope validation?

A. Operational transfer

B. Control quality

C. Financial audit

D. Manage quality

153. Complete this statement: Low _____ may not be a problem; low _____ always is a problem.

A. Grade, quality

B. Targets, quality

C. Quality, grade

D. Quality, craft

154. Jane is a project manager for a project that will utilize a new construction material. One of the risks she and the team have identified is a lack of knowledge about the materials used in the project. To be better prepared, Jane and the project team are taking a seminar on how to install the materials properly in the project. This is what type of risk response?

A. Transference

B. Exploiting

C. Sharing

D. Mitigating

155. What happens to the project team after a project is completed in a project-centric environment?

A. The project team returns to their daily functions.

B. The project team is dismissed from the organization.

C. The project manager releases the project team to other projects.

D. The project team's time is absorbed by other projects they are also on.

156. All of the following are outputs of administrative closure, except which one?

A. Documentation of all project activities

B. All needed rework to close out the project

C. Documentation of the related roles and responsibilities needed for project closure

D. Lessons learned

157. You are the project manager of the BNH Project for your company. This project is a construction project to create a new parking garage. Your client is concerned with the cost of quality on the project and wants you to track the expenses for quality. Which one of the following terms cannot be attributed to the cost of poor quality?

A. Corrective actions

B. Defect repair

C. Hardhats for construction workers

D. Loss of customers

158. Brandi is the project manager of a new learning and development project for her organization. She would like to include a kickoff meeting in the project for the stakeholders. Why should the project manager host a kickoff meeting?

A. It authorizes the project.

B. Key stakeholders can meet the project team and the project manager.

C. It is a form of team development.

D. It ensures that all of the participants understand the project's purpose.

159. You are a project manager operating in a strong matrix. Some of the project team members are no longer needed on the project. Which plan controls how team members are released from the project?

A. Communications management plan

B. Scope management plan

C. Resource management plan

D. Cost management plan

160. You are the project manager of a project to develop new software. You suspect that the client will want to add features and functions to the software as the team is developing the software code. Which system will control changes to the project's product?

A. Change configuration system

B. Scope configuration system

C. Scope tracking system

D. Configuration management system

161. You are the project manager for your organization. A vendor has completed his contract according to the specification provided in the statement of work (SOW). What must you do now?

A. Whatever the terms of the contract call for

B. Scope validation

C. Procurement audit

D. Complete the purchase order

162. Nancy is the project manager for the Help System Project. She reports that her project is moving along nicely. Management tells Nancy that they would like to add some requirements to the project scope. Which project plan will dictate how the changes are allowed into the scope?

A. Requirements management plan

B. Project baselines

C. Communications management plan

D. Change control system

163. You are the project manager of the Warehouse Project, which is being built for your organization's customer, Mikal Kenzie. Of the following, which one determines the scope of the product?

A. Mikal Kenzie

B. You do, because you're the project manager

C. The project sponsor

D. The project management team

164. A project has a budget of $7,500,000 and is expected to last 10 years. The project is now in year 3 of its duration and is 40 percent complete. What is the earned value if the project manager has spent $3,005,000 of the project budget?

A. $3,000,000

B. .66

C. $4,225,000

D. $4,500,000

165. A project manager will be managing a highly controversial project within her organization. Managers from around the company will have an interest in the project outcome, and many of the functional managers will have their employees serving as project team members. Who should charter the project?

A. The functional manager with the most project team members on the project team should be the project sponsor.

B. Due to the sensitive nature of the project, all of the functional managers should sign the charter.

C. The entity that is at an organizational level with power over all of the affected project resources should be the sponsor.

D. The project manager should have the functional manager with the most political power sign the charter.

166. You are the project manager of the NQA Project for your organization. In an effort to communicate better with your project stakeholders, you have created a public web site with explanations and examples of project management formulas, theories, and applications. This is an example of which one of the following?

    A. A breach of the PMP Code of Professional Conduct

    B. An example of providing the public with information on the PMP career and certification

    C. Pull communications

    D. Push communications

167. You are the project manager of a large software rollout project. You want to make certain the project team understands the effect changes can have on the project, so you decided to teach them about integrated change control. Complete this sentence: Integrated change control happens _____.

    A. During project execution

    B. From project inception through completion

    C. As circumstances within the project call for it

    D. During project monitoring and controlling

168. You are the project manager in a projectized organization. Your current project is an implementation of a new point-of-sale system for all of your company's retail stores. Your team will travel to 350 stores to install the system. Project team members are reporting that the store managers are asking them to make changes to their configurations. Many of the stores, however, are fine with the system as it is designed. You know that if the changes are routed through the change control system, it may be several days before the changes can happen, and the project team members are only at each retail store for two days at a time. What should you do?

    A. Evaluate the changes that have been requested so far in the project, and determine whether the changes are valid. If so, preapprove the changes if other stores request the exact changes.

B. Require that all changes flow through the change control system. The store managers will have to pay for additional travel by the project team to configure the system.

C. Evaluate the changes that have been requested so far in the project, and determine whether the changes are valid. If so, approve the changes as part of the installation process for all sites.

D. Refuse the changes because the customization is out of the project scope.

169. You have reached the end of the first phase of your project. Upon review, management elects to end the project. The end of the first phase is also known as what?

A. Kill point

B. Progressive elaboration

C. Murder board

D. Phased estimating

170. When a vendor reports that he has completed all of the procured work, what should you, the project manager, do next?

A. Complete scope validation.

B. You and the vendor must both acknowledge that the work has been completed by signing the purchase order as fulfilled.

C. Inspect the work the vendor has completed.

D. Pay the vendor according to the terms of the contract.

171. Benny is the project manager of the Pathway Project, which is similar to a project she completed last year. The project team is basing many of their planning decisions on the assumption that the vendors will be late by at least two weeks in delivering their materials. How can Benny test this major assumption?

A. Evaluate the historical information at her disposal.

B. Meet with project team members from her past project to see if they can recall how the vendors have performed.

C. Consult with the central contracting department for the organizational policies on procurement.

D. Evaluate the project constraints to see what financial controls she can exert over the vendors.

172. You are managing a large, complex project that requires the project team to perform project work at different times throughout the project and in different cities. Which plan will detail how team members are brought on to and released from the project?

A. Procurement management plan

B. Organizational planning

C. Resource management plan

D. Cost management plan

173. Management demands that you and your project team create a plan to manage changes to project scope. You inform management that you already have such a plan. What is it?

A. Scope management plan

B. Risk management plan

C. Cost management plan

D. Change control system

174. You are a project manager for a company that completes projects for other organizations. A current customer has requested some major changes to the project scope, but she still wants you to make the promised deadline. She is willing to pay for the costs of the changes. What should you do?

A. Crash the project.

B. Add the changes at a later date.

C. Refuse to add the changes to the current contract.

D. Fast-track the project.

175. You are the senior project manager for your company. Management has asked you to join their project selection committee to help them analyze potential projects they could choose for the next fiscal year. When creating a project portfolio, what does portfolio management focus on?

    A. Comparative approaches for projects

    B. Doing projects the right way in the organization

    C. Cost/benefit ratio of risks

    D. Doing the right projects in the organization

176. You have fully decomposed the project scope. What is the smallest item in the work breakdown structure (WBS) called?

    A. Work package

    B. Deliverable

    C. Leaf object

    D. Project component

177. What must you, the project manager, do after a change to the project scope has been approved that will add time and cost to your project?

    A. Complete risk assessments for the proposed change.

    B. Add project team members to complete the project on time.

    C. Find the estimate at completion.

    D. Work with the project team to update the project scope statement, work breakdown structure (WBS), and WBS dictionary.

178. You are the project manager of the NHQ Project for your company. Management has asked to review your project plan before the project team starts project execution. Your project plan will be used for all of the following, except for which one?

    A. It will help you guide project execution.

    B. It will document project planning assumptions.

C. It will create methods to assign project resources to stakeholders.

D. It will facilitate communication among stakeholders.

179. You and your project team are creating a risk register for your project. The risk register contains all of the following, except for which one?

A. Root causes of risks

B. Updated risk categories

C. Qualitative risk analysis

D. List of potential responses

180. You are hosting a project kickoff meeting. All of the following are true about your kickoff meeting, except for which one?

A. The project sponsor should attend.

B. The project team should attend.

C. All project stakeholders should attend.

D. The kickoff meeting enables the project participants to meet one another.

181. As a project manager, you host many meetings. You and the project team need to meet and review what's been accomplished so far, what is left to do, and pending risks. Which project meeting is described here?

A. Status review meeting

B. Risk assessment meeting

C. Quality review meeting

D. Change control meeting

182. In every project are risk responses you can use for negative risk events and positive risk events. Which risk response seeks to take advantage of a positive risk?

A. Mitigation

B. Countermeasure

C. Acceptance

D. Exploit

183. Changes can happen throughout a project's life cycle, so you must be prepared to examine the change and determine its true impact on the project. This analysis of the change on the project is part of integrated change control. Which one of the following is not an example of integrated change control?

A. Finding a change to the project deliverable

B. Communicating that only approved changes are allowed into the project work

C. Calculating a project's cost of performance index (CPI)

D. Expert judgment

184. Your company has a tendency to reduce project budgets if the funds are not consumed. As it happens, your current project is not costing as much as your original estimate. If you do not use your entire first phase budget for the project, you will not receive the full allotment for the second phase of your project. To combat this, you order slightly better materials than what is actually needed in the project to drive up the cost. The better materials will ensure that your current phase's budget is met and will likely guarantee the second phase of your project's funding. Which one of the following best describes this scenario?

A. Gold plating

B. Parkinson's Law

C. Conflict of interest

D. Integrated cost change control

185. You are a project manager for an organization that completes projects for others. Your customer would like you to use a higher grade of material because they believe it will make the finished product better. They are willing to pay for the change of materials. What is the cost of the materials called?

A. Cost of quality

B. Indirect costs

C. Product costs

D. Gold plating

186. What is easy to accept early in the project and difficult to accept late in a predictive project?

A. Risk

B. Change

C. Errors

D. Team members

187. You have elected to add more workers to an effort-driven activity on the critical path so that the project can finish on time. This is an example of which one of the following?

A. Risk management

B. Time management

C. Crashing

D. Fast-tracking

188. You are the project manager of the HGI Project for your company. You and your project team need to complete risk identification. Which item can help the most?

A. Strength, weakness, opportunities, and threats (SWOT) analysis

B. Control charts

C. Product analysis

D. Defect repair review

189. You are the project manager for your company and you're reviewing the status of the project with your sponsor. The sponsor asks you to create an Ishikawa diagram for your next meeting. Why should you, the project manager, use an Ishikawa diagram?

A. It can help you complete statistical analysis of defects.

B. It can help you facilitate design of experiments.

C. It can help you facilitate cause-and-effect analysis.

D. It can offer insight into project team members who are causing project failure.

190. Scope changes, scope completion, defects, corrective actions, and other activities can affect the project's completeness and accuracy. Because of these different variables, you want to track your project scope. Which of the following can help the most with this task?

A. Risk event triggers

B. Control quality

C. Network diagram

D. Work breakdown structure (WBS)

191. Risk must be examined for its probability, impact, and potential reward or cost. Some companies may accept risk more willingly than others. The willingness to accept risk, also known as a risk tolerance, can vary by organization, project, or individual. What other term is used to describe an organization's willingness to accept risk?

A. Risk appetite

B. Organizational structure

C. Herzberg's Theory of Motivation

D. Strength, weakness, opportunities, and threats (SWOT)

192. You are the project manager for an interior design project. You have added time between the priming activity and the painting activity. This is an example of which one of the following?

A. Lead

B. Lag

C. Fast-tracking

D. Crashing

193. Sam and Mark are arguing about the technical approach used in the project. Sam says, "Fine, Mark, do it your way. I no longer care." Sam then leaves the room in a huff. What conflict resolution method has occurred in this instance?

A. Smoothing

B. Problem-solving

C. Compromising

D. Withdrawal

194. Management has asked you and the project team to decompose the project scope. What is created as a result of scope decomposition?

A. Bill of materials

B. Work breakdown structure (WBS)

C. Organizational breakdown structure

D. Activity list

195. You are the project manager for a project to create a new database for your company. A key stakeholder has demanded a change to your project that will cost nearly $85,000 to implement. The change control board approves the change. What must be updated?

A. Project schedule

B. Cost baseline

C. Change control plan

D. Project cost estimate

196. What initial meeting at the beginning of a project includes the key stakeholders, the project team, and management?

A. Risk identification meeting

B. Requirement-gathering meeting

C. Team development meeting

D. Kickoff meeting

197. You are a construction project manager for your company, Bobbich Construction. You are defining the scope for a new project. The chief financial officer defines project success as “maintaining a balance of project costs and profitability.” The professional engineer describes project success as “implementing standard technical components.” The project sponsor defines project success as “completing the project as planned.” The project customer defines project success as “the presence of sales-promoting features.” What should you do as the project manager?

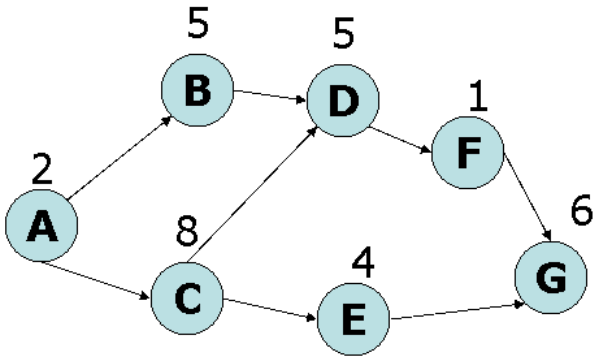
A. Follow the professional engineer’s opinion, since he’s the closest to the work your project team will be completing.

B. Follow the project sponsor’s opinion, since he is in charge of the project.

C. Follow the chief financial officer’s opinion, since she is in charge of project finances.

D. Complete stakeholder analysis to define the project objectives in measurable terms.

198. Examine the question exhibit. How long can Activity B be delayed without affecting the project’s end date?



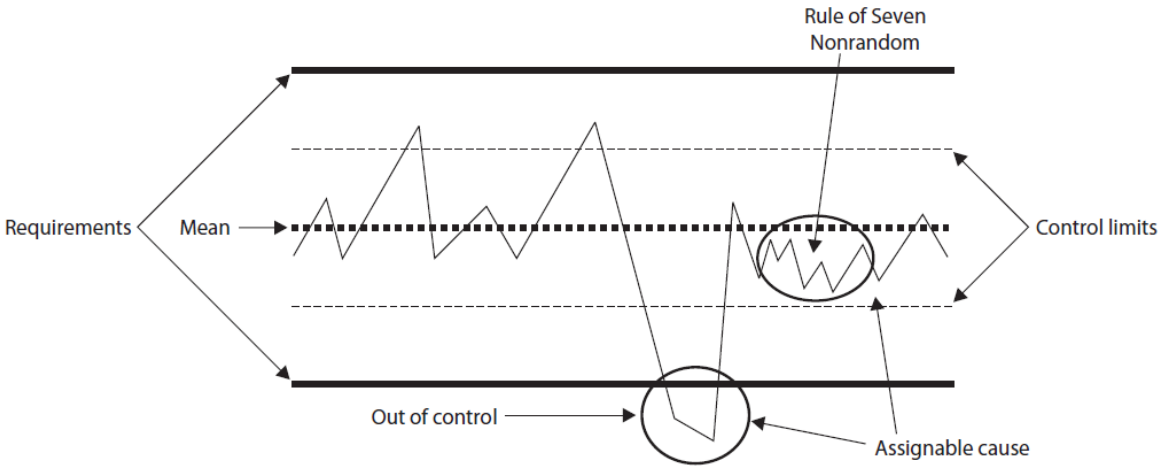
A. It cannot be delayed.

B. 3 days.

C. 5 days.

D. 7 days.

199. What type of chart is displayed in the exhibit?



A. Pareto chart

B. Ishikawa diagram

C. Control chart

D. Flowchart

200. Beth wants all of her testers to follow the same process. What tool should she use?

A. Control chart

B. Flow chart

C. Check list

D. Checksheet

Final exam answer key below.

Final exam answer key.

1. Your organization hosts a festival that is a fundraiser for your community. For the past two years, however, this fundraiser has been rained out. You recommend buying weather insurance for your upcoming festival. This is an example of which one of the following?

    A. Transference

    B. Countermeasure

    C. Avoidance

    D. Mitigation

    A is correct. Weather insurance is an example of transference, because the risk is being transferred to the insurance company.

    B, C, and D are incorrect. B is incorrect because countermeasures are actions taken to neutralize the risk's impact. C is incorrect because avoidance avoids the project risk. D is incorrect because mitigations are actions taken to reduce the impact or probability of a risk event.

2. You have just learned from a vendor that the materials needed for your project will cost 20 percent more than your budget planned for. Which of the following communications is most appropriate for this change?

    A. Cost variance report

    B. Formal presentation

    C. Memo from the vendor to management

    D. Status meeting with management

    A is correct. A cost variance report, also called an exceptions report, is needed to explain and document the difference in cost.

    B, C, and D are incorrect. B is incorrect because a formal presentation is not the best option; a cost variance is more appropriate for a cost overrun. C is incorrect because a memo is not the best choice compared to a cost variance report, which explains why the cost overrun has happened. D is incorrect because a status

meeting is needed to discuss what the project has accomplished and what is left to do.

3. You are a project manager in the Coil Production Company. Your organization has a balanced-matrix structure. You have been assigned a new project that will create a new coil for manufacturing. Who should charter this project?

   A. You, because you are the project manager

   B. Each project team member's functional manager

   C. The customer that will purchase the new coil

   D. An executive in the organization who has control over all the needed resources that the project will require

   D is correct. All projects should be chartered and authorized by an executive in the organization who has control over the project's resources.

   A, B, and C are incorrect. A is incorrect because the project manager needs authority from a higher entity. He cannot charter his own project. B is incorrect because functional managers in a balanced-matrix structure typically don't have the authority to charter projects. C is incorrect because customers, in this instance, will not charter the project.

4. Stakeholders must be identified as early as possible in the project. Who is responsible for stakeholder identification and determining their requirements?

   A. Project manager

   B. Project management team

   C. Project champions

   D. Project sponsor

   A is correct. For every project, the project manager should identify the project stakeholders and then determine their requirements for the project scope.

   B, C, and D are incorrect. B is incorrect because the project management team may participate in the identification, but it's not their responsibility. C is incorrect

because the project champion is a stakeholder and may contribute. D is incorrect because the project sponsor does not have the responsibility of stakeholder identification and requirements gathering.

5. Stakeholder identification is a process that happens throughout the project, but it is an initiating process. As a project manager, you should recognize that all the following are stakeholders on every project, except for which one?

   A. Vendors

   B. Project manager

   C. Project team

   D. Project sponsor

   A is correct. Not every project will use a vendor.

   B, C, and D are incorrect. B is incorrect because the project manager is a key stakeholder. C and D are incorrect because every project's stakeholders include the project team and project sponsor.

6. You and your project team are completing quantitative risk analysis. Which diagramming technique can help determine the implication of each variable within your project?

