

Chapter 1

Project Basics (Domain 1.0)

THE FOLLOWING COMPTIA PROJECT+ EXAM OBJECTIVES ARE COVERED IN THIS CHAPTER:

✓ **1.1 Summarize the properties of a project.**

- Temporary
- Start and finish
- Unique
- Reason/purpose
- Project as part of a program
- Project as part of a portfolio

✓ **1.2 Classify project roles and responsibilities.**

- Sponsor/champion
 - Approval authority
 - Funding
 - Project charter
 - Baseline
 - High-level requirements
 - Control
 - Marketing
 - Roadblocks
 - Business case/justification
- Project manager
 - Manage team, communication, scope, risk, budget, and time
 - Manage quality assurance
 - Responsible for artifacts



- Project coordinator
 - Support project manager
 - Cross-functional coordination
 - Documentation/administrative support
 - Time/resource scheduling
 - Check for quality
- Stakeholder
 - Vested interest
 - Provide input and requirements
 - Project steering
 - Expertise
- Scheduler
 - Develop and maintain project schedule
 - Communicate timeline and changes
 - Reporting schedule performance
 - Solicit task status from resources
- Project team
 - Contribute expertise to the project
 - Contribute deliverables according to schedule
 - Estimation of task duration
 - Estimation of costs and dependencies
- Project Management Office (PMO)
 - Sets standards and practices for organization
 - Sets deliverables
 - Provides governance
 - Key performance indicators and parameters
 - Provides tools
 - Outlines consequences of non-performance
 - Standard documentation/templates
 - Coordinate resources between projects



✓ 1.3 Compare and contrast standard project phases.

- Initiation
 - Project charter
 - Business case
 - High-level scope definition
 - High-level risks
- Planning
 - Schedule
 - Work breakdown structure
 - Resources
 - Detailed risks
 - Requirements
 - Communication plan
 - Procurement plan
 - Change management plan
 - Budget
- Execution
 - Deliverables
- Monitor and control
 - Risks/issues log
 - Performance measuring and reporting
 - Quality assurance/governance
 - Change control
 - Budget
- Closing
 - Transition/integration plan
 - Training
 - Project sign off
 - Archive project documents
 - Lessons learned
 - Release resources
 - Close contracts



✓ **1.4 Identify the basics of project cost control.**

- Total project cost
- Expenditure tracking
- Expenditure reporting
- Burn rate
- Cost baseline/budget
 - Plan vs. actual

✓ **1.5 Identify common project team organizational structures.**

- Functional
 - Resources reporting to Functional Manager
 - Project Manager has limited or no authority
- Matrix
 - Authority is shared between Functional Managers and Project Managers
 - Resources assigned from Functional area to project
 - Project Manager authority ranges from weak to strong
- Projectized
 - Project Manager has full authority
 - Resources report to Project Manager
 - Ad hoc resources

✓ **1.6 Given a scenario, execute and develop project schedules.**

- Work breakdown structure
- Scheduling activities
 - Determine tasks
 - Determine task start/finish dates
 - Determine activity/task durations
 - Determine milestones
 - Set predecessors



- Set dependencies
- Sequence tasks
- Prioritize tasks
- Determine critical path
- Allocate resources
- Set baseline
- Set quality gates
- Set governance gates
 - Client sign off
 - Management approval
 - Legislative approval

✓ **1.7 Identify the basic aspects of the Agile methodology.**

- Readily adapt to new/changing requirements
- Iterative approach
- Continuous requirements gathering
- Establish a backlog
- Burndown charts
- Continuous feedback
- Sprint planning
- Daily standup meetings/SCRUM meetings
- SCRUM retrospective
- Self-organized and self-directed teams

✓ **1.8 Explain the importance of human resource, physical resource, and personnel management.**

- Resource management concepts
 - Shared resources
 - Dedicated resources
 - Resource allocation
 - Resource shortage
 - Resource overallocation
 - Low quality resources



- Benched resources
- Interproject dependencies
- Interproject resource contention
- Personnel management
 - Team building
 - Trust building
 - Team selection
 - Skill sets
 - Remote vs. in-house
 - Personnel removal/replacement
 - Communication issues
 - Conflict resolution
 - Smoothing
 - Forcing
 - Compromising
 - Confronting
 - Avoiding
 - Negotiating