   A. Alternatives identification

   B. Precedence diagramming method

   C. Arrow diagramming method

   D. Decision tree

   D is correct. A decision tree details a situation and the implications of each of the available choices, with the costs and rewards of each choice.

   A, B, and C are incorrect. A is incorrect because alternatives identification is a technique used to generate different approaches to a problem or to a challenge within a project. B is incorrect because the precedence diagramming method is a

way to construct the project network diagram. C is incorrect because the arrow diagramming method is a way to construct the project schedule network diagram.

7. There are several methods available for conflict resolution. One example, smoothing, helps keep the project moving forward. Which one of the following is an example of smoothing?

   A. Experience has the power.

   B. Leave the decision until later.

   C. Blend all the options together.

   D. Really, it's not that big a difference.

   D is correct. Smoothing helps resolve the conflict by minimizing the perceived size of the problem, which is what "Really, it's not that big a difference" does for the parties in the disagreement.

   A, B, and C are incorrect. A is incorrect because this statement best describes forcing, where the person with the power makes the decision. B is incorrect because leaving the decision until later isn't an example of a smoothing. C is incorrect because this choice isn't a valid decision-making approach.

8. The authority the project manager can expect to have in a project is dependent on the organizational structure the project manager is operating within. Which individual has the power in a functional organization to approve the project plan?

   A. The customer

   B. The project manager

   C. The program manager

   D. The functional manager

   D is correct. The functional manager has the power to approve the project plan in a functional organization.

   A, B, and C are incorrect. A is incorrect because although the customer will set the project requirements, he or she will have little project management authority.

B is incorrect because the project manager will have limited power in a functional organization. C is incorrect because a program manager probably won't exist in a functional organization.

9. Constraints and assumptions can affect the project manager's ability to plan and manage the project. All constraints and assumptions should be documented. All of the following are assumptions, except for which one?

   A. There is a 10 percent allowance of time for travel delays.

   B. The weather will be acceptable for construction during the summer months.

   C. The project team will work on the project Monday through Friday only.

   D. The project must be completed by December 31.

   D is correct. A deadline for the project is an example of a schedule constraint.

   A, B, and C are incorrect. A is incorrect because the 10 percent allowance is an example of an assumption. B is incorrect because weather acceptability is also an assumption. C is incorrect because this statement is an assumption that describes the project working hours.

10. Control quality is an inspection-driven process that examines the work to ensure that quality exists in the product. Which control quality chart shows frequency of errors?

    A. Control chart

    B. Pareto chart

    C. Gantt chart

    D. Flowchart

    B is correct. A Pareto chart lists and ranks the errors that occur within a project.

    A, C, and D are incorrect. A is incorrect because a control chart is a graphical display of the end results of a process sampling over time. B is incorrect because a Gantt chart shows activity time mapped to a calendar. D is incorrect because a flowchart shows the relationships between components in a system.

11. Risk management planning is an important component of any project. Jennifer, the project manager of the HBJ Project, is working with her project team to define the components of the risk management plan. Which one of the following is not part of the risk management plan?

    A. Risk register

    B. Risk management methodology

    C. Funding

    D. Risk categories

    A is correct. The risk register is the central repository of identified risks within the project. It is not part of the risk management plan.

    B, C, and D are incorrect. B is incorrect because risk management methodology defines the approach to risk identification and management and is included as part of the risk management plan. C is incorrect because funding and budgeting information is included for risks in the risk management plan. D is incorrect because risk categories provide a structure to identify risks to a consistent level of detail and are part of the risk management plan.

12. You are a project manager for your organization. You have hired seven contractors from the All Star Consulting Group to serve six months on your project. You are currently in month two and do not need three of the programmers for the remainder of the project. Which document will determine how the contractors may be removed from the project?

    A. The contract between your organization and the All Star Consulting Group

    B. The staffing management plan

    C. The scope management plan

    D. The schedule management plan

    A is correct. The contract between you and the All Star Consulting Group will override any other document.

B, C, and D are incorrect. None of these plans is a legally binding document.

13. You are the project manager of an agile project. Mary demands that you cut all of the quality testing and get the project finished. How is quality managed in agile project?

    A. Agile does not utilize quality assurance type programs.

    B. Agile utilizes whatever quality policy the organization or project manager implements.

    C. Agile requires strict quality control mechanisms and processes.

    D. Agile uses quality and review steps throughout the project, rather than only near the project's end date.

    D is correct. Agile uses quality review steps throughout the project because of the frequent and expected changes.

    A, B, and C are incorrect. A is incorrect because agile can incorporate quality assurance—and quality control—mechanisms. B is incorrect because retrospectives happen to review the project progress and quality issues in alignment with the quality policy. C is incorrect because agile gives the team the opportunity to implement the quality improvements and test the improvements in future project retrospectives throughout the project.

14. Marcy is the project manager of the HOP software installation project. This project requires the project team, comprising 30 people, to travel around the world and install a new piece of software in more than 3,000 hospitals. Marcy has not included any travel delays for the project team in her scheduling. This is an example of which one of the following?

    A. Planning variance

    B. Poor communications

    C. Constraint

    D. Assumption

D is correct. Marcy has made the assumption that there will be no travel delays in her schedule. This is not a realistic expectation, considering the commonality of travel delays.

A, B, and C are incorrect. A is incorrect because this scenario is not a planning variance. B is incorrect because this is not an example of poor communication. C is incorrect because this is not an example of a constraint.

15. You are the project manager of the GHU Project and you're working with your project team to define the critical path. One of your stakeholders, Alice, doesn't understand what the critical path is. All of the following statements about the critical path are incorrect, except which one?

    A. The critical path is the path with the most activities.

    B. The critical path is the path with zero float.

    C. The critical path is the path with zero lag.

    D. The critical path is the path with critical activities.

    B is correct. The critical path has no float. Float may also be called slack.

    A, C, and D are incorrect. A is incorrect because paths in the network diagram can have many activities and still not be the critical path. C is incorrect because lag can increase a project's duration, and a path with the least lag does not make it the critical path. D is incorrect because critical activities are not an attribute of the critical path.

16. Your project is due in three months, and you do not have enough project team members available to complete the work. You are considering requiring the project team members to work overtime so that the project will finish on time. Overworking the project team may result in all of the following, except for which one?

    A. Decline in team morale

    B. Unacceptable work

    C. A decrease in the project team's willingness to work

D. An increase in quality expectations

D is correct. Overworking the project team won't result in an increase in quality expectations.

A, B, and C are incorrect. Overworking the project team will likely result in a decline in team morale, unacceptable work, and a decrease in the project team's willingness to work on your project.

17. Mary is the project manager of the NHQ Project for her organization. This project must be completed in six months and has a cost of $650,000. Mary wants to review a similar project she completed last month to see if the cost and schedule are feasible for the current project. Which estimating technique compares a current project's work to a that of completed project?

    A. Expert judgment

    B. Analogous

    C. Bottom-up

    D. Parametric

    B is correct. When an estimate is created for the current project based on past projects, this is an analogous estimate. You can remember this by thinking of creating an "analogy" of the past project.

    A, C, and D are incorrect. A is incorrect because this is not an example of expert judgment. C is incorrect because bottom-up estimates start at zero and take in all costs for each activity. These are the most accurate estimate types, but they take the longest to complete. D is incorrect because parametric estimating uses a parameter, such as cost per metric ton or cost per square foot, to create the estimate.

18. You are managing a project that is running late. In an effort to complete the project on time, you change the relationship of several activities from finish-to-start to start-to-start. This is an example of which one of the following?

    A. Fast-tracking

B. Crashing

C. Expert judgment

D. Rolling wave planning

A is correct. Fast-tracking allows activities or project phases to overlap. It also increases risk.

B, C, and D are incorrect. B is incorrect because crashing allows the project manager to add resources, but it increases cost. C is incorrect because this is not expert judgment. D is incorrect because rolling wave planning allows planning to be completed based on the conditions within the project in waves, or successions.

19. Management has asked you to create a diagram for your project to examine the feasibility of the anticipated project costs. Which risk-diagramming technique can help predict project cost based on probability and cost of risk?

    A. Pareto chart

    B. Cost simulation

    C. Decision tree

    D. Ishikawa diagram

    B is correct. Through numerous iterations, a cost simulation can describe the cumulative distribution of results.

    A, C, and D are incorrect. A is incorrect because a Pareto chart is a control quality technique. C is incorrect because a decision tree diagram is a quantitative risk analysis technique. D is incorrect because an Ishikawa diagram is used for root-cause analysis.

20. You are the project manager of a project to create a new database for your company. A key stakeholder has demanded a change to your project that will cost nearly $85,000 to implement. All of the following must be examined in order for the scope to be changed, except for which one?

    A. Schedule

B. Project costs

C. Project charter

D. Risk

C is correct. The project charter has already been created, as it authorizes the project. There is no need to change this document.

A, B, and D are incorrect. When there is a change to the project scope, the schedule, costs, and risk should all be examined as part of integrated change control.

21. You are the project manager for your organization. Virginia is a project team member on your project, and she is consistently late with her assignments. Although Virginia is late, her work is always excellent. Which one of the following is not a corrective action you should take?

A. Remove Virginia from the project team.

B. Assign other project team members to help Virginia complete her work on time.

C. Determine why Virginia's work is late.

D. Assign Virginia to noncritical activities.

A is correct. By removing Virginia from the project team, you will create additional risk and stress for the other project team members.

B, C, and D are incorrect. B is incorrect because it may be that Virginia is overloaded with many different assignments from other projects, that she doesn't understand the work timeline, or that she needs helps completing her assignment on time. C is incorrect because the project manager should first determine why her work is late before determining the appropriate response. D is incorrect because it's possible that Virginia could be moved to noncritical activities, and you could take advantage of available float for her slower pace on the project work.

22. You are the project manager of the JUH Project for your company and you're working with the project team to create the work breakdown structure (WBS). The creation of the WBS includes all of the following activities, except for which one?

    A. Developing and assigning the code of accounts

    B. Determining the risk components within the WBS

    C. Determining all of the project deliverables

    D. Creating the structure of the WBS

    B is correct. Project risk assessment comes after WBS creation.

    A, C, and D are incorrect. These are all activities included in WBS creation.

23. You are the project manager of a construction project. Your project team reports that all of the assigned work is complete, so the project is done. You complete a control quality audit and discover that many things in the project are not to quality standards as defined in the project plan. What must happen next?

    A. Discipline the project team for the failed project.

    B. The project team must correct the work so that it is in scope.

    C. The project team must complete scope validation.

    D. Create a change request to hire new workers to complete the work.

    B is correct. The project is not finished because the quality expectations are not in alignment with the project plan. The project team must correct the work.

    A, C, and D are incorrect. A is incorrect because the project has not failed, but it is not completed either. C is incorrect because scope validation is performed with the customer and happens after the project is completed. D is incorrect because a change request and new workers are not needed, because the current project team has not completed the work.

24. You are the project manager of the GIO Project for your company, and you're in the process of planning quality. In this agile project, how will you assign resources to project activities?

A. Utilize a RACI matrix

B. Utilize a Kanban board

C. Utilize roles and responsibilities RAM charts

D. Utilize self-organizing teams

D is correct. Agile projects focus on collaboration among the project team, and teams are often describes as self-organizing with generalizing specialists. This means the team members will decide who is best suited to do what activity on the project team.

A, B, and C are incorrect. A and C are incorrect because a RACI matrix and a RAM chart are roles and responsibilities charts that are more common in predictive environments. B is incorrect because a Kanban board is a sign board to track requirements through all of the project iteration activities.

25. You are a project manager for a company that completes projects for other organizations. Your current customer has hired your company to create a prototype model airplane. Another company, which happens to be your customer's competition, has asked your company to create a prototype model airplane for them. What should you do?

A. Refuse the new assignment and refuse to tell the client why you cannot accept.

B. Accept the new assignment if the new customer's company has a nondisclosure agreement with you and there is not a noncompete clause in your current contracts.

C. Accept the new assignment, with a fee for the time already invested in the existing project.

D. Take the new assignment because this is the type of work your company does.

B is correct. It is fine to accept this assignment if the existing, similar project contract does not include a noncompete clause and the customer's company includes an NDA. Always follow the terms of your contracts.

A, C, and D are incorrect. A is incorrect because it's poor practice simply to refuse an assignment without explaining why. C is incorrect because you can't bill the new client for time invested in someone else's project. D is incorrect because this choice isn't as complete as the consideration of the NDA or noncompete clause of choice B.

26. You are a project manager operating in a projectized organization with a project management office (PMO). John, a project team member, is no longer needed on your project. How can you remove John from the project team?

    A. John cannot leave the project because a PMO requires that project team members stay on the project until it is completed.

    B. John cannot leave the project because a project-centric team is on the project full time through project completion.

    C. You should meet with the PMO to determine how John may be removed from the project.

    D. The project team may elect to remove John from the project.

    C is correct. When a project team member is no longer needed on a project team in a projectized structure, the project manager should follow the operations and guidelines of the PMO, if it exists. A meeting with the PMO can help the project manager determine how John can be removed from the project.

    A, B, and D are incorrect. A is incorrect because this would be a poor utilization of John if he's no longer needed on the project. B is incorrect because a project-centric team is on the project full time, but the question does not state that team members are full-time workers. D is incorrect because the project team doesn't elect to remove people from the project.

27. You are managing a project to install a new point-of-sale system at more than 10,000 retail stores throughout the country. Sometimes, team members may alter the installation of the software, the placement of the cash registers, or other components from what the project plan calls for. You would like a way to ensure that the actual

installation in the field matches the plans and blueprints in the office. What is this process called?

A. Change assessment

B. Project management planning

C. Scope validation

D. Configuration management

D is correct. This is an example of configuration management. Configuration management ensures consistency between what was planned and what was actually completed in the field.

A, B, and C are incorrect. A is incorrect because change assessment centers on the consideration of proposed changes. B is incorrect because although this is part of project management planning, this choice does not fully answer the question. C is incorrect because scope validation happens with the customer and seeks acceptance of the project work.

28. John is the project manager of the Calendaring Project for his company. This project will affect all users in the organization, and John wants to be certain to engage stakeholders consistently. He's working with the project team to identify methods of engaging stakeholders for communications. The team recommends a web site with news, weekly e-mails, and forums for users of the new software to ask questions. What process is John leading in this scenario?

A. Informing others about project management processes

B. Communication identification

C. Interactive communications

D. Planning stakeholder engagement

D is correct. John is leading the project team through the planning of stakeholder engagement. This process creates the stakeholder engagement plan and help the project team and the project manager actively and persistently engage stakeholders in the project work.

A, B, and C are incorrect. A is incorrect because John isn't informing others about the project processes; he's planning the stakeholder engagement. B is incorrect because communication identification isn't a valid answer for this activity, because the focus is on stakeholder engagement. C is incorrect because interactive communications happens in meetings and forums, but this question is focused on correctly engaging stakeholders throughout the project.

29. Your project team is executing the project plan, which includes creating several concrete slabs. The concrete is taking longer than planned to dry. You have 14 more slabs of concrete to create in this project, and you expect that each concrete-related activity will take longer than what was planned. The concrete activities are mandatory dependencies to other project activities. Which one of the following is an acceptable solution for this problem without changing the project end date?

    A. Add lead to the concrete-related activities.

    B. Add lag to the concrete-related activities.

    C. Change the predecessor and successor activities so that the concrete will dry faster than current conditions are allowing.

    D. Examine the network diagram to determine whether the relationships between activities can be changed.

    D is correct. The critical path cannot be expanded, so the only logical choice is to attempt to change the relationship of project activities to adjust for the project delays you're experiencing.

    A, B, and C are incorrect. A is incorrect because lead time subtracts time from the scheduled start time of the activities. B is incorrect because lag time will increase time in the project. C is incorrect because changing the relationship of activities will not help the concrete dry faster.

30. You are the project manager of a new project. The project sponsor thinks that there may be unidentified risks. He would like you and the project team to do more risk assessment. Which one of the following is not an input to the risk identification process?

A. Pareto charts

B. Organizational process assets

C. Risk management plan

D. Project scope baseline

A is correct. Pareto charts are typically used in control quality methods, not in risk assessment.

B, C, and D are incorrect. B is incorrect because organizational process assets are an input to risk identification—consider previous projects and lessons learned. C is incorrect because the risk management plan is a key input to risk identification; it includes roles and responsibilities, directions for risk management, the budget, the schedule, and identified risk categories. D is incorrect because the project scope baseline is an input to risk identification.

31. You are the project manager of the Jensen Update Project and you're using earned value management as part of project performance monitoring. You recently ran a report of the project status and have learned that the project's cost performance index (CPI) is at .90. A project that has a CPI of .90 means what?

A. The project has to spend one dollar for every 90 cents of work it receives.

B. The project is late.

C. The project is 90 percent complete.

D. The project is making money.

A is correct. Another way of looking at this CPI of spending one dollar for every 90 cents of work is to say that this project loses 10 cents on the dollar.

B, C, and D are incorrect. B is incorrect because there's no evidence that the project is late. C is incorrect because the project isn't 90 percent complete—that'd be earned value. D is incorrect because the project is losing money because its CPI is less than 1.

32. You are planning your project schedule and need to know when certain team members will be unavailable. Which calendar will help?

    A. Project calendar

    B. Resource calendar

    C. Project team calendar

    D. Resource management calendar

    B is correct. The resource calendar is specific to each project team resource. It will document when the project team members are on vacation, on other assignments, or reserved for organizational operations.

    A, C, and D are incorrect. A is incorrect because the project calendar identifies when phases of the project work will occur. C and D are incorrect because the project team calendar resource management calendar are not valid project calendars.

33. For a project to be successful, the project manager must use management skills and interpersonal skills. One of the interpersonal skills is leadership and motivation, especially with regard to the project team. All of the following are examples of teamwork, except for which one?

    A. Sharing resources

    B. Communicating in only one direct method

    C. Assisting one another when workloads are unbalanced

    D. Sharing information

    B is correct. It is not effective to communicate using only one method. Team members should communicate in ways that fit individual and situational preferences.

    A, C, and D are incorrect. A and D are incorrect because sharing resources and information are important parts of project team work. C is incorrect because project team members should assist one another when workloads are unbalanced.

34. You are the project manager for a construction project. One of the identified risks within the project has a 20 percent chance of happening. If the risk occurs, it will cost your project an additional $350,000. What is the contingency amount you'll need for this risk event?

    A. $150,000

    B. $30,000

    C. $70,000

    D. Zero; the risk contingency is not needed until the risk event occurs

    C is correct. The risk has a 20 percent chance of happening and will cost the project $350,000. Twenty percent of $350,000 is $70,000—the expected amount of contingency.

    A, B, and D are incorrect. These are incorrect calculations of the expected monetary value, and the risk contingency is needed before the risk event occurs.

35. Management would like every computer in the company to run the same operating system. As it is now, IT support must manage eight different operating systems. What must first be established before the project can begin?

    A. Control quality mechanisms

    B. Project charter

    C. A plan to inventory all of the current hardware to determine which operating system the project should install

    D. Identification of what software is needed on each computer

    B is correct. All projects first need a project charter.

    A, C, and D are incorrect. A is incorrect because control quality mechanisms will be identified in the quality management plan. C is incorrect because hardware and software inventory will happen during project planning. D is incorrect because the identification of needed software will happen during project planning.

36. June is the project manager for her organization. She is trying to determine which resources are the most appropriate for each of the project activities. She is considering cost, availability, and resource experience. This is an example of what?

    A. Project role assignment

    B. Project resource management

    C. Fulfillment of staff acquisitions

    D. Development of the project team

    B is correct. Project resource management is the process of successfully applying the right resources to the project work in the most effective way to accomplish the project goals while maintaining cost and schedule.

    A, C, and D are incorrect. This scenario is not an example of project role assignment, staff acquisition, or the development of the project team.

37. You and your project team are planning integrated change control for your project. All of the following should be considered, except for which one?

    A. Methods to identify that a change has occurred

    B. A method for documenting the impact of requested changes

    C. How change requests are reviewed and approved or declined

    D. A method to track team personnel hours incurred

    D is correct. Team personnel hours incurred are not included in integrated change control.

    A, B, and C are incorrect. A is incorrect because methods to identify that a change has occurred are part of integrated change control. B is incorrect because documenting the impact of requested changes is part of integrated change control. C is incorrect because the process of reviewing how change requests are approved or declined is part of integrated change control.

38. Beth is the project manager of the OOL Project for her company. This project has a smaller project scope than projects Beth has managed in the past, but she still insists on creating a work breakdown structure (WBS). Why should every project have a WBS?

    A. The WBS visualizes the project.

    B. The WBS organizes and defines the project scope.

    C. The WBS identifies areas of the project that require additional planning.

    D. The WBS identifies the project.

    B is correct. The WBS organizes and defines the project scope.

    A, C, and D are incorrect. A is incorrect because the WBS may help visualize the project, but it is not the best choice for the question, because not every WBS format visualizes the project. C is incorrect because the WBS does not identify the project planning components. D is incorrect because the WBS does not identify the project.

39. Your project is to repair a sports arena in your city. The project must be completed by October 1 or your company will have to pay a fine of $15,000 each day past the deadline. This is an example of which one of the following?

    A. Cost constraint

    B. Schedule constraint

    C. Assumption

    D. Critical chain method planning

    C is correct. The project must be completed by October 1, so this is an example of a schedule constraint.

    A, B, and D are incorrect. A is incorrect because this is not an example of a cost constraint. B is incorrect because no assumptions are defined in the question. D is incorrect because critical chain method planning is not a valid answer for this scenario.

40. Alice is the project manager for her organization and she's leading a software development project. She has just reached the end of the first phase of her project. What may happen at the end of each project phase?

    A. Murder board review

    B. Phased gate estimating

    C. Project team reviews

    D. Lessons learned updates

    D is correct. At the end of each project phase, the project manager and the project team should update the lessons learned documentation.

    A, B, and C are incorrect. A is incorrect because murder boards are used to determine whether a project should be approved or declined; they are utilized prior to the project charter being written. B is incorrect because phased gate estimating is a form of estimating that predicts the costs and time for the next phase of a project. Not every project utilizes phased gate estimating. Note that phase gates are also called kill points. C is incorrect because project team members are reviewed for their performance at the end of the project or when a project team member is dismissed from the project.

41. You are working with the project customer to define the project scope for an agile project. Which statement best describes scope definition in an agile project?

    A. The project scope is fully defined at the beginning of an agile project with the understanding the scope changes are likely to happen.

    B. The project scope is lightly defined at the beginning of an agile project, but changes must follow the project's change control plan.

    C. The project scope is not clearly defined at the beginning of an agile project with the understanding that scope will evolve during the project.

    D. The project scope is not clearly defined at the beginning of an agile project but is defined by the second iteration.

C is correct. The project scope in an agile project isn't clearly defined at the beginning of an agile project, but all stakeholders must known that the scope will evolve over the life of the project. Agile projects often use the concept of emerging requirements that are prioritized through a product backlog.

A, B, and D are incorrect. These answers are false statements about the agile project scope. In agile projects, the project scope is not clearly defined at the beginning of the project with the understanding that scope will evolve during the project. There is no second iteration.

42. Management would like you, the project manager, to create a resource histogram. What is the purpose of a resource histogram?

A. A resource histogram is a bar chart that illustrates which resources are assigned to which activities.

B. A resource histogram is a bar chart that shows the utilization of resources within a given time frame.

C. A resource histogram is a bar chart that shows activities and their time frame against a calendar.

D. A resource histogram is a bar chart that shows which resources are slipping on their project assignments.

C is correct. Resource histograms are bar charts that illustrate when resources are utilized within a given time frame.

A, B, and D are incorrect. These choices are all incorrect descriptions of a resource histogram.

43. You are the project manager of the Lighting Fixture Upgrade Project. You must change all of the lighting fixtures within your building within six weeks. Currently, with four project team members assigned to the activity, the work will take 2,400 hours of labor. You know that by adding four additional project team members to the work, the task won't necessarily be reduced to 1,200 hours. This is because of which one of the following?

A. Law of Diminishing Returns

B. Herzberg's Theory of Motivation

C. Ouchi's Theory Z

D. Parkinson's Law

A is correct. The Law of Diminishing Returns refers to a point at which the level of profits or benefits gained is less than the amount of money or energy invested. In this case, if the number of workers is increased while other factors, such as available tools or workspaces, are held constant, the output per worker will eventually diminish.

B, C, and D are incorrect. B is incorrect because Herzberg's Theory of Motivation deals with hygiene agents and motivating agents that we all use in our careers. C is incorrect because Parkinson's Law states that work will expand to fill the time allotted to it. D is incorrect because Ouchi's Theory Z advocates cooperative management and lifelong employment.

44. As a project manager, you have to use both interpersonal skills and management skills to keep the project moving forward toward its conclusion. One important skill is conflict resolution, because conflict is a natural part of most projects. All of the following are common sources of conflict within a project, except for which one?

A. Schedule

B. Project priorities

C. Quality

D. Personality conflicts

C is correct. Quality is not one of the seven common conflicts that can occur within a project: project priorities, schedule, resources, cost, administrative procedures, technical issues, and personality conflicts.

A, B, and D are incorrect. These answers are incorrect because they are three of the seven common conflicts that can occur within a project.

45. You are the project manager of the BHQ Project for your company and you're using earned value management as part of your performance tracking. Your project has a schedule performance index (SPI) of .89. What does this mean?

    A. Your project is 89 percent complete.

    B. Your project is losing money.

    C. Your project is ahead of schedule.

    D. Your project is behind schedule.

    D is correct. A schedule performance index below 1 means that your project is behind schedule. The closer to 1, the better your project is performing.

    A, B, and C are incorrect. A is incorrect because the 89 percent does not represent how complete the project is, but how closely the project is following the planned schedule. B is incorrect because the cost performance index (CPI), a similar earned value formula, would alert you to how much the project is losing on costs. C is incorrect because if the SPI value were greater than 1, the project would likely ahead of schedule.

46. You and the project team have created the work breakdown structure (WBS). Many of the elements in the WBS cannot be completely defined. This is because the results of early project work will determine the outcome of future deliverables. What approach can you and the project team take in this scenario?

    A. Decompose all of the project scope before the project work can begin.

    B. Utilize rolling wave planning.

    C. Decompose the packages as far as you can, and hope that risks do not affect the project outcome.

    D. Seek special permission from the project sponsor to begin the project work even though the WBS is not complete.

    B is correct. You should utilize rolling wave planning, which will allow you and the project team to return to the WBS as more information becomes available to decompose the remaining components.

A, C, and D are incorrect. A is incorrect because you do not have to decompose the entire project scope before the project work can begin. C is incorrect because hoping that risks don't affect the project outcome is not an appropriate approach to WBS creation. D is incorrect because project work can begin even though the WBS may not be completely decomposed.

47. Stakeholders have always been able to influence a project's deliverable the most in which project process group?

A. Execution

B. Controlling

C. Closing

D. Planning

D is correct. Stakeholders have the most influence on a project's deliverables at the start of the project, during planning.

A, B, and C are incorrect. A is incorrect because stakeholders don't have as much influence on the project during execution as they do during planning. B is incorrect because stakeholders don't have as much influence on the project during the controlling process as they do during planning. D is incorrect because stakeholders don't have as much influence on the project during closing as they do during planning.

48. Michelle is managing a project to create a web interface that will permit customers to purchase items from an online catalog. She needs to determine whether she should build a portion of the software or buy it. If she has the project team build the software, it will cost $285,000 to create it and $8,000 per month to maintain it. If a vendor builds the software, it will cost $167,000 to purchase but will require a monthly fee of $11,200 to maintain. What should Michelle do?

A. She should buy the software.

B. She should build the software.

C. She should build the software if it will be used more than 37 months.

D. She should buy the software if it will be used more than 37 months.

C is correct. This is a make-or-buy analysis. Here's how to complete these types of questions: (1) Determine the difference between the initial build and buy out-of-pocket costs. In this instance, it's $118,000. (2) Determine the difference between the build and buy monthly expenses. In this instance, it is $3,200 per month. (3) Divide the initial cost difference by the monthly difference. In this instance, it's $118,000 divided by $3,200, which equates to 36.875, or 37 months. (4) This final value tells you how long the software would need to be used before it would be less expensive to build it than buy it. If Michelle is going to use the software for longer than 37 months, she should build the solution internally.

A, B, and D are incorrect. A and B are insufficient answers. D is incorrect because the calculation is not correct for this make-or-buy decision. If Michelle is going to use the software for longer than 37 months, she should build the solution internally, not buy it.

49. You are the project manager of a project to build a large bridge over a swamp. Which one of the following groups can be viewed as a negative stakeholder?

A. The change control board for your project, as they do not want changes to the project scope

B. The city council, because they believe that the bridge will help develop the local economy

C. An environmental group that is opposed to the bridge over the swamp

D. The taxpayers who will pay for the creation of the bridge

C is correct. Because the environmental group is opposed to the bridge project, they are considered a negative stakeholder.

A, B, and D are incorrect. A is incorrect because the change control board does not want unneeded changes to the project scope, but they may be in favor of the project. B is incorrect because the city council is considered a positive stakeholder. D is incorrect because taxpayers is not a valid answer; some taxpayers may be in favor of the bridge, while others may be against it. The

question does not provide enough information to determine the position of all the taxpayers who are also stakeholders for this project.

50. Resource planning is an important process in any project. Resource planning helps the project manager determine scheduling and costs within a project. All of the following are resources, except for which one?

    A. Cement, wood planks, and paint

    B. Time

    C. Project team members

    D. Backhoes and equipment

    B is correct. Time is not a resource, so it is the correct answer for this question.

    A, C, and D are incorrect. All of these choices are examples of resources.

51. You are planning for purchases and acquisitions and would like to create a screening system to help you select among qualified vendors. Which one of the following is an example of a screening system?

    A. Third-party estimate

    B. Organization breakdown structure

    C. Requirement for the seller to have a mechanical engineer on staff

    D. Weighted model

    C is correct. The requirement to have a mechanical engineer can serve as a screening system. Vendors that don't qualify are "screened" from selection.

    A, B, and D are incorrect. They are not examples of screening systems. D, a weighted model, is a procurement tool to score components and factors of each vendor.

52. You are the project manager of a new agile project. You are working with the product owner, the key stakeholders, and the project team to define the project requirements. In an agile project, where are the requirements kept?

    A. Requirements management plan

B. Backlog

C. Scope statement

D. WBS

B is correct. In agile projects, the project requirements are recorded in the product backlog.

A, C, and D are incorrect. Documentation is often a non-value-added element in agile projects, so requirements are documented through user stories and prioritized in the product backlog, not in a requirements management plan, scope statement, or WBS.

53. Sarah is the project manager for her company. She is working with the project team to determine what resources are available and when they can be utilized in the project. This is called what?

A. Resource acquisition

B. Resource procurement

C. Resource planning

D. Resource selection

B is correct. Resource planning considers the resource pool, resource availability, resource costs, and resource calendars against the project calendar.

A, C, and D are incorrect. A is incorrect because resource acquisition is the actual hiring and obtainment of project resources. C is incorrect because resource procurement is typically tied to the purchasing of resources, such as materials. D is incorrect because resource selection is the determination of which resource is the best choice for the project.

54. You are a project manager operating in a strong matrix structure. You and your project team have just created the schedule for the project. One of the functional managers disagrees with your schedule, because he will be on vacation during the week his employees on your project are needed. Which individual has the power in a strong matrix organization?

A. The project manager

B. The customer

C. The functional manager

D. The program manager

A is correct. The project manager has power over the project in a strong matrix organization.

B, C, and D are incorrect. B is incorrect because project customers have little project management authority. C is incorrect because the functional manager will have limited power in a strong matrix organization. D is incorrect because a program manager may not even exist in a strong matrix organization.

55. A project is forming to create a new office building in Tampa, Florida. The project can be completed within one year if the expected resources are available. Management requires the in-house architectural team on this project. You believe, however, that the architectural team members already have too much work assigned to them and won't be able to contribute as needed. What should you develop to combat this threat?

A. A procurement management plan

B. A RACI chart

C. A team development plan

D. A resource-limited schedule

D is correct. A resource-limited schedule will show that the architectural team is assigned too many different projects and may not be available to help with your project.

A, B, and C are incorrect. A is incorrect because procurement is not an option, because management has asked you to use the internal resources. B is incorrect because a RACI chart is not the best solution for this problem. C is incorrect because although team development is important, it does not solve the problem this question presents.

56. What is a risk trigger?

A risk that causes a residual risk

A sign or symptom that risks have occurred or are about to occur

A plan to respond to risk events

A risk that causes a secondary risk

B is correct. A risk trigger is a warning sign or symptom that a risk has occurred or is about to occur.

A, C, and D are incorrect. A is incorrect because residual risks are small risks that are created after risk responses have been implemented. C is incorrect because a risk trigger is not a plan to respond to the risk event. D is incorrect because a secondary risk can be created by solutions to a different risk in the project.

57. Kelly is the project manager for her organization and she has a very hands-on approach to managing the project team. She doesn't accept excuses, demands the project team do the work as planned, and is not open to anyone's ideas on the project. Jennifer, her manager, advises Kelly to work more with the team and to develop the team into a tighter, self-led group of people. Why should the project manager work to develop the project team?

A. To improve the skills of team members and increase their ability to complete the project activities.

B. The project manager should not work for team development. It is a natural process that will occur of its own accord.

C. To increase project communications.

D. To increase the likelihood of the project being profitable.

A is correct. Part of team development is intended to increase team members' ability to complete the project work.

B, C, and D are incorrect. B is incorrect because team development may happen on its own to some extent, but it should be facilitated by the project manager. C is

incorrect because an increase in communications is not always a good thing; consider effective communications versus rampant communications. D is incorrect because not all projects have a focus on profits.

58. Your agile project is moving forward. The director of sales, however, comes to you and demands changes to the scope statement. She insists that these changes will improve the finished product. What should you do?

    A. Tell her that the scope cannot be improved unless she provides hard metrics on why the change is needed.

    B. Tell her that the requirements should be added to the product backlog and they'll be prioritized before the next iteration.

    C. Tell her that the scope cannot be improved unless she wants to pay for the product changes.

    D. Tell her that the scope cannot be changed because the project is already being executed.

    B is correct. The director of sales and all stakeholders can add requirements to the product backlog to be prioritized before the next iteration of the project.

    A, C, and D are incorrect. A is incorrect because metrics of the improvements to the project scope are always nice, but this choice is not the best answer. C is incorrect because based on the enterprise environmental factors and the agreements of the project scope, the payment for the change request may or may not be the responsibility of the director of sales. D is incorrect because the project scope can be changed, even while the project is being executed.

59. You are a project manager for your organization. One of the managers is refusing to allow her employees to spend time on your project. Which one of the following is likely to be missing from your project in this instance?

    A. Project manager

    B. Risk management plan

    C. Project scope

D. Project charter

D is correct. The functional manager is likely not allowing her employees to work on the project because there is no charter requiring her to do so.

A, B, and C are incorrect. A is incorrect because you are the project manager. B is incorrect because the risk management plan is not applicable to this scenario. D is incorrect because the project scope may be missing, but it is not as important as the project charter. The project charter authorizes the project.

60. You have just completed the final report for your project. Why should this report be archived?

A. In case the customer has a change to the project scope

B. In case the organization needs to update the project's product

C. In case the project's finances are ever called into question

D. In case future project teams need the project's information to help them complete their project

D is correct. Current project records become future historical information and are considered part of the organizational process assets.

A, B, and C are incorrect. A, changes to the project scope once the project has been completed, is not the best choice because the customer has already accepted the project for the final report to be filed. B is incorrect because the final report could serve as supporting detail to any updates to the project product, but the original project management plan, scope statement, and WBS will be of more benefit than the final project report. C is incorrect because financial audits of the project are often part of the project closure. The final report documents the successes, failures, and lessons learned in the project. It also summarizes the performance of the project, the project manager, and the project team.

61. You are the project manager for your organization. Henry is also a project manager in your organization. You and Henry both need Susan and her expertise on your project.

You feel that if you cannot have Susan, then your project will be seriously delayed. This is an example of which one of the following?

A. Conflict management

B. Resource pool availability

C. Resource constraint

D. Ivory tower

C is correct. If certain activities require a worker with a specialized skill, the availability of that worker and skill is a resource constraint, and these activities are resource-dependent. In this instance, Susan is the worker in demand.

A, B, and D are incorrect. A is incorrect because no conflict is described in the question. B is incorrect because the resource pool isn't called into concern; it's the need for the specific resource, Susan. D is incorrect because as the term "ivory tower" is slang for a resource that has a skill set that others within the organization do not possess. These folks may develop a cocky attitude about their abilities.

62. Mark, a project team member, is consistently completing his project work with errors. You, the project manager, must stop this and ensure that this doesn't happen again. What is the best course of action?

A. Implement corrective actions

B. Update the quality management plan

C. Adjust the quality baseline

D. Discipline the project team member

A is correct. Corrective actions are steps taken to prevent current errors from entering the project again. In this instance, the action could be allotting Mark more time to complete his assignments, offering additional training, or creating checklists to help him complete his work.

B, C, and D are incorrect. B is incorrect because the quality management plan should not be updated based on errors a project team member is creating. C is incorrect because quality is a conformance to requirements and a fitness for use, so the quality baseline can't be changed in this instance. D is incorrect because although disciplining the project team member may be appropriate, it doesn't ensure that the defects won't happen again.

63. Team development is an important part of all projects. The project team will complete the project work, and you'll rely on the project team to report accurate information and complete their assignments with quality. Which one of the following is an example of team development?

A. Ad hoc meetings

B. Video conferences

C. Daily e-mail

D. Off-site activities

D is correct. Off-site activities can give the project team an opportunity to get to know each other without the stress and interference of the workplace.

A, B, and C are incorrect. These are examples of communication, not team development. Note that in the exam, you can answer these types of questions by identifying the "odd man out." Notice how three of the choices are all communication-related, while the choice of off-site activities does not fit with the others. This is a typical question scheme you'll likely encounter on the Project Management Professional (PMP) exam.

64. You are a project manager for your organization. Your current project is 35 percent complete; however, it is supposed to be 50 percent complete by now. Your budget for this project is $275,000, and you have already spent $120,000. What is your cost performance index?

A. 80

B. $96,250

C. .80

D. $23,750

C is correct. The cost performance index is .80 (not 80). The formula is earned value divided by actual costs.

A, B, and D are incorrect. A is incorrect because the CPI is .80, not 80. Note that "80" and ".80" are not the same value. B is incorrect because $96,250 isn't a correct calculation of the CPI. D is incorrect because the earned value for this project is 35 percent complete. $23,750 is the cost variance.

65. A risk that has been identified has changed. You have discovered that its impact on the project will be greater than what was originally planned for. Which plan should be updated?

A. Risk management plan

B. Scope management plan

C. Risk response plan

D. Procurement management plan

C is correct. The risk impact has changed, so you will need to update your risk response plan.

A, B, and D are incorrect. A is incorrect because the risk management plan details how risk analysis, risk identification, and other risk-related management activities will proceed. It does not include the responses to individual risks. B is incorrect because the scope management plan does not need to be changed. D is incorrect because the procurement management plan does not need to be updated based on this scenario.

66. Fran has just been fired as the project manager of her project. You have been selected to take over Fran's project. She has kept poor records, the project schedule is assumed to be late, and she is considerably over budget. What should you do to get this project back on schedule and budget, considering the current circumstances?

A. Create a new project plan

B. Rebaseline the project

C. Scrap the project and start over

D. Create a new scope

B is correct. Rebaselining the project is rarely recommended, unless the project is in serious disarray. In this instance, you would rebaseline the project to account for the schedule and cost overruns.

A, C, and D are incorrect. A is incorrect because the question does not specify whether the project plan is bad and a new one must be created, or if it is just not being implemented properly. C is incorrect because it is not recommended to scrap a project and start again, as all of the initiating processes will need to be repeated. D is incorrect because there is no valid reason to create a new scope.

67. Your project has been cancelled six months into its duration. Which of the following statements best describes scope validation?

A. Scope validation should be deemed successful because management cancelled the project due to circumstances out of your control.

B. Scope validation is not needed unless the project is more than 50 percent complete.

C. Scope validation is not needed because the scope was never fulfilled.

D. Scope validation should be measured against the deliverables that were created to the point of the project cancellation.

D is correct. Although the project has been cancelled, scope validation should take place for the deliverables up to the point at which the project was cancelled.

A, B, and C are incorrect. A is incorrect because there's not enough information in the question to determine whether the project was cancelled because of something in or out of your control. B is incorrect because scope validation is needed regardless of how much of the project has been completed. C is incorrect because scope validation will happen for whatever portion of the project scope has been completed.

68. Natalie is the project manager of the TBF Project for her company. She has created a newsletter for her project for all of the stakeholders. The newsletter contains information about the project performance, highlights from the project team accomplishments, and news about upcoming activities in the project. What type of communication is this?

    A. Interactive

    B. Project marketing

    C. Push

    D. Pull

    C is correct. This is an example of push communication because the newsletter is sent from the project manager to the stakeholders. The communication is pushed to the stakeholders.

    A, B, and D are incorrect. A is incorrect because interactive communication describes as an active conversation, such as in a forum or meeting. C is incorrect because project marketing isn't a valid project management term. D is incorrect because pull communications, like a web site, occurs when stakeholder pulls or retrieves the information from the location.

69. Your project team has identified several serious risks within your project. Not all of these risks have happened, and they are no longer threats. What should you do in regard to the risks that did not happen?

    A. Commend the project team for preventing the risks.

    B. Admonish the project team for identifying risks that did not happen.

    C. Update the risk register.

    D. Release the monies for the contingency funds for the identified risks.

    C is correct. When a risk is identified, it is documented in the risk register. The risk is then tracked through the risk register and its outcome is record as part of future historical information.

A, B, and D are incorrect. A is incorrect because, even if a risk did not occur, it doesn't mean that the project team was responsible and deserves commendation. Consider a risk such as a vendor delivering materials late, poor weather conditions, or travel delays—the project team has no control over these risks. B is incorrect because there is no reason to admonish the project team. It's their role to identify risks. D is incorrect because the contingency fund is based on the probability of risk events and considers that not all risk events will come to fruition.

70. Maria is demanding immediate changes to a piece of software that your project team is creating. You, the project manager, tell Maria that she must follow the change control processes in order to have the changes considered. Maria demands to know where these processes are documented. Where can Maria find information on the change control processes?

    A. Change control board

    B. Organizational assets

    C. Change management plan

    D. Project charter

    C is correct. The change management plan defines the process for managing changes in the project.

    A, B, and D are incorrect. A is incorrect because the change control board is a committee of decision-makers that reviews proposed changes and their value to the project. B is incorrect because organizational assets is not the best choice for this decision; organizational process assets is the correct term for historical information and other assets available to help the project manager. D is incorrect because the project charter won't include information on the change control processes.

71. You are the project manager of a high-profile project within your community. You believe that your project's biggest weakness is communications, and if it doesn't

improve, your project may suffer. Which one of the following is the best method for improving this weakness among your project team?

A. Assign a team member for all communication demands.

B. Transfer the risks to a third party.

C. Communicate with all of the stakeholders on a daily basis.

D. Enroll the project team in a seminar on communications.

D is correct. Attending a seminar on communications is the best choice for improving project communications for you and your project team.

A, B, and C are incorrect. A is incorrect because you, the project manager, rather than a team member, have to be the hub of communications on your project. B is incorrect because communication must stem from the project manager, not a third party. C is incorrect because communicating to all of the stakeholders every day is not the best choice, because the answer does not define the type or quality of communications. In addition, there may be no reason to communicate with all of the stakeholders on a daily basis.

72. You are a project manager for the BHG Corporation and are helping management choose a project. You are presented with the following information: Project XWA has a net present value of $35,000 and will take five years to complete. Project Machine Y has a net present value of $55,000 and will take two years to complete. Project Warehouse has a net present value of $23,500 and will take six years to complete. Which project should your company choose to complete?

A. Project XWA.

B. Project Machine Y.

C. Project Warehouse.

D. All projects have equal value, so any project is applicable.

B is correct. The net present value of Project Machine Y, $55,000 within two years, is the greatest investment for your company. On the exam, when you're

presented with these types of questions, always choose the project that gives the greatest net present value first.

A, C, and D are incorrect. A is incorrect because Project XWA will take five years to complete and has a moderately low net present value. C is incorrect because Project Warehouse has a lower net present value than Project Machine Y and will take six years to complete. D is incorrect because the projects listed do not have equal value.

73. You are a project manager for your organization. Robert, the manager of the structural engineering department, is refusing to allow his resources to participate on your project. You desperately need Robert's structural engineers. What is likely missing from your project?

A. A staffing management plan

B. A project sponsor

C. A project charter

D. Job descriptions for the structural engineers in Robert's department

C is correct. Robert is likely not requiring his employees to work on your project because there is no charter requiring him to do so.

A, B, and D are incorrect. A is incorrect because a staffing management plan won't affect whether Robert allows his employees to work on your project. B is incorrect because if the project charter exists, then a project sponsor would exist as well. D is incorrect because job descriptions wouldn't affect whether Robert allows his employees to work on your project.

74. Marsha is managing a predictive project that was slated to last one year. The project is now entering its third year. Changes have flooded the project, and the project team is frustrated. Of the following, which statement is most applicable to this situation?

A. The project scope has not been properly created.

B. The project should be cancelled.

C. The project team must prevent any changes from entering the project.

D. The project charter was not properly created.

A is correct. The project scope has likely not been properly created. If the project scope is loose and not tightly defined, a project will have tendencies to change, morph, and exceed the original scheduled end date.

B, C, and D are incorrect. B is incorrect because there is not enough information presented to determine whether the project should be cancelled. C is incorrect because the project team may not have the power to approve or disapprove changes. In addition, the question does not provide enough information to know whether the changes have followed the correct change control system. D is incorrect because although the project charter is important, its primary job is to authorize the project work. This is not the best choice for this question.

75. You have been assigned a new agile project that will include stakeholders from within your company, the community, and several vendors. You'll need to coordinate all of the communications among these stakeholders and keep them engaged in the project. In this new project, how will you best address communication demands?

A. Agile projects don't communicate with stakeholders until the final iteration.

B. Agile projects use a single point of contact with the project manager to communicate all information to all stakeholders.

C. In an agile project, project information is shared with transparency, and regular stakeholder reviews are held to promote project communication.

D. Agile projects disperse project information through Kanban boards.

C is correct. Agile projects utilize transparency and regular stakeholder reviews to share information openly.

A, B, and D are incorrect. A is incorrect because agile projects do communicate with the project stakeholders throughout the project. B is incorrect because in agile projects, communication with all stakeholders does not occur through only the project manager. D is incorrect because Kanban boards show the "WIP" or what's in progress; it's not a mechanism to share all project information.

76. Jon is the project manager for the KT Project for his organization. The project will last 18 months and has a budget of $576,900. The project team consists of in-house employees and some contractors. Management has asked Jon to track the progress of the project and report the progress each week. Which of the following can best be used to determine the true progress of a project?

A. Variance reports

B. Baselines

C. Proposed change requests to the project scope

D. Stakeholder analysis

B is correct. Baselines can be used to compare what is actual against what was predicted.

A, C, and D are incorrect. A is incorrect because variance reports explain why variances exist. C is incorrect because a change request to the project scope does not measure project progress. D is incorrect because stakeholder analysis does not measure the project progress either.

77. You are a project manager in a matrix-structured organization. You will be using resources from all departments within your organization. Functional managers need to know when you will be utilizing their staff members so that they can plan accordingly. Which document describes how and when a project team member will be brought on to and released from the project team?

A. Resource management plan

B. Human resources management plan

C. Resource calendar

D. Project calendar

A is correct. The resource management plan will account for employees' time on the project.

B, C, and D are incorrect. B is incorrect because there is no human resource management plan in the project plan. C is incorrect because the resource calendar records when the resources will be available for project work. It accounts for vacations, other projects the resources may be used on, and other time issues relevant to the resources. D is incorrect because the project calendar defines when the project phases and the entire project will be done.

78. You are trying to decide whether you should purchase a piece of software or have your project team create the software for you. Which process set would you use to complete a make-or-buy analysis?

A. Planning the project scope

B. Initiating the project

C. Closing a project phase

D. Planning procurement management

D is correct. You are creating a make-or-buy analysis to determine the need to complete the work in-house or send the work to a vendor. At this point in the project, you are planning the procurement management.

A, B, and C are incorrect. A is incorrect because planning the project scope is the determination of what should, and should not, be included as part of the project based on the requirements. B is incorrect because initiating the project launches the project management life cycle. C is incorrect because closing the project or a phase in a project doesn't contribute to the make-or-buy analysis decision.

79. You are the project manager of the Pi Project for your organization. Management has stressed several components of the project that will obviously represent risk, and they'd like you to diagram the risks throughout the project as part of your performance reporting. All of the following are diagrams that can be used with risk management, except for which one?

A. Network diagram

B. Influence diagram

C. Cause-and-effect diagram

D. Process flowchart

A is correct. A network diagram illustrates the flow of project activities from launch to completion.

B, C, and D are incorrect. These are all risk management diagramming techniques.

80. Jacob is the project manager of the Manufacturing Project. This project will create a new facility for the Smith Manufacturing Group—an external client. Jacob and his project team have gathered the project requirements, created the project scope, and gotten their work breakdown structure (WBS) approved by their client. As they are beginning the creation of the activity list, Henry Smith, president of the Smith Manufacturing Group, demands that a large loading dock be added to the project scope. This change will cost $290,000 and take at least two additional months. What must happen next?

A. The project budget must be adjusted.

B. The project scope must be revised.

C. The change will be added as another project.

D. Nothing—the project scope cannot be changed.

B is correct. Henry Smith demands the change, so the project scope must be revised.

A, C, and D are incorrect. A is incorrect because the cost of the changes will be added to the project budget after the project scope statement has first been updated. C is incorrect because changes are rarely added as new projects. D is incorrect because the project scope can, and often does, change.

81. Marty is a new project manager and has no training. His organization cannot afford to send Marty to project management training. Which one of the following is not an appropriate method Marty can use to contribute to his personal competence?

A. Read past project files.

B. Nothing. Marty cannot improve his personal competence without additional training.

C. Browse free project management web sites.

D. Shadow successful project managers.

B is correct. There is almost always something Marty can do to enhance his skills.

A, C, and D are incorrect. These choices are examples of Marty improving his personal competence. Usually, doing nothing is the worst thing you can do.

82. What is the best thing you should do if your project is taking too long to complete?

A. Fast-track the project.

B. Add lead time.

C. Add unused but qualified resources to the critical path.

D. Add lag time.

C is correct. Before any other time-compression technique is used, the project manager should add qualified resources to the critical path.

A, B, and D are incorrect. A is incorrect because fast-tracking the project will shorten the project duration, but it also increases risk. Lead time and fast-tracking are similar. Fast-tracking generally is applied to project phases, while lead time is generally applied to individual activities. B is incorrect because lead time is not the best solution; lead time allows activities and phases to overlap, but it increases risk. If no qualified resources were available, this might be helpful. D is incorrect because lag time will actually cause the project to last longer.

83. Bobbi is the project manager of the POQ Project for her company in a PMO environment. This project is to customize a piece of software, install the software throughout the organization, train the staff on the new software, and write help documentation on the software. Bobbi is currently working on the project plan for this project. Which of the following statements about the project plan is true?

A. A project plan cannot be changed during project execution.

B. Bobbi the project manager will have the plan approved by management.

C. Customers almost always approve the project plan for the organization.

D. A project plan is not needed for all predictive projects.

B is correct. Management must approve all project plans.

A, C, and D are incorrect. A is incorrect because project plans often do change during a project's execution. C is incorrect because customers have input, but usually not approval, for the project plan. D is incorrect because project plans are needed for all predictive projects, but not agile projects.

A project manager has been assigned a new project with a predetermined budget of $430,000. This is an example of which one of the following?

E. Constraint
F. Poor management
G. Assumption
H. Cost obligation

A is correct. A predetermined budget is a project constraint.

B, C, and D are incorrect. B is incorrect because although some project managers may believe that a predetermined budget is an example of poor management, this is not always the case—for example, the project may have been completed many times before for other organizations and the cost of the project may be well known. C is incorrect because this is not an assumption; this is true—the project manager will have only $430,000 to complete the project. D is incorrect because cost obligation isn't a valid project management term to describe the constraint of a predetermined project budget.

84. Your company has a policy against accepting gifts that are worth more than $50 from vendors. A vendor on your current project has invited you to a resort in New York City for a free class on his new product. You have not yet decided to use the product for your current project, but you might. The invitation includes tickets to a Broadway theater show, a tour of New York, and a helicopter ride around Manhattan. The vendor informs you that because you have been such a good customer, he will waive the fee for

the course and will pay for your travel expenses. You decide to go. Which one of the following best describes this scenario?

A. You have not violated your company policy because it is an educational opportunity to learn about a product your company will be using.

B. You have violated your company policy because the class, travel expenses, tickets, New York City tour, and helicopter ride are all gifts.

C. You have not violated your company policy because there is no tangible gift received from the vendor.

D. You have violated your company policy, not because of the class, but because of the theater tickets.

B is correct. Your company policy does not allow any gifts over $50. This is clearly a gift from the vendor to influence your purchasing decision about his product.

A, C, and D are incorrect. A is incorrect because this is a violation of your company policy to accept the trip and the perks it brings, even if an educational opportunity is provided. C is incorrect because the experience of the New York trip is the gift, even if there isn't something tangible being delivered. D is incorrect because the theater tickets and all the other amenities are part of the gift.

85. Your project will utilize many different disciplines. Your project team has identified risks that will span the entire project, disciplines, and sites. What is the best approach to manage these risks?

A. Complete risk transference.

B. Create risk owners for each identified risk.

C. Create a risk breakdown structure.

D. Create a risk register.

B is correct. Risk owners can monitor, respond to, and communicate to the team regarding risk events.

A, C, and D are incorrect. A is incorrect because transference is likely not feasible for all of the risks within the project. C is incorrect because although creating a risk breakdown structure provides a better understanding of risks, it does not provide responses or ownership of the risk events. D is incorrect because the project manager should create a risk register, regardless of the number of identified risks.

86. You are the project manager of a new home construction project. You have included in your planning opportunities for control quality activity and scope validation activities. Bethanna, your client, doesn't understand the difference between the two activities. What is the difference between control quality and scope validation?

A. Control quality is done by the customer.

B. Scope validation is done by the project team.

C. Both are inspection driven, but the project manager facilitates control quality, and the project team does scope validation.

D. Both are inspection driven, but the project manager facilitates control quality without the customer, and then does scope validation with the customer.

D is correct. Control quality is concerned with the correctness of the work, while scope validation is concerned with the customer accepting the work.

A, B, and C are incorrect. A is incorrect because control quality is usually done by the project team and rarely, if ever, the project customer. B is incorrect because the project customer completes scope validation. C is incorrect because the project manager and the project team perform control quality, while the project customer completes scope validation.

87. You are the project manager for your organization and you're speaking with the program manager about your project. The program manager tells you to focus on the project work and keep your budget under control. The program manager tells you that working capital may be an issue in the coming months. Working capital is defined as which one of the following?

A. Funds available to invest in a new project

B. Funds that are “working” for an organization

C. Funds that would have been earned if the project budget were invested in a savings account rather than in the project work

D. Funds the project will generate before project closure

A is correct. Working capital is the money an organization has to run the business and invest in new opportunities, which include projects.

B, C, and D are incorrect. B is incorrect because working capital isn’t defined as funds working for an organization. C is incorrect because working capital doesn’t describe the potential return on investment for other opportunities. D is incorrect because this answer describes the return on investment, not working capital.

88. The organization structure you operate within can affect the amount of power you have. For example, who would approve the project plan in a weak matrix?

A. Project customer

B. Functional managers

C. Project manager

D. Project team members

B is correct. Functional management has more power than the project manager in a weak matrix.

A, C, and D are incorrect. A is incorrect because the project customer does not approve the project plan. C is incorrect because the project manager has limited authority in a weak matrix structure. D is incorrect because the project team does not approve the project plan, but they do help create it.

89. Beth is the project manager of the NHQ Project for her company and she has learned that several of the project team members do not know how to use the reporting software the project uses. Beth decides that a training class is in order for the project team to ensure that everyone can use the software correctly in the project. The training class is an example of what?

A. Teaching others about project management processes

B. Risk mitigation

C. Stakeholder engagement

D. Team development

D is correct. The training of the project team is an example of team development. Beth needs to train the team to ensure that they can use the software correctly for the project. This is also an example of the cost of quality.

A, B, and C are incorrect. A is incorrect because Beth isn't teaching others about project management processes, so this isn't a correct choice. B is incorrect because although some may argue that training is a risk mitigation, the best choice for training is team development. D is incorrect because Beth isn't really engaging the stakeholders in this instance, so this option isn't correct.

90. You are the project manager for your company and have invited the key stakeholders to participate in your project planning sessions. Sam wants to know why you have included these stakeholders in these planning sessions. What is the best response?

A. The project stakeholders are usually the individuals who are paying for the project work, so they should be in the planning sessions.

B. You know that the stakeholders may not attend, but you've covered liabilities by inviting them.

C. The stakeholders have skills and knowledge that can be leveraged in developing the project plan.

D. Key stakeholders are required to attend the project planning sessions because they can correct any oversights or inaccuracies the project manager or the project team may have missed in the project scope.

C is correct. The project manager and the project team can leverage the stakeholders' skills and knowledge to create a better project plan.

A, B, and D are incorrect. A is incorrect because although stakeholders are often the individuals paying for the project, this is not true in all instances. B is

incorrect because simply inviting the stakeholders to cover your liabilities is not a good answer for this question. D is incorrect because relying on the stakeholders only for correcting oversights limits the stakeholders from leading the requirement gathering and contributing to the planning sessions.

91. Marcy is managing a project for her company. Her project's budget is $250,000. She has calculated the cost of performance index (CPI) to be .91 and her costs are $175,000. What is Marcy's estimate at completion (EAC)?

    A. $115,750

    B. $275,000

    C. $265,000

    D. $250,000

    B is correct. The formula EAC = BAC/CPI is, in this instance, EAC = 250,000/.91. This equates to $274,725, which is rounded up to $275,000.

    A, C, and D are incorrect. These are not valid calculations of the estimate at completion.

92. Management and the labor union are discussing the hours your project team members should work on the project. When team members are restricted to working only certain days or hours, this is known as what?

    A. Contractual agreements

    B. Time and materials

    C. Collective bargaining agreement

    D. Constraint

    D is correct. The working hour limitations set forth by the union are constraints on your project because they restrict when the project team members can complete their work.

    A, B, and C are incorrect. A is incorrect because the contractual agreement between management and the union is not the best answer. B is incorrect because

time and materials is not a valid choice; this term describes a contract type. C is incorrect because a union contract, also known as a collective bargaining agreement, is the document that sets the working hour limitations, and those limitations serve as a constraint on this project, so D is the best answer.

93. You are the project manager for your organization, and management has told you that starting next quarter, you'll be using ISO 9000 in all projects. What is ISO 9000?

    A. A quality management system

    B. A control quality system

    C. A management process to implement quality

    D. A system that ensures an organization follows the same repeatable processes to reach the same repeatable results

    D is correct. ISO 9000 is a method of following repeatable procedures created internally to an organization.

    A, B, and C are incorrect. A is incorrect because ISO 9000 is not a quality management system. B is incorrect because ISO 9000 is not a control quality system. C is incorrect because ISO 9000 isn't a process to implement quality.

94. Thomas is the project manager for his company and he's completing a project. The project has finished on schedule and on budget. Management insists that Thomas should complete the lessons learned even though the project was successful. Why should lessons learned documentation be completed?

    A. It keeps the project manager focused on the project work.

    B. It makes the project manager and project team accountable for the work they have completed on the project.

    C. It enables other project managers to learn from this project.

    D. It ensures that all of the project work is complete.

    C is correct. Lessons learned documentation enables others to learn from the project work. Lessons learned are organizational process assets.

A, B, and D are incorrect. A is incorrect because lesson learned documentation is a review of the work that the project has completed and documents what the project manager and team have learned. It is not used to help the project manager focus on the project work. B is incorrect because the project manager and the project team are already accountable for all of their responsibilities on the project; the lessons learned documentation does not affect that. D is incorrect because control quality and scope validation confirm that the project work is completed, not lessons learned documentation.

95. Examine the following terms. Which term is not related to control quality?

A. Cost-benefit analysis

B. Design of experiments

C. Flowcharting

D. Herzberg's Theory of Motivation

D is correct. Herzberg's Theory of Motivation a human resources theory that is based on motivating agents and hygiene agents and is not applied to quality control.

A, B, and C are incorrect. A is incorrect because a cost-benefits analysis is used as part of controlling quality. B is incorrect because design of experiments can be used with control quality. C is incorrect because flowcharting can be used with control quality.

96. You are the project manager of a construction project. Your project must adhere to the government-mandated OSHA rules. What are these rules for your project? (Choose one best answer.)

A. Constraints

B. Assumptions

C. Standards

D. Regulations

D is correct. OSHA rules are regulations, or requirements, that your project must meet.

A, B, and C are incorrect. A is incorrect because constraints are things that limit the project manager's options, such as time, cost, or resources. The rules, in this instance, are regulations and are not optional. Between constraints or regulations, regulations is a better answer for this question. B is incorrect because these are not examples of assumptions, but requirements. C is incorrect because standards are optional; OSHA regulations and requirements are not optional.

97. You are the project manager of the JKG Project. You have determined that the project team needs additional training to complete the project work. The additional training is which type of cost?

A. Indirect cost

B. Direct cost

C. Fixed cost

D. Variable cost

B is correct. This is an example of a direct cost, which is a cost that is specific to your project and that cannot be shared with other projects or the organization.

A, C, and D are incorrect. A is incorrect because indirect costs are shared across multiple projects. B is incorrect because fixed costs are persistent throughout the project, such as leasing a piece of equipment. D is incorrect because this is not an example of a variable cost; variable costs fluctuate, depending on the conditions within a project.

98. You are the project manager of a large construction project. In this project, you'll be working with several vendors for the plumbing, electrical, and low wattage installation of components. Changes may happen within the project, and you need to plan accordingly. What document dictates how a vendor on a project will conform to project change requests?

A. Scope document

B. Change control documentation

C. Contract

D. Project scope management plan

C is correct. The contractual agreement between the vendor and the customer overrides all other documents.

A, B, and D are incorrect. A is incorrect because the scope document isn't the most definitive document for the contractual relationship. B is incorrect because the change control documentation defines how changes can take place in the project, but even the contract may have specifications for how changes are allowed and considered for contracted work. D is incorrect because the project scope management plan won't override the legal requirements of the contract.

99. You are a project manager for a company that completes work for other organizations. Company policy states that employees may not accept a gift valued at more than $100. A recent project that you managed was successful and will save the customer $500,000 per year. The customer is ecstatic about the job you and your project team did for him and wants to reward you. The customer knows about your company's policy but wants to show his appreciation anyhow. In a lunch meeting with your customer, you are presented with a check for $25,000. The customer says that he won't tell anyone about the check and that no one at your company will know about the check if you don't say anything. What should you do?

A. Accept the check and don't tell your company. You have saved the customer a significant amount of money, and he wants you to have a reward.

B. Donate the check to your favorite charity.

C. Accept the check and divide it among your project team.

D. Politely decline the check because of your company's policy.

D is correct. You must politely decline the check because its value is more than $100. Sounds tough, but you should always make the ethical choice.

A, B, and C are incorrect. A is incorrect because this is a clear violation of your company policy. B is incorrect because you'd have to accept the check first and then donate it. Accepting the check is a violation of the policy. C is incorrect because accepting the check is a violation of the policy.

100. It's important for a project manager to understand how the components the project creates will be folded into operations. The operational transfer plan will define how the project's deliverables will move from the project into operations. Operational definitions, however, may describe part of the project scope. Which one of the following is an operational definition?

A. All sales representatives will receive training on working with customers.

B. All managers will complete a review of the project manager's team.

C. All call center employees must answer the phone within three rings.

D. All human resource managers must evaluate the project managers.

C is correct. Operational definitions are often defined in specific metrics; a metric is a quantitative value, such as answering the phone within three rings. Avoid vague metrics, such as "all," "good," or "fast."

A, B, and D are incorrect. A is incorrect because training isn't a metric for an operational definition. B is incorrect because completing the review isn't an operational definition. D is incorrect because this isn't an example of an operational definition.

101. You have created the project scope and now need to subdivide it into smaller components. This is called what?

A. Work breakdown structure (WBS) creation

B. Decomposition

C. Progressive elaboration

D. Work packages

B is correct. The subdivision of the project scope into smaller components is called decomposition.

A, C, and D are incorrect. A is incorrect because WBS creation does not answer the question as accurately as decomposition does. C is incorrect because progressive elaboration describes any process that progressively elaborates on its theme, not just the decomposition of the project scope. D is incorrect because work packages are the smallest item in the WBS—the result of decomposition.

102. You are launching the Ogden Office Complex Project, which is similar to the Royal Office Complex Project you managed last year. Which one of the following can best help you to streamline the planning for the Ogden Office Complex Project?

A. Visiting the Royal Office Complex Project and inspecting the final deliverable of the project

B. Relying on the Royal Office Complex Project's risk matrix

C. Using the Royal Office Complex Project's accounting system for your current project

D. Using the Royal Office Complex Project's work breakdown structure (WBS) as a template for the Ogden Office Complex Project

D is correct. The WBS of the previous project can serve as a WBS template for the current project.

A, B, and C are incorrect. A is incorrect because inspecting the deliverable of the previous project won't necessarily help with planning the current project. B is incorrect because the Royal Office Complex Project's risk matrix may help guide risk assessment, identification, and the risk response process, but the WBS will help even more. C is incorrect because the financial controls are most likely universal to all projects within your organization.

103. You are the project manager for your organization. The Manufacturing Upgrade Project, which you have been working on for the last seven weeks, has some specific constraints: The project must not exceed $575,000, must be done within one year, and must not use any vendors to complete the project work. In addition, this project must

not exceed its budget by more than 1 percent, or management will deem the project a failure. If the project fails, you and the project team will not receive any bonuses for your work. Changes to your project have caused the project costs to increase slightly, and the project schedule has increased by two weeks. Of the following, which control mechanism is of most importance in this project?

A. Project schedule control

B. Project cost control

C. Project control quality

D. Scope change control

B is correct. The constraint on this project is primarily cost control. If the project moves beyond 1 percent of the budget, management will deem the project a failure.

A, C, and D are incorrect. A is incorrect because the schedule is not the most important factor because the question identifies the cost constraint, but it doesn't identify how long the project will actually take to complete. C is incorrect because quality is always important, but it is not the constraint that will deem the project a failure. D is incorrect because scope change control is mandatory. If changes have been approved to the project scope, there must be adequate funding for these changes to exist.

104. As a project manager, you should be familiar with the project initiation processes and activities that help get a project started. Which one of the following is true?

A. The project sponsor assigns the project team members to specific project activities.

B. The project sponsor allows the project manager to make all decisions in a functional environment.

C. The project sponsor ensures that the project manager has the necessary resources to complete the project.

D. The project sponsor manages the project with the project manager.

C is correct. The project sponsor does ensure that the project manager has the necessary resources to complete the project.

A, B, and D are incorrect. A is incorrect because the project sponsor does not assign the project team members to specific project activities or manage the project with the project manager. B is incorrect because the project manager in a functional structure has very little authority to make decisions. D is incorrect because the project sponsor won't manage the project with the project manager.

105. Jim has asked a project manager to explain control quality to him. Which one of the following statements is true about the control quality process?

A. Control quality is ensuring that the project team follows the project plan.

B. Control quality is concerned with the correctness of the work.

C. Control quality focuses on acceptance of the work.

D. Control quality is an organization-wide program, such as Six Sigma.

B is correct. The best description of control quality is the correctness of the work.

A, C, and D are incorrect. A is incorrect because manage quality is ensuring that the project team follows the project plan. C is incorrect because scope validation focuses on project acceptance. D is incorrect because manage quality, not control quality, may use an organization-wide program, such as Six Sigma, to focus on preventing mistakes from entering the project.

106. Marty is the project manager of the Macro Development Project. Several scope changes have been approved that will dramatically increase the time and cost needed to complete the project. What must be updated as a result of these scope changes?

A. WBS dictionary

B. Contractual agreements

C. Project team

D. Project charter

A is correct. When the scope changes, the work breakdown structure (WBS) will need to be updated to reflect these changes. This, in turn, will cause the WBS dictionary to be updated as well.

B, C, and D are incorrect. A change to the project scope does not mean that contractual agreements, the project team, and the project charter will be updated.

107. You are currently managing the FOX Project for your organization. You have several project team members. Sandy is excited about the project work and will work overtime when it is needed. Karen always works overtime, although she says that she does not like to. Your customers like Sam, and he'll work overtime if it's absolutely necessary. Johnny completes the project requirements. Who is the best project team member?

A. Sam

B. Karen

C. Sandy

D. Johnny

D is correct. As a project manager, you are concerned with getting the work done. In this instance, only Johnny is described as completing the project requirements.

A, B, and C are incorrect. A is incorrect because Sam seems like a good worker and is well liked, but the question doesn't say whether he completed the project requirements or not. B is incorrect because Karen always works overtime, but how do we know if the overtime is actually needed? C is incorrect because although Sandy may work overtime, the question doesn't state whether she completes the project requirements.

108. You are a project manager for your organization. Your current project is 35 percent complete, although it is supposed to be 50 percent complete by now. Your budget for this project is $275,000, and you have already spent $120,000. What is your planned value?

A. $120,000

B. $23,750

C. $137,500

D. $96,250

C is correct. $137,500 is the planned value for the project. The earned value for this project is $96,250. The formula is EV = % complete × BAC.

A, B, and D are incorrect. A is incorrect because $120,000 is the actual cumulative costs. B is incorrect because $23,750 is the cost variance. D is incorrect because $96,250 is the earned value, not the planned value.

109. You have just completed a seven-month project, and management wants to know how much you spent on the project. What is likely to happen next?

A. A procurement audit

B. A quality audit

C. An audit of the project scope

D. A labor audit

A is correct. Management will perform a procurement audit in this scenario.

B, C, and D are incorrect. B is incorrect because quality audits can happen as part of the quality policy and manage quality. C is incorrect because an audit of the project scope is most closely related to the project's control quality procedures. D is incorrect because a labor audit is not a typical PMI project management term.

110. You are the project manager for a project to create a complex database for your company's web site. Bob, the functional manager of Scott, tells you that Scott likely won't be available on the next portion of your project. You must have Scott on the next project phase, or your project may fail. Scott's availability is which one of the following in this instance?

A. Liability

B. Constraint

C. Critical path member

D. Resource

B is correct. Scott's unavailability is now a constraint on the project. Scott is the resource, not his time.

A, C, and D are incorrect. A is incorrect because although you could argue that this condition is now a liability, a more accurate answer is constraint. C is incorrect because critical path member is not a valid answer or project management term. D is incorrect because resources are merely the people, materials, equipment, and other physical items needed on the project; this term doesn't imply resource availability.

111. You are the project manager of the HJN Project for your company, and you're working with the project team to define the control risk process. Which one of the following is not needed for control risks?

A. Work breakdown structure

B. Project management plan

C. Work performance data

D. Risk register

A is correct. The work breakdown structure is not an input to control risks.

B, C, and D are incorrect. B and C are incorrect because the project management plan and work performance data are inputs for controlling risks. D is incorrect because the risk register is needed as an input to the risk monitoring and controlling process.

112. The largest portion of a project's budget is spent during which one of the following project management process groups?

A. Initiating

B. Planning

C. Executing

D. Controlling

C is correct. Project budgets are typically consumed in the execution process group.

A, B, and D are incorrect. A is incorrect because project costs are usually low during the early and late stages of a project. B is incorrect because the funds are not spent during project planning. D is incorrect because the project budget isn't spent through controlling processes.

113. You have created a prototype of a product for your organization as the result of your project. This product must exist, or your company may go out of business. Because of errors, the prototype is rejected. What is the likely outcome of this scenario?

A. The project team must correct the problem.

B. A change request must be immediately created to change the product design so that it matches what you and your team have created.

C. The prototype is discarded, and the scope is re-created.

D. The project is deemed a failure and is cancelled.

A is correct. The project is not over; the prototype was rejected, so the project team must fix the problem.

B, C, and D are incorrect. B is incorrect; a change request is not needed because the product design does not need to be changed. C is incorrect because the project is not over, and there is no reason to re-create the project scope—it already exists. D is incorrect because the project isn't a failure based on the information provided.

114. You are a project manager for your organization. Your current project is 35 percent complete, although it is supposed to be 50 percent complete by now. Your budget for this project is $275,000, and you have already spent $120,000. What is your schedule performance index value?

A. .07

B. .70

C. C. 80

D. D. 0.8

B is correct. The schedule performance index is .70. It is found by dividing the earned value by the planned value. The earned value is $96,250 and the planned value is $137,500.

A, C, and D are incorrect. These are not valid calculations for the SPI.

115. Every project needs both manage quality and control quality. Manage quality is defined by which one of the following?

A. The results of the project work are inspected. If the results do not conform to the expected level of quality, rework is required.

B. The overall performance is evaluated to ensure that the project meets the relevant quality standards.

C. The customer inspects the project deliverables and may accept them if the quality is as promised in the project scope or contract.

D. It is regulated by the International Organization for Standardization (ISO).

B is correct. Manage quality is for all project performance within an organization. It is a management process, such as Six Sigma, Kaizen, and the principles of Deming.

A, C, and D are incorrect. A is incorrect because this answer describes control quality. C is incorrect because this answer describes scope validation and acceptance. D is incorrect because the ISO doesn't regulate the manage quality process.

116. You need a method that defines which team members contribute to which project activities. Which of the following is the best choice for this scenario?

A. Create a work breakdown structure (WBS).

B. Create a network diagram.

C. Hold a meeting with the functional managers.

D. Create a RACI chart.

D is correct. A RACI chart, which stands for responsible, accountable, consult, and inform, can quickly define project team members' contributions.

A, B, and C are incorrect. A is incorrect because a WBS is needed to decompose the project scope, but it does not define the project team member's contributions. B is incorrect because a network diagram illustrates the flow of the project work. C is incorrect because functional managers will know what their employees' roles are in a project, but they likely won't be good resources for detailed information.

117. You are a project manager for your organization. Your current project is 35 percent complete, although it is supposed to be 50 percent complete by now. Your budget for this project is $275,000, and you have already spent $120,000. What is your earned value?

A. $96,250

B. $137,500

C. $23,750

D. $120,000

A is correct. This project is 35 percent complete. The formula is EV = % complete × BAC. The EV equals $96,250.

B, C, and D are incorrect. B is incorrect because $137,500 is the planned value for the project. C is incorrect because $23,750 is the cost variance. D is incorrect because $120,000 is the actual cumulative costs.

118. Complete this sentence: The purpose of a project charter is to _____.

A. Identify the project manager

B. Identify the project scope

C. Determine the project need

D. Authorize the project

D is correct. The charter authorizes the project.

A, B, and C are incorrect. A is incorrect because charters do identify the project manager, but this is not their purpose. B is incorrect because the project scope comes after the charter, not in the project charter. C is incorrect because the project charter does not determine the project need.

119. Change happens in agile projects and project teams often discover there is a difference between the real business requirements and the initial business requirements. What method can the project team use in an agile environment to establish the actual needed requirements for the project?

A. Quality management plan

B. Project management planning workshops

C. Prototypes

D. Test cases

C is correct. Changes happen in agile projects, and through these changes, the real business requirements are often realized. To establish the real requirements and gain consensus from stakeholders on what's actually needed from the project, project teams can create prototypes and release versions to evaluate and walk through solutions as the project is in motion.

A, B, and D are incorrect. A is incorrect because the quality management plan doesn't define requirements. B is incorrect because agile rarely uses project management planning workshops. D is incorrect because test cases are a method to test the result of the work, not gather requirements.

120. Your organization is in business to make a profit. You know that management must choose projects that will be the most profitable for the company. This approach to project selection is based on which one of the following?

A. Dynamic algorithms

B. Opportunity cost

C. Economic model

D. Pareto charting

C is correct. This is a simple economic model of choosing the most profitable project for the organization.

A, B, and D are incorrect. A is incorrect because dynamic algorithms are an example of constrained optimization. B is incorrect because although the question hints at opportunity cost, this is not the best choice. Opportunity costs describe the scenario when an organization has two or more projects to choose from and they can do only one project because of time or limited resources. For example, Project A is worth $75,000 and Project B is worth $125,000, and the company can do only one. The company will choose Project B because it is worth more than Project A. The worth of Project A, $75,000, is the opportunity cost. D is incorrect because Pareto charting is not a valid answer for this question.

121. Ken is the project manager of a construction project that will use a new material the team has not worked with before. Ken is worried that the team's lack of knowledge about the new material and installation of the material could affect their safety. Ken decides training is needed for the team to ensure their safety with the new materials and installation process. The cost of safety training is known as what?

A. Cost of conformance to quality

B. Direct cost

C. Cost of doing business

D. Cost of nonconformance to quality

A is correct. This is an example of the cost of conformance to quality.

B, C, and D are incorrect. B is incorrect because a direct cost describes a cost that is specific to your project and that cannot be shared with other projects or the organization. C is incorrect because the cost of doing business describes costs such as leases, salaries, and other overhead expenses that benefit the entire company. D is incorrect because the cost of nonconformance to quality describes the negative affect poor quality has: loss of sales, returned items, loss of opportunity, delays, and injuries.

122. Yolanda has just completed a project for another organization. Her customer is thrilled with the project deliverables and is considering hiring Yolanda's company to complete another project similar to the recently completed one. Yolanda's company has no formal archival process. What should Yolanda do with the current project documentation?

A. Yolanda should destroy the records so that other organizations do not have access to the information she has created.

B. Nothing—her organization does not require formal archiving of the project information.

C. Yolanda should archive the information at the customer's site.

D. Yolanda should archive the information.

D is correct. Even though her company has no formal archiving method, Yolanda should organize, index, and store the information for future reference.

A, B, and C are incorrect. A is incorrect because Yolanda should not destroy useful information. B is incorrect because Yolanda should still archive the information as part of her project management practices. C is incorrect because Yolanda should archive, but not at the customer's site, as her organization owns the information.

123. Earned value management shows project performance. If you were managing a project using earned value management, which of the following signals the largest problem on a project?

A. A cost of performance index of 1

B. A cost of performance index of .90

C. A schedule performance index of .99

D. A BAC of $125,000

B is correct. The project is losing money. In this instance, the CPI is .90, so the project is losing 10 cents on every dollar, which is a serious concern. The closer the CPI is to 1, the better the project is performing on cost.

A, C, and D are incorrect. A is incorrect because a CPI of 1 means the project is on budget. C is incorrect because a CPI of .99 is very good—he closer to 1, the better the project is performing. D is incorrect because a BAC of $125,000 is simply the project budget, not an indication of performance.

124. You are the project manager of the NHQ Project. Your project has ended and the stakeholders have accepted the project deliverables. What should you do with the lessons learned documentation for the project?

A. Archive the lessons learned with the project documents.

B. They can be dismissed now that the project is over.

C. Add the lessons learned documentation to the final report.

D. Add the documentation to the lessons learned repository.

D is correct. Part of closing the project includes the process of updating the lessons learned repository. This database of information can help future project managers manage their projects better based on your experiences in the current project.

A, B, and C are incorrect. A is incorrect because lessons learned should be included as organizational process assets. B is incorrect because lessons learned should not be dismissed or destroyed after the project. C is incorrect because lessons learned are not added to the final report.

125. A change has been approved for your project scope. This change will require an additional $175,000 in costs and will take six additional weeks of project time. What should you do next?

A. Dispute the change with the change control board.

B. You and the project team should update the risk assessment processes.

C. Order a new charter for the added work.

D. Reflect the approved change in the time, cost, and scope baselines.

D is correct. The change has already been approved, so the time, cost, and scope baselines should be updated to reflect this change. Recall that the scope baseline is the project scope statement, the work breakdown structure (WBS), and the WBS dictionary.

A, B, and C are incorrect. A is incorrect because the project manager usually cannot dispute changes from the change control board, because the CCB approves or declines changes. B is incorrect because you and the project team may review the change for risk, but you won't actually update the risk assessment processes. C is incorrect because a new charter is not needed, just an update to the project scope and the project baselines.

126. You are a contract-based project manager. Your client has requested that you carry liability insurance as a contractor for their company. Liability insurance is an example of which risk response?

A. Trigger

B. Threshold

C. Transference

D. Countermeasure

C is correct. Transference transfers the risk to someone else.

A, B, and D are incorrect. A is incorrect because a trigger is a sign that a risk event has occurred or is about to occur. B is incorrect because thresholds are metrics that mean a risk event is occurring if conditions pass the preset mark. D is incorrect because countermeasures are actions taken to neutralize the risk event.

127. You have just completed a three-year project as project manager. All of the following should be included in your project archives, except for which one?

A. Vendor correspondence

B. Faxes

C. Drafts of the project charter

D. Memos

C is correct. There is no reason to archive drafts of the project charter—only the actual charter is needed as part of the documentation.

A, B, and D are incorrect. A is incorrect because vendor correspondence should be archived. B is incorrect because there's not enough information to know the contents of faxes. D is incorrect because memos related to the project are part of the project communication and should be archived.

128. Gary is the project manager of the BH Project for his company. The customer in the project has asked for additional changes to the project requirements. Where are the procedures for changing the project's requirements documented?

A. Requirements management plan

B. Scope management plan

C. Technical review board

D. Project charter

A is correct. The requirements management plan defines how the product, service, or result requirements will be allowed to change as part of the monitoring and controlling of the project requirements.

B, C, and D are incorrect. B is incorrect because the scope management plan defines how changes to the project scope may be allowed. C is incorrect because the technical review board is similar to a change control board, as it reviews technical changes to the project scope. D is incorrect because the change control documentation is not covered in the project charter.

129. A vendor and a project manager are in dispute over the work in the contract. The vendor insists that the work has been completed according to the statement of work (SOW) provided. The project manager insists that the vendor's work is incomplete and faulty. What is the likely outcome of this scenario?

A. The project is closed.

B. A procurement audit is implemented.

C. Unresolved claims may be subject to litigation.

D. The project is cancelled.

C is correct. Unresolved claims may result in litigation.

A, B, and D are incorrect. A is incorrect because project closure will likely not happen until the issue has been resolved. B is incorrect because a procurement audit reviews the monies that have been spent. D is incorrect because cancellation of the project is not likely, because nothing suggests that the project scope is not on target.

130. Sherry is the project manager of new software project. Sherry and her team have recently completed the last portion of the project and she's almost ready for operational transfer. What must happen at the end of every project before the deliverable is placed into operations?

A. Sign-off on the project mechanisms

B. Quality inspections

C. Contract closeout

D. Scope validation

D is correct. The customer must complete scope validation. This is the process whereby the customer accepts the project work.

A, B, and C are incorrect. A is incorrect because signing off on the project mechanisms is not a valid choice; this happens early in the project. B is incorrect because quality inspections occur throughout the project, not just at the end. C is incorrect because contract closeout happens when vendors have completed their contracted work or delivered the procured goods.

131. A project is moving toward completion. Mike, a heating and venting expert on the project, has identified a risk that can cost the project $15,000 if the temperature on a piece of equipment reaches higher than 91 degrees. The 91-degree mark represents what?

A. Risk

B. Threshold

C. Quantitative analysis

D. Management horizon

B is correct. The 91-degree mark is known as a threshold. This could also be an example of a trigger if a risk response were noted.

A, C, and D are incorrect. A is incorrect because a risk is the uncertain event itself, which can have a positive or negative affect on the project. C is incorrect because quantitative analysis reviews the risk and seeks to identify quantifiable metrics for probability and impact of the event. D is incorrect because management horizon is not appropriate for this question as it identifies the payback period for the project.

132. Bob is the project manager of a large construction project. He has just learned that part of the foundation is faulty and will need to be repaired. What should Bob do next?

A. Create a change request for the immediate correction to the foundation.

B. Present the news to management.

C. Complete root-cause analysis to determine why the foundation failed.

D. Determine who caused the problem.

A is correct. A change request for a corrective action is the best solution.

B, C, and D are incorrect. B is incorrect because Bob should never go to management with a problem, unless he has a solution to offer as well. C is incorrect because root-cause analysis can be helpful to ensure that the mistake does not happen again, but it's better to determine what caused the problem and correct it. Note that the project has not failed at this point. D is incorrect because determining why the problem has happened and who caused the problem may be a valid action for Bob, but it's not his chief concern.

133. Customer demands, changes to the marketplace, and opportunity are all examples of which one of the following?

A. Project assumptions

B. Components of a long-term project

C. Reasons for chartering a project

D. Project constraints

C is correct. Projects can be authorized and chartered for many different reasons, although the most common are market demand, business needs, and customer requests.

A, B, and D are incorrect. A is incorrect because these are not project assumptions, since assumptions are things held to be true but not proven to be true (such as the weather when managing a construction project). B is incorrect because although these factors may contribute to a long-term project, this is not the best choice for the question. D is incorrect because these are not examples of project constraints; remember that constraints restrict the project manager's choices (think budgets and schedules).

134. All of the following components need to be identified in the project charter, except for which one?

A. An organization's quality standards

B. The authority level of the project manager

C. Summary milestones

D. Budget

A is correct. An organization's quality standards do not have to be identified in the project charter.

B, C, and D are incorrect. All of these topics are addressed and identified in the project charter.

135. Debbie is the project manager of the NJQ Project for her company. As part of risk identification, she and the project team examine the project conditions every week to

see if any new risks have entered the project. Debbie has recently identified a new risk event. What must be updated whenever a new risk is identified in a project?

A. Risk register

B. Work breakdown structure (WBS)

C. Network diagram

D. Scope statement

A is correct. When a new risk is identified, the risk register must be updated.

B, C, and D are incorrect. B is incorrect because the WBS does not change as a result of risk discovery. C is incorrect because the network diagram illustrates the flow of the project work. There is no need to update the network diagram, unless the risk changes the flow of the project work. In addition, the risk register should be updated first to reflect the identified risk. D is incorrect because the scope statement is not updated as a result of risk discovery.

136. You would like to use a time and materials contract for one of your vendors. What must exist within the contract to avoid risks?

A. Costs of the materials

B. Fixed fee

C. Deadline

D. Not-to-exceed stipulation

D is correct. A time and materials (T&M) contract needs a not-to-exceed (NTE) stipulation.

A, B, and C are incorrect. A is incorrect because the cost of materials may be defined in the contract, but the not-to-exceed clause is the best choice to avoid risks. B is incorrect because a fixed fee is different contract type, so this choice is not valid. C is incorrect because deadlines do help reduce the risk, but a not-to-exceed clause is a better choice.

137. You and the project team are creating the change control system for your project. Why should there be an emphasis on creating a change control system in any project?

A. A documented change control system enables the project to improve, because the impact of each change must be considered before it is approved or declined.

B. Most organizations' management requires a documented change control system.

C. A documented change control system enables the project's profit to increase.

D. Most project customers require a change control system.

A is correct. A change control system requires that each change request be evaluated for its impact on each of the knowledge areas before the change request is approved or declined.

B, C, and D are incorrect. B is incorrect because although having a documented change control system is required in many organizations, not every organization requires one. A is the best answer. C is incorrect because not every project has, or aims for, a profit. D is incorrect because the project customer may not know or realize that a change control system exists.

138. Complete this sentence: Quantitative risk analysis typically includes a/an _____.

A. Expected monetary value of each risk

B. Risk register

C. Probability and impact matrix

D. Risk categorization

A is correct. The expected monetary value analysis is a statistical concept that calculates the average outcome when the future includes scenarios that may or may not happen; it is, therefore, a quantitative risk analysis technique.

B, C, and D are incorrect. B is incorrect because quantitative analysis doesn't include a risk register; the risks are documented in the risk register. C is incorrect

because a probability and impact matrix may be accurate, but this is not the best choice for the question, as the expected monetary value is calculated only in quantitative analysis, while a risk matrix can be created in both qualitative and quantitative risk analysis. D is incorrect because quantitative analysis doesn't create risk categorization.

139. You and your project team are planning the placement of a new air-conditioning unit in every restaurant your company manages. To save money, you have ordered the exact same air-conditioning model for each restaurant. After the installations have begun, however, your project team has discovered that all of the restaurants are not configured the same way, so the air conditioners won't be uniform across all sites. The procurement of the air conditioners for all the sites is an example of which one of the following?

    A. Assumption

    B. Constraint

    C. Risk

    D. Planning

    A is correct. An assumption was made that all of the restaurants were identical when they were not.

    B, C, and D are incorrect. B is incorrect because this is not an example of a constraint. C is incorrect because there may be a risk now, because the time and cost may change for each site in the project planning. However, assumption is the best choice for this question. D is incorrect because planning is not the best answer for the question. Remember that you must always choose the best answer to the question on the CAPM or PMP exam, even if you don't like any of the answers provided.

140. You have invited 20 vendors to a bidders' conference. Which one of the following best describes the bidders' conference?

    A. All vendors should be prepared to offer a quote at the top of the meeting.

B. All vendors should be allowed time to ask questions to clarify the project requirements.

C. All vendors should be prepared to bid for the contract.

D. All vendors may elect to participate in a silent or verbal bidding process.

B is correct. Vendors should be allowed time to ask questions about the statement of work to clarify the information and create an accurate bid for the project work. Bidder conferences are intended to provide information about the project to all the vendors.

A, C, and D are incorrect. A is incorrect because vendors don't provide quotes or bids at the bidder conference. C is incorrect because bidding for the work doesn't take place at the bidder conference. D is incorrect because there's no silent or verbal bidding at the bidder conference.

141. What is the numbering scheme that identifies every element within a work breakdown structure (WBS)?

A. Charter of accounts

B. Code of accounts

C. Chart of accounts

D. Code of projects

B is correct. The code of accounts is the unique numbering system used for each element in the WBS. The PMBOK Guide is an example of a code of accounts, as each section is numbered.

A, C, and D are incorrect. A is incorrect because the charter of accounts is not a valid term. C is incorrect because the chart of accounts is a numbering system to track costs. D is incorrect because the code of projects is not a valid term.

142. Finish this statement: _____ is planned into a project, not inspected in.

A. Quality

B. Safety

C. Control

D. Teamwork

A is correct. Quality is planned into a project from the start. Inspections prove its existence.

B, C, and D are incorrect. They are not valid answers to the question.

143. You are the project manager for your organization. Your manager has asked you to mentor the project team on the reporting features of your project management information system. For the project team, your mentoring is an example of which one of the following?

A. Subservience

B. Micromanagement

C. Slightly valuable training

D. Interpersonal and team skills

D is correct. The project team needs to be mentored and coached as part of the project. Time spent with the project team is part of team development and helps the project team work more efficiently and cohesively as a team. Through the PMBOK Guide, interpersonal and team skills are used to coach, motivate, and develop the project team.

A, B, and C are incorrect. A is incorrect because subservience is not a valid description of mentoring the project team. B is incorrect because micromanagement is watching over every action of the team, rather than allowing the team to be self-led. C is incorrect because slightly valuable training isn't a valid answer for this question.

144. You are the project manager of a large construction project that will last several years, and your budget is extremely tight. Your project will need custom-created marble thresholds for every doorway in the office park you're creating. As it happens, you own another business that sells custom-created marble countertops, thresholds, and tile via

the Internet. Although your company has a policy against conflicts of interest in procurement, you know that you can save the project thousands of dollars by having your project purchase the marble through your web site at 1 percent above your costs. No one within the company would know you are involved in the purchase if you don't say anything. What should you do?

A. Save the project the money and purchase from your business.

B. Inform management that you can save the company money by purchasing the marble through your Internet business.

C. Do not influence the decision for personal profit.

D. Create a statement of work and send it to 25 vendors, including your Internet company. Go with the company that has the lowest bid.

C is correct. Project managers cannot influence a purchasing decision for personal profit.

A, B, and D are incorrect. A is incorrect because your company has a policy against conflicts of interest, so you cannot purchase the materials from your company. B is incorrect because you should not approach management with this decision—a policy already exists against this activity. Including the possibility of purchasing from your own company still violates your company policy. D is incorrect because you would likely win the bid or have influence over the pricing of your materials.

145. Linda is a project manager for a large insurance company. Her current project is to organize all of the paper files to match the electronic structure of the IT system's servers. It is not an exciting project. Linda has just completed a performance report for her project. Her cost of performance index (CPI) is listed as .79, and her schedule performance index (SPI) is .69. Joey, her manager, has responded with a change request. Why?

A. The project is not performing well, so a change request is submitted to the project manager.

B. The project is not performing well, so a change request is made to cancel the project.

C. The project is not performing well, so Joey will likely issue a change request to remove Linda from the project.

D. The project is performing well, so Joey will likely be adding requirements to the project scope.

A is correct. When a project is going badly, operating beyond its budget, or off schedule, changes may be made to reduce the project scope or to add quality activities to ensure that the product is correct.

B, C, and D are incorrect. B is incorrect because Linda's project is performing poorly with regard to budget and schedule, but there's likely not a reason to cancel the project. C is incorrect because the project is not performing well, but a change request does not cancel the project or remove the project manager. D is incorrect because the project is performing poorly, so Joey shouldn't add requirements to the project scope.

146. Michelle is the project manager for her company. Her current project is to implement a customer relationship management solution for the sales department. Joan is the sales manager and has a specific application in mind. Harriet, the CIO, wants the latest technology for the project, regardless of the cost. Joan disagrees with Harriet and demands the technology she has already chosen be selected. What should Michelle do?

A. Confront the problem by finding the best solution for the business need.

B. Go with Joan's decision because she is the sales manager.

C. Go with Harriet's decision because she is the CIO.

D. Implement both solutions and let the salespeople decide which is best, as they are the key stakeholders.

A is correct. The project manager should confront the problem to find a win-win solution for the customer.

B, C, and D are incorrect. B is incorrect because Joan's decision may not be the best solution for the business need. C is incorrect because Harriet's decision may not be the best solution for the business need. D is incorrect because installing both solutions would not offer a solution at all.

147. A project manager jokes with a vendor that if he finds an envelope stuffed with cash under his office door, it'd make his purchasing decision all the easier. The next morning, he finds an envelope stuffed with $100 bills on his desk. Along with the money in the envelope, he finds the vendor's business card. This is an example of which one of the following?

A. Coincidence

B. Communication breakdown

C. Bribe

D. Conflict of interest

C is correct. This is not a coincidence; this is a bribe from the vendor to the project manager.

A, B, and D are incorrect. A is incorrect because this appears to be more than coincidence. B is incorrect because this isn't a communication breakdown. D is incorrect because the scenario is bribe, not a conflict of interest.

148. As a project manager, you must manage quality, control quality, and do scope validation. When does scope validation happen?

A. With each deliverable

B. As the customer sees fit

C. Only at the end of the project

D. At the end of each project phase

D is correct. Scope validation always happens at the end of the project, but also at the end of each phase. Technically, the end of a project is the end of a phase.

A, B, and C are incorrect. A is incorrect because you would do scope validation with each deliverable the project creates for the stakeholders. B is incorrect because you may be legally required to do scope validation, such as with government inspectors, not just as the customer sees fit. C is incorrect because you do scope validation at the end of the project, but also at the end of each project phase.

149. You are the project manager of a custom lighting fixture project. You and your project team have designed, fabricated, and assembled 7,500 new lighting fixtures for a condominium association. Another project team will install the fixtures throughout the condominium complex. The customer is thrilled with the work you have done, signs off on the deliverables, and considers your project complete. The project manager of the installation team, however, asks when you and your project team will arrive to help install the 7,500 fixtures. Which one of the following is the appropriate response?

    A. Do nothing. Your project scope is complete.

    B. Do nothing. You have already defined when the project team will arrive to install the fixtures.

    C. Ask the project manager to complete a change request for your project team to install the fixtures.

    D. Create a new project contract to install the fixtures.

    A is correct. Your project scope is complete, so no additional actions are required.

    B, C, and D are incorrect. B is incorrect; don't be tempted by the change request option. Whenever your scope is complete and the customer signs off on the project scope, there is nothing more for you to do. C is incorrect because a change request is not appropriate, as your project scope has already been completed. D is incorrect because a new project contract is not appropriate either, as there already exists a project team to install the fixtures.

150. You have just completed a major project for your organization. Management is adamant that you archive your project records. All of the following are needed as part of archiving a project, except for which one?

A. Historical databases

B. Project-wide databases

C. Commercial databases

D. Financial records

C is correct. Commercial databases are not part of the archive records.

A, B, and D are incorrect. A is incorrect because historical databases are part of the archive records. B is incorrect because project-wide databases are part of the archive records. D is incorrect because financial records are part of the archive records.

151. You are the project manager of the HNJ Project for your client. The client has requested tile carpeting instead of rolled carpeting because she thinks it will be of better quality. You tell the client that the quality isn't different, but it's the grade that is different. What is the difference between quality and grade?

A. Grade is the category or rank given to a component with the same functionality but different technical characteristics. Quality is the fulfillment of the project scope, the conformance to requirements, and a fitness for use.

B. Grade is the category or rank given to project deliverables. Quality is the fulfillment of the project scope....

C. Grade is the ranking assigned to any given level of quality. Quality is the fulfillment of the project scope. ...

D. Grade is how well a given material scores in testing. Quality is the fulfillment of the project scope. ...

A is correct. Grade, according to the PMBOK Guide, "is a category or rank assigned to products or services having the same functional use but different technical characteristics." Quality is the fulfillment of the project scope, the conformance to requirements, and a fitness for use.

B, C, and D are incorrect. B is incorrect because grade isn't necessarily applied to project deliverables. C is incorrect because grade isn't assigned to levels of quality. D is incorrect because grade doesn't require materials to be tested.

152. You are the project manager of the NH Project for your company. You have recently completed the project work and are now in the process of scope validation. What activity should you and the project customer do after scope validation?

A. Operational transfer

B. Control quality

C. Financial audit

D. Manage quality

A is correct. Once the stakeholder approves the project deliverables through scope validation, the next project step is to perform operational transfer. This process moves the deliverables from the project into ownership by the stakeholder. Final acceptance usually happens after operational transfer to ensure that the customer receives all that was promised.

B, C, and D are incorrect. B is incorrect because control quality happens throughout the project. C is incorrect because a financial audit may happen as part of closing, but usually after operational transfer. D is incorrect because manage quality happens as part of project execution and control quality is an inspection of the project deliverables for quality.

153. Complete this statement: Low _____ may not be a problem; low _____ always is a problem.

A. Grade, quality

B. Targets, quality

C. Quality, grade

D. Quality, craft

A is correct. Low grade may not be a problem, if that is what the customer has asked for. Low quality, however, is always a problem. This is a "PMI-ism." Know this mantra: Low grade may not be a problem; low quality always is.

B, C, and D are incorrect. B is incorrect because targets aren't a valid part of this definition of quality and grade. C is incorrect because low quality is a problem. D is incorrect because low quality is a problem and craft isn't part of this statement on quality.

154. Jane is a project manager for a project that will utilize a new construction material. One of the risks she and the team have identified is a lack of knowledge about the materials used in the project. To be better prepared, Jane and the project team are taking a seminar on how to install the materials properly in the project. This is what type of risk response?

A. Transference

B. Exploiting

C. Sharing

D. Mitigating

D is correct. This is an example of mitigation. By taking the class, Jane and the project team are reducing the probability of risks with the installation of the new materials.

A, B, and C are incorrect. A is incorrect because transference transfers the risks to someone else. B is incorrect because exploiting takes advantage of a positive risk. C is incorrect because sharing shares a positive risk with another party.

155. What happens to the project team after a project is completed in a project-centric environment?

A. The project team returns to their daily functions.

B. The project team is dismissed from the organization.

C. The project manager releases the project team to other projects.

D. The project team's time is absorbed by other projects they are also on.

C is correct. Project-centric environments comprise focused project teams.

A, B, and D are incorrect. A is incorrect because at the end of the project, the team members in project-centric environments are released from the project and may go on to other projects. Project team members in functional and matrix structures return to their daily functions. B is incorrect because project team members usually are not dismissed from the company when a project is over. Although, in some instances, this may occur, this is not the best choice for this question, as it does not happen after every project in a project-centric structure. D is incorrect because the project team won't be working on other projects during a project-centric organization's project.

156. All of the following are outputs of administrative closure, except which one?

A. Documentation of all project activities

B. All needed rework to close out the project

C. Documentation of the related roles and responsibilities needed for project closure

D. Lessons learned

B is correct. Rework is not an output of administrative closure. If rework is needed, the project or phase cannot be closed until the work is complete.

A, C, and D are incorrect. A is incorrect because documentation of all project activities is completed within the administrative closure processes. C is incorrect because documentation of the related roles and responsibilities needed for project closure are activities is completed within the administrative closure processes. D is incorrect because lessons learned are outputs of the administrative closure processes.

157. You are the project manager of the BNH Project for your company. This project is a construction project to create a new parking garage. Your client is concerned with the

cost of quality on the project and wants you to track the expenses for quality. Which one of the following terms cannot be attributed to the cost of poor quality?

A. Corrective actions

B. Defect repair

C. Hardhats for construction workers

D. Loss of customers

C is correct. Safety measures, such as hardhats for construction workers, are attributed to the cost of quality. Without a hardhat, someone could be injured, and then the project would be halted, with investigations, possible fines, and inspections as a result.

A, B, and D are incorrect. A is incorrect because corrective actions is a characteristic of the cost of poor quality. B is incorrect because defect repair is a characteristic of the cost of poor quality. D is incorrect because loss of customers is a characteristic of the cost of poor quality.

158. Brandi is the project manager of a new learning and development project for her organization. She would like to include a kickoff meeting in the project for the stakeholders. Why should the project manager host a kickoff meeting?

A. It authorizes the project.

B. Key stakeholders can meet the project team and the project manager.

C. It is a form of team development.

D. It ensures that all of the participants understand the project's purpose.

D is correct. The purpose of the kickoff meeting is to make certain that all of the participants understand the project's purpose. Note that the PMBOK Guide does not go into detail about the project kickoff meeting. This question is based on the "PMP Project Management Professional Study Guide, Fourth Edition," by Joseph Phillips.

A, B, and C are incorrect. A is incorrect because the project charter authorizes the project, not the kickoff meeting. B is incorrect because although stakeholders can meet the project manager and the project team at the kickoff meeting, this is not the primary purpose of the meeting. C is incorrect because the purpose of the project kickoff meeting is not for team development.

159. You are a project manager operating in a strong matrix. Some of the project team members are no longer needed on the project. Which plan controls how team members are released from the project?

A. Communications management plan

B. Scope management plan

C. Resource management plan

D. Cost management plan

C is correct. The resource management plan details how workers are brought on to and released from the project.

A, B, and D are incorrect. A is incorrect because the communications management plan defines who needs what information, when the information is needed, and the expected modality of the information. B is incorrect because the scope management plan defines the creation, documentation, control, and execution of the project scope. D is incorrect because the cost management plan defines how costs will be estimated, budgeted, and controlled in the project.

160. You are the project manager of a project to develop new software. You suspect that the client will want to add features and functions to the software as the team is developing the software code. Which system will control changes to the project's product?

A. Change configuration system

B. Scope configuration system

C. Scope tracking system

D. Configuration management system

D is correct. The configuration management system controls changes to the functional and physical characteristics of a product or component.

A, B, and C are incorrect. A is incorrect because the change configuration system is not a valid project management term. B is incorrect because there is no scope configuration system. C is incorrect because there is no scope tracking system in project management.

161. You are the project manager for your organization. A vendor has completed his contract according to the specification provided in the statement of work (SOW). What must you do now?

A. Whatever the terms of the contract call for

B. Scope validation

C. Procurement audit

D. Complete the purchase order

A is correct. Whatever terms were identified in the contract must be completed at this time. The terms of the contract must be followed first.

B, C, and D are incorrect. B is incorrect because scope validation occurs only if the contract requires this process; though most contracts would require it, this isn't the best answer to the question. C is incorrect because procurement audits are used only if the contract requires this process. D is incorrect because completing the purchase order isn't a valid answer for this question.

162. Nancy is the project manager for the Help System Project. She reports that her project is moving along nicely. Management tells Nancy that they would like to add some requirements to the project scope. Which project plan will dictate how the changes are allowed into the scope?

A. Requirements management plan

B. Project baselines

C. Communications management plan

D. Change control system

A is correct. The requirements management plan details the process of how changes may enter the project.

B, C, and D are incorrect. B is incorrect because project baselines are tools used to compare project attributes, such as time and cost. C is incorrect because the communications management plan does not detail how changes to the scope will be documented. D is incorrect because the change control system is the process of managing changes, not a project plan.

163. You are the project manager of the Warehouse Project, which is being built for your organization's customer, Mikal Kenzie. Of the following, which one determines the scope of the product?

A. Mikal Kenzie

B. You do, because you're the project manager

C. The project sponsor

D. The project management team

A is correct. The customer, Mikal Kenzie, determines the product scope. The project is completed for the customer.

B, C, and D are incorrect. B is incorrect because the project manager does not determine the product scope. The project scope is created by the customer, Mikal Kenzie. C is incorrect because the project sponsor authorizes and initiates the project charter, but does not create the project scope. D is incorrect because the project management team does not create the project scope.

164. A project has a budget of $7,500,000 and is expected to last 10 years. The project is now in year 3 of its duration and is 40 percent complete. What is the earned value if the project manager has spent $3,005,000 of the project budget?

A. $3,000,000

B. .66

C. $4,225,000

D. $4,500,000

A is correct. Earned value is simply the percent of the project complete times the project budget, in this case, $3 million.

B, C, and D are incorrect. None of these is the correct calculation for earned value.

165. A project manager will be managing a highly controversial project within her organization. Managers from around the company will have an interest in the project outcome, and many of the functional managers will have their employees serving as project team members. Who should charter the project?

A. The functional manager with the most project team members on the project team should be the project sponsor.

B. Due to the sensitive nature of the project, all of the functional managers should sign the charter.

C. The entity that is at an organizational level with power over all of the affected project resources should be the sponsor.

D. The project manager should have the functional manager with the most political power sign the charter.

C is correct. The project should be chartered by the person with control over all the project resources—typically, this is someone high in the organizational structure.

A, B, and D are incorrect. A is incorrect because even though a functional manager has many project team members on the project team, this does not mean this individual should sign the project charter. B is incorrect because having all of the functional managers sign the charter will lead to enormous power struggles and no clear definition of who is the project sponsor. D is incorrect because political capital is important, but in this instance, the functional manager is not the right person to sign the charter.

166. You are the project manager of the NQA Project for your organization. In an effort to communicate better with your project stakeholders, you have created a public web site with explanations and examples of project management formulas, theories, and applications. This is an example of which one of the following?

A. A breach of the PMP Code of Professional Conduct

B. An example of providing the public with information on the PMP career and certification

C. Pull communications

D. Push communications

C is correct. This is an example of pull communications because the stakeholders will pull the information from your web site.

A, B, and D are incorrect. A is incorrect because this isn't an example of the PMP Code of Professional Conduct. PMI wants project managers to educate and communicate with stakeholders about project management. B is incorrect because the web site doesn't include PMP certification information. D is incorrect because push communications would mean the project manager pushed information to the stakeholders, such as via e-mail. A web site is considered a pull communications medium.

167. You are the project manager of a large software rollout project. You want to make certain the project team understands the effect changes can have on the project, so you decided to teach them about integrated change control. Complete this sentence: Integrated change control happens _____.

A. During project execution

B. From project inception through completion

C. As circumstances within the project call for it

D. During project monitoring and controlling

B is correct. Integrated change control happens throughout the entire project, not just during any one process group.

A, C, and D are incorrect. A is incorrect because integrated change control does not happen only during project execution. C is incorrect because integrated change control should be done continually as changes enter the project, not just when the project manager or project team believe that circumstances within the project call for it. D is incorrect because integrated change control should be done continually as changes enter the project, not only during monitoring and controlling.

168. You are the project manager in a projectized organization. Your current project is an implementation of a new point-of-sale system for all of your company's retail stores. Your team will travel to 350 stores to install the system. Project team members are reporting that the store managers are asking them to make changes to their configurations. Many of the stores, however, are fine with the system as it is designed. You know that if the changes are routed through the change control system, it may be several days before the changes can happen, and the project team members are only at each retail store for two days at a time. What should you do?

    A. Evaluate the changes that have been requested so far in the project, and determine whether the changes are valid. If so, preapprove the changes if other stores request the exact changes.

    B. Require that all changes flow through the change control system. The store managers will have to pay for additional travel by the project team to configure the system.

    C. Evaluate the changes that have been requested so far in the project, and determine whether the changes are valid. If so, approve the changes as part of the installation process for all sites.

    D. Refuse the changes because the customization is out of the project scope.

    C is correct. If the changes the stakeholders are requesting at each of the sites are valid requests that should be approved, the project manager should integrate these changes across all installations, not just for the customers who request them. This is part of configuration management.

A, B, and D are incorrect. A is incorrect because the installations should be identical for all stores. If the changes are valid, they should be approved. Changes should be uniform across the project, not piecemeal. B is incorrect because this choice, while tempting, doesn't fully address the question as well as the correct choice C. D is incorrect because the question does not say what the customization of each store is. Adding the changes later rather than anticipating the change requests is not cost-effective.

169. You have reached the end of the first phase of your project. Upon review, management elects to end the project. The end of the first phase is also known as what?

A. Kill point

B. Progressive elaboration

C. Murder board

D. Phased estimating

A is correct. The end of a phase is also known as kill point. In some instances, this may also be called a phase gate.

B, C, and D are incorrect. B is incorrect because progressive elaboration describes the ongoing detailing of a project scope. C is incorrect because a murder board determines whether a project should be initiated, not cancelled. D is incorrect because phased estimating creates detailed estimates for each phase of a project before it begins; this is also called phased gate estimate.

170. When a vendor reports that he has completed all of the procured work, what should you, the project manager, do next?

A. Complete scope validation.

B. You and the vendor must both acknowledge that the work has been completed by signing the purchase order as fulfilled.

C. Inspect the work the vendor has completed.

D. Pay the vendor according to the terms of the contract.

C is correct. Before the vendor is paid, the project manager must inspect the work results that the vendor has completed. The vendor's work must be inspected to see that it conforms to the requirements of the contract. If not, the vendor must correct the work so that it does conform to the contract.

A, B, and D are incorrect. A is incorrect because scope validation is the inspection of the project scope by the project customers. B is incorrect because you must first inspect the vendor's work before signing off on the deliverables and confirming completion of the procured work. D is incorrect because once the work is completed, and after the project manager inspects the work and agrees on the completion, the terms of the contract are followed.

171. Benny is the project manager of the Pathway Project, which is similar to a project she completed last year. The project team is basing many of their planning decisions on the assumption that the vendors will be late by at least two weeks in delivering their materials. How can Benny test this major assumption?

A. Evaluate the historical information at her disposal.

B. Meet with project team members from her past project to see if they can recall how the vendors have performed.

C. Consult with the central contracting department for the organizational policies on procurement.

D. Evaluate the project constraints to see what financial controls she can exert over the vendors.

A is correct. Historical information can help Benny the most.

B, C, and D are incorrect. B is incorrect because team member recollections are not as reliable as historical information, as this is an input that is documented. Don't rely on project team members' recollections. C is incorrect because although Benny should know the financial controls her organization has in place, this does not evaluate the planning assumption. D is incorrect because organizational policies will set the confines of the project, but they will not help the team verify an assumption.

172. You are managing a large, complex project that requires the project team to perform project work at different times throughout the project and in different cities. Which plan will detail how team members are brought on to and released from the project?

A. Procurement management plan

B. Organizational planning

C. Resource management plan

D. Cost management plan

C is correct. The resource management plan details how project team members will be brought on to and released from the project.

A, B, and D are incorrect. A is incorrect because the procurement management plan defines the procurement process for an organization. B is incorrect because organizational planning is the process of mapping the project's roles, responsibilities, and reporting relationships within an organization. D is incorrect because costs are not an issue in this question.

173. Management demands that you and your project team create a plan to manage changes to project scope. You inform management that you already have such a plan. What is it?

A. Scope management plan

B. Risk management plan

C. Cost management plan

D. Change control system

A is correct. The scope management plan explains how the project scope will be managed and how scope changes will be allowed into the project.

B, C, and D are incorrect. B is incorrect because the risk management plan details how risks are planned for and responded to. C is incorrect because the cost management plan dictates how cost variances will be managed. D is incorrect

because the change control system is the process of how changes are presented, processed, documented, and managed.

174. You are a project manager for a company that completes projects for other organizations. A current customer has requested some major changes to the project scope, but she still wants you to make the promised deadline. She is willing to pay for the costs of the changes. What should you do?

A. Crash the project.

B. Add the changes at a later date.

C. Refuse to add the changes to the current contract.

D. Fast-track the project.

A is correct. Crashing the project is the best choice, especially since the customer is willing to pay for the additional expenses. Crashing means adding workers, which will drive up costs because of additional labor and resources.

B, C, and D are incorrect. B is incorrect because the customer wants you to make the original deadline. Adding the changes at a later date won't satisfy the customer's request. C is incorrect because refusing to add the changes to the contract is not a feasible option. D is incorrect because although fast-tracking may help you finish the project on time, it's not the best choice because it increases risk. In addition, the customer has already agreed to pay for the added expenses.

175. You are the senior project manager for your company. Management has asked you to join their project selection committee to help them analyze potential projects they could choose for the next fiscal year. When creating a project portfolio, what does portfolio management focus on?

A. Comparative approaches for projects

B. Doing projects the right way in the organization

C. Cost/benefit ratio of risks

D. Doing the right projects in the organization

D is correct. Portfolio management focuses on doing the right programs as determined by the organization and projects for the organization.

A, B, and C are incorrect. A is incorrect because comparing the approaches for projects isn't a valid concern for this scenario. B is incorrect because you'll always do projects "the right way" in the organization based on enterprise environmental factors and organizational process assets. C is incorrect because although there may be an examination and distribution of risk exposure for projects, the primary focus is choosing the right projects for the organization.

176. You have fully decomposed the project scope. What is the smallest item in the work breakdown structure (WBS) called?

A. Work package

B. Deliverable

C. Leaf object

D. Project component

A is correct. The smallest item in the WBS is called the work package.

B, C, and D are incorrect. B is incorrect because deliverables are the things the project creates. C is incorrect because a leaf object isn't a valid term to describe work packages. D is incorrect because project components is too vague a term to describe the project's work packages.

177. What must you, the project manager, do after a change to the project scope has been approved that will add time and cost to your project?

A. Complete risk assessments for the proposed change.

B. Add project team members to complete the project on time.

C. Find the estimate at completion.

D. Work with the project team to update the project scope statement, work breakdown structure (WBS), and WBS dictionary.

D is correct. Once the scope has been modified, as in this instance, the project manager and the project team should reflect the scope addition in the scope statement, the WBS, and the WBS dictionary.

A, B, and C are incorrect. A is incorrect because part of considering a proposed change is to evaluate the change for risk; this happens before the change is approved, so this choice is not valid. B is incorrect because adding project team members is not an option or necessity on every project change. C is incorrect because finding the estimate at completion, an earned value management formula, is not automatically invoked just because there is a change request.

178. You are the project manager of the NHQ Project for your company. Management has asked to review your project plan before the project team starts project execution. Your project plan will be used for all of the following, except for which one?

A. It will help you guide project execution.

B. It will document project planning assumptions.

C. It will create methods to assign project resources to stakeholders.

D. It will facilitate communication among stakeholders.

C is correct. The project plan does not provide methods to assign the project resources to stakeholders. Remember that you assign project resources to activities, not to stakeholders.

A, B, and D are incorrect. A is incorrect because the project plan does help you guide project execution. B is incorrect because the project plan will help you document project planning assumptions. D is incorrect because the project plan will facilitate communication among stakeholders.

179. You and your project team are creating a risk register for your project. The risk register contains all of the following, except for which one?

A. Root causes of risks

B. Updated risk categories

C. Qualitative risk analysis

D. List of potential responses

C is correct. Qualitative risk analysis is a process to rank the risks within a project, not an entry in the risk register.

A, B, and D are incorrect. A is incorrect because root-cause analysis seeks to determine why events or conditions are true within a project. Causal factors and contributing factors are considered and included in the risk register. B is incorrect because risk categories are part of the risk register. D is incorrect because potential responses to risks are definitely included in the risk register.

180. You are hosting a project kickoff meeting. All of the following are true about your kickoff meeting, except for which one?

A. The project sponsor should attend.

B. The project team should attend.

C. All project stakeholders should attend.

D. The kickoff meeting enables the project participants to meet one another.

C is correct. All stakeholders do not have to attend the kickoff meeting. For example, for a project that affects stakeholders outside of the organization, it's likely that not all of them would need to attend.

A, B, and D are incorrect. A is incorrect because the project sponsor should attend. B is incorrect because the project team should attend. D is incorrect because the kickoff meeting enables the project participants to meet one another.

181. As a project manager, you host many meetings. You and the project team need to meet and review what's been accomplished so far, what is left to do, and pending risks. Which project meeting is described here?

A. Status review meeting

B. Risk assessment meeting

C. Quality review meeting

D. Change control meeting

A is correct. Status review meetings are regularly scheduled meetings to record the status of the project work. Status review meetings also discuss risks that have been identified, that are pending, and that have passed.

B, C, and D are incorrect. B is incorrect because a risk assessment meeting identifies risks, probability, and impact of the risks; it does not review the project status. C is incorrect because a quality review meeting, a generic term, usually focuses on the expectation of quality, variances, and process improvement; it does not review the project status. D is incorrect because a change control meeting, also a generic term, describes the review of a proposed change and its affect on the project; it does not review the project status.

182. In every project are risk responses you can use for negative risk events and positive risk events. Which risk response seeks to take advantage of a positive risk?

A. Mitigation

B. Countermeasure

C. Acceptance

D. Exploit

D is correct. To exploit a risk event is to require that steps are taken to increase the probability that the risk event will occur, or if it does occur, to maximize its benefits to the project, since it will benefit the organization. A positive risk event is also called an opportunity.

A, B, and C are incorrect. A is incorrect because mitigation is taking steps to reduce the impact and likelihood of the risk event. B is incorrect because a countermeasure is an action to neutralize the risk event. C is incorrect because acceptance simply accepts the risk event, whether it is a positive or negative risk.

183. Changes can happen throughout a project's life cycle, so you must be prepared to examine the change and determine its true impact on the project. This analysis of the change on the project is part of integrated change control. Which one of the following is not an example of integrated change control?

A. Finding a change to the project deliverable

B. Communicating that only approved changes are allowed into the project work

C. Calculating a project's cost of performance index (CPI)

D. Expert judgment

C is correct. Calculating a project's CPI is not part of integrated change control.

A, B, and D are incorrect. A and B are incorrect because these are part of integrated change control. D is incorrect because expert judgment is a tool and technique used in integrated change control.

184. Your company has a tendency to reduce project budgets if the funds are not consumed. As it happens, your current project is not costing as much as your original estimate. If you do not use your entire first phase budget for the project, you will not receive the full allotment for the second phase of your project. To combat this, you order slightly better materials than what is actually needed in the project to drive up the cost. The better materials will ensure that your current phase's budget is met and will likely guarantee the second phase of your project's funding. Which one of the following best describes this scenario?

A. Gold plating

B. Parkinson's Law

C. Conflict of interest

D. Integrated cost change control

A is correct. When a project manager delivers materials of a higher grade than are needed to drive up the price of the project, this is known as gold plating.

B, C, and D are incorrect. B is incorrect because this is not Parkinson's Law, which states that work will expand to fill the time allotted to it. C is incorrect because this is not effectively a conflict of interest, but it is a less-than-scrupulous practice. D is incorrect because integrated cost change control is not a valid project management term.

185. You are a project manager for an organization that completes projects for others. Your customer would like you to use a higher grade of material because they believe it will make the finished product better. They are willing to pay for the change of materials. What is the cost of the materials called?

A. Cost of quality

B. Indirect costs

C. Product costs

D. Gold plating

A is correct. This is an example of the cost of quality. The customer believes that the quality of the finished product will be better because of the higher grade of materials.

B, C, and D are incorrect. B is incorrect because indirect costs describe the cost of doing business, such as leases, lights, salaries, and phones. C is incorrect because product costs is not a valid project management term. D is incorrect because gold plating describes the effort to consume all of the project budget by adding extra features that were not in the project scope.

186. What is easy to accept early in the project and difficult to accept late in a predictive project?

A. Risk

B. Change

C. Errors

D. Team members

B is correct. Change is easily accepted in the beginning of a predictive project. As the project moves toward completion, it is harder to incorporate changes as the project work is being completed.

A, C, and D are incorrect. A is incorrect because risk is accepted throughout the project based on its impact on the project and the performing organization's utility

function. C is incorrect because errors are not accepted, but corrected. D is incorrect because team members may leave the project, or organization, and it's often expected in longer projects. Note that in an agile project, change can happen throughout the project life cycle.

187. You have elected to add more workers to an effort-driven activity on the critical path so that the project can finish on time. This is an example of which one of the following?

A. Risk management

B. Time management

C. Crashing

D. Fast-tracking

C is correct. Crashing allows the project manager to add resources to an activity to complete it faster. This does not always work, because some activities have a fixed duration; however, this activity is effort-driven, so it will most likely work. Know that crashing will add costs to the project because the project manager must pay for the labor.

A, B, and D are incorrect. A is incorrect because this is not risk management. B is incorrect because this is not an example of time management. D is incorrect because fast-tracking is not driven by labor, but by time. It allows activities or project phases that would normally be done sequentially to overlap.

188. You are the project manager of the HGI Project for your company. You and your project team need to complete risk identification. Which item can help the most?

A. Strength, weakness, opportunities, and threats (SWOT) analysis

B. Control charts

C. Product analysis

D. Defect repair review

A is correct. SWOT analysis helps identify both positive and negative risks within a project.

B, C, and D are incorrect. B is incorrect because control charts are used in control quality and help project managers determine whether a project is stable and predictable. C is incorrect because product analysis is used to define the scope of a project rather than identify risks. D is incorrect because defect repair review is an action taken by the control quality department after defects have been repaired.

189. You are the project manager for your company and you're reviewing the status of the project with your sponsor. The sponsor asks you to create an Ishikawa diagram for your next meeting. Why should you, the project manager, use an Ishikawa diagram?

A. It can help you complete statistical analysis of defects.

B. It can help you facilitate design of experiments.

C. It can help you facilitate cause-and-effect analysis.

D. It can offer insight into project team members who are causing project failure.

C is correct. An Ishikawa diagram, also known as a fishbone diagram and root-cause diagram, facilitates cause-and-effect analysis.

A, B, and D are incorrect. A is incorrect because Ishikawa diagrams don't help with the statistical analysis of defects. B is incorrect because Ishikawa diagrams don't help with design of experiments. D is incorrect because Ishikawa diagrams don't identify team members who are causing project failure—though they may help identify team members who are causing defects.

190. Scope changes, scope completion, defects, corrective actions, and other activities can affect the project's completeness and accuracy. Because of these different variables, you want to track your project scope. Which of the following can help the most with this task?

A. Risk event triggers

B. Control quality

C. Network diagram

D. Work breakdown structure (WBS)

D is correct. The WBS is the best tool for tracking project scope

A, B, and C are incorrect. A is incorrect because risk event triggers do not track the project scope. B is incorrect because control quality does not track the project scope. C is incorrect because a network diagram illustrates the flow of the project activities and does not track scope.

191. Risk must be examined for its probability, impact, and potential reward or cost. Some companies may accept risk more willingly than others. The willingness to accept risk, also known as a risk tolerance, can vary by organization, project, or individual. What other term is used to describe an organization's willingness to accept risk?

A. Risk appetite

B. Organizational structure

C. Herzberg's Theory of Motivation

D. Strength, weakness, opportunities, and threats (SWOT)

A is correct. The risk appetite, also called the risk tolerance, describes an organization's or stakeholder's willingness to accept risk. This, in turn, will determine the level of response required for the identified risks.

B, C, and D are incorrect. B is incorrect because the organizational structure defines how the organization manages resources and makes decisions, and the power of the project manager. C is incorrect because Herzberg's Theory of Motivation defines the motivating agents that promote performance and hygiene agents that are expected by employees. D is incorrect because SWOT is an analysis of a product, project, or other component.

192. You are the project manager for an interior design project. You have added time between the priming activity and the painting activity. This is an example of which one of the following?

A. Lead

B. Lag

C. Fast-tracking

D. Crashing

B is correct. As you have added time between activities, this is an example of lag. Lag is always positive time, since you are adding time to the project schedule.

A, C, and D are incorrect. A is incorrect because lead is negative time, since you are subtracting time between activities. You can remember lag as "waiting time" and lead as "hurry-up" time. C is incorrect because fast-tracking changes the relationship between activities so that they can finish faster. Fast-tracking also increases project risk. D is incorrect because crashing adds resources, typically labor, to activities so that they can finish faster. To help you remember crashing, because as you add people to the project work, they may "crash" into one another.

193. Sam and Mark are arguing about the technical approach used in the project. Sam says, "Fine, Mark, do it your way. I no longer care." Sam then leaves the room in a huff. What conflict resolution method has occurred in this instance?

A. Smoothing

B. Problem-solving

C. Compromising

D. Withdrawal

D is correct. Sam has withdrawn from the argument, so this is the withdrawal resolution method.

A, B, and C are incorrect. A is incorrect because smoothing downplays the differences and looks for common ground between the disagreeing parties. B is incorrect because problem-solving happens when Sam and Mark work together in a spirit of cooperation, rather than with a combative attitude as in the question's scenario. C is incorrect because compromising is a conflict resolution method in which Sam and Mark both have to give up something they are arguing for and "meet in the middle."

194. Management has asked you and the project team to decompose the project scope. What is created as a result of scope decomposition?

A. Bill of materials

B. Work breakdown structure (WBS)

C. Organizational breakdown structure

D. Activity list

B is correct. The decomposition of the project scope creates the WBS.

A, C, and D are incorrect. A is incorrect because the bill of materials defines all the materials the project requires in order to be completed. C is incorrect because an organizational breakdown structure is similar to an organizational chart. D is incorrect because the activity list is created after the WBS has been created.

195. You are the project manager for a project to create a new database for your company. A key stakeholder has demanded a change to your project that will cost nearly $85,000 to implement. The change control board approves the change. What must be updated?

A. Project schedule

B. Cost baseline

C. Change control plan

D. Project cost estimate

B is correct. A result of the cost of the project increasing, the cost baseline should be modified to reflect this addition to the project budget.

A, C, and D are incorrect. A is incorrect because the change does not necessarily reflect a change to the project schedule; consider that a change in materials could increase the price without affecting the schedule. C is incorrect because the change control plan doesn't change based on new requirements. D is incorrect because the project cost estimate is likely not updated, though a new estimate at completion could be created. The cost estimate does not need to be updated, as the cost of the change has already been estimated while the actual change has been approved for your project.

196. What initial meeting at the beginning of a project includes the key stakeholders, the project team, and management?

A. Risk identification meeting

B. Requirement-gathering meeting

C. Team development meeting

D. Kickoff meeting

D is correct. A project kickoff meeting gets the project moving and identifies the individuals involved in the project.

A, B, and C are incorrect. A is incorrect because a risk identification meeting focuses on identifying project risks. B is incorrect because a requirements gathering meeting involves the project stakeholders and experts to identify all of the project requirements the team is to deliver. C is incorrect because a team development meeting facilitates teamwork, getting to know one another, and team building.

197. You are a construction project manager for your company, Bobbich Construction. You are defining the scope for a new project. The chief financial officer defines project success as "maintaining a balance of project costs and profitability." The professional engineer describes project success as "implementing standard technical components." The project sponsor defines project success as "completing the project as planned." The project customer defines project success as "the presence of sales-promoting features." What should you do as the project manager?

A. Follow the professional engineer's opinion, since he's the closest to the work your project team will be completing.

B. Follow the project sponsor's opinion, since he is in charge of the project.

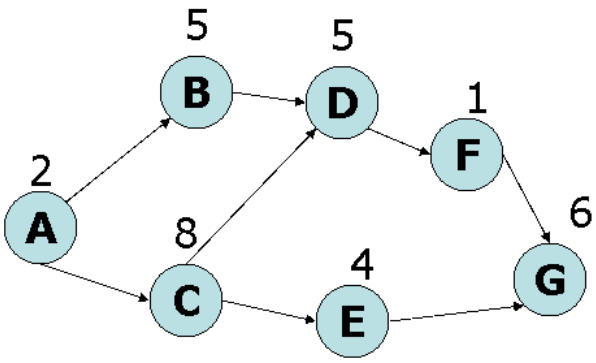
C. Follow the chief financial officer's opinion, since she is in charge of project finances.

D. Complete stakeholder analysis to define the project objectives in measurable terms.

D is correct. The project manager must complete stakeholder analysis to capture metrics that will define goals that the project can work toward.

A, B, and C are incorrect. The sponsor, the professional engineer, and the CFO did not provide metrics for project success. Vague objectives, as in this question, can set up a project for failure.

198. Examine the question exhibit. How long can Activity B be delayed without affecting the project's end date?



A. It cannot be delayed.

B. 3 days.

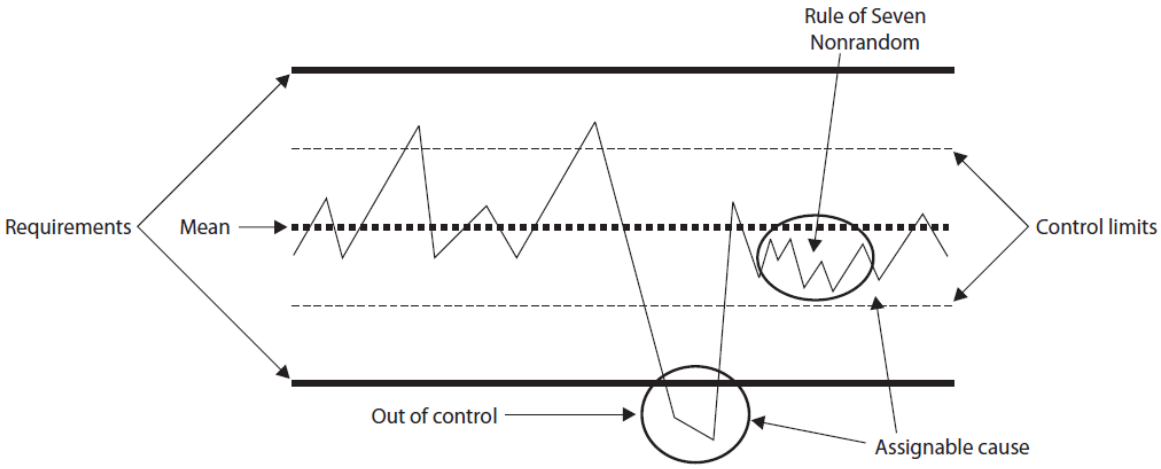
C. 5 days.

D. 7 days.

B is correct. Activity B can be delayed up to three days without affecting the project's end date.

A, C, and D are incorrect. A is incorrect because the project can be delayed. C is incorrect because 5 days would cause a delay in the project. D is incorrect because 7 days would also cause a project delay. For a more detailed review, see Chapter 6, "Managing Project Schedule," and watch the "Finding Float" video on the CD.

199. What type of chart is displayed in the exhibit?



A. Pareto chart

B. Ishikawa diagram

C. Control chart

D. Flowchart

C is correct. This is an example of a control chart. Control charts show measurements of a repeated activity or process over time.

A, B, and D are incorrect. A is incorrect because Pareto charts show categories of failure. B is incorrect because an Ishikawa diagram, also called a fishbone diagram, shows causal factors of failures. D is incorrect because a flowchart shows the flow of work or information in a system or organization.

200. Beth wants all of her testers to follow the same process. What tool should she use?

A. Control chart

B. Flow chart

C. Check list

D. Checksheet

C. A check list is a quality tool that ensures people are following the same process. Control charts (A) are incorrect as they plot test results. Flowcharts (B) are a visual depiction of a process. And checksheets (D) allow inspectors to "tally" up test results.