1. What are the defining characteristics of a project? (Choose two.)
 - A. A group of related tasks
 - B. Temporary in nature
 - C. Operational activities
 - D. Reworking of an existing project
 - E. Creation of a unique product or service
2. The project team is responsible for all of the following EXCEPT
 - A. Providing governance on the project
 - B. Contributing to the deliverables according to the schedule
 - C. Contributing expertise to the project
 - D. Estimating costs and dependencies
3. What is a work breakdown structure?
 - A. A task-oriented decomposition of a project
 - B. A deliverable-oriented decomposition of a project
 - C. A graphic representation of tasks and their sequence
 - D. A high-level outline of milestones on a project
4. What elements are explained in a business case?
 - A. Justification by identifying the organizational benefits
 - B. Alternative solutions
 - C. Alignment to the strategic plan
 - D. All of the above
 - E. A and C
5. Of the following, which are considered key activities of the Monitor and Control phase?
 - A. Performance Measuring and Reporting
 - B. Develop the Quality Plan
 - C. Perform Quality Assurance
 - D. Monitor the Budget
 - E. Develop the Change Control Plan
 - F. Develop the Project Charter
6. What plan determines the information needs of the stakeholders, format of information delivery, delivery frequency, and the preparer?
 - A. Stakeholder Analysis Plan
 - B. Project Charter
 - C. Human Resources Plan
 - D. Communications Plan

7. Which type of cost estimating uses a mathematical model to compute costs?
- A. Top-down estimating
 - B. Bottom-up estimating
 - C. Parametric estimating
 - D. Three-point estimating
8. A project has an earned value of \$2,500 and an actual cost of \$2,275. The cost variance for this project would be which of the following?
- A. \$2,275
 - B. \$225
 - C. \$2,500
 - D. \$-225
9. During an Agile daily stand-up meeting, what are three questions that are asked and answered?
- A. What did I accomplish yesterday? What will I do today? What are the necessary next steps?
 - B. What did I accomplish today? Who will I be working with today? What obstacles are preventing progress?
 - C. What did I accomplish yesterday? Who will I be working with today? What obstacles are preventing progress?
 - D. What did I accomplish yesterday? What will I do today? What obstacles are preventing progress?
10. Marcus works for Wigitcom, and he has been assigned to work on a project. Marcus's regular boss pulls him back to work on assignments and will conduct his performance review. What type of organizational structure is Wigitcom using?
- A. Agile
 - B. Functional
 - C. Matrix
 - D. Projectized
11. A project has a key contributor who is absent from meetings, not meeting deadlines, and affecting the morale of other individuals on a team. There is no other person within the company with the expertise needed to perform the tasks assigned to this team member. Which of the following would be the appropriate action for the project manager?
- A. Bring the team member in for a counseling session.
 - B. Leave the employee alone and distribute work to other team members.
 - C. Remove the team member from the project and seek a replacement.
 - D. Relocate the team member to a different facility.
12. The high-level scope definition describes which of the following?
- A. High-level deliverables of the project
 - B. Objectives of the project

- C. Reason for the project
 - D. All of the above
13. In what project phase are the majority of the processes and project documents created?
- A. Initiation
 - B. Planning
 - C. Execution
 - D. Monitor and Control
 - E. Closing
14. Which component of the project charter describes the characteristics of the product produced by the project?
- A. Project description
 - B. Business case
 - C. Deliverables
 - D. Quality plan
15. What are the three types of estimates used in three-point estimates?
- A. Fastest Schedule, Least Resources, Most Desirable
 - B. Most Likely, Optimistic, Pessimistic
 - C. Most Likely, Least Resources, Fastest Schedule
 - D. Fastest Schedule, Optimistic, Most Desirable
16. In what organizational structure does a project manager have the most limited authority?
- A. Weak-matrix
 - B. Projectized
 - C. Strong-matrix
 - D. Functional
17. A building project requires the following steps: construction, purchasing the build site, blueprinting, and inspection. Purchasing the build site has what relationship to construction?
- A. It is a successor task.
 - B. It is a mandatory task.
 - C. It is a predecessor task.
 - D. It is a discretionary task.
18. Which of the following is the form in which project schedules are typically displayed?
- A. PERT
 - B. Calendar
 - C. Gantt chart
 - D. Pareto chart

19. In what project phase is the influence of stakeholders the least effective?
- A. Initiation
 - B. Planning
 - C. Execution
 - D. Monitor and Control
20. When the project team is dependent on an entity outside the organization, like a product vendor delivering equipment, this is known as what type of dependency?
- A. Discretionary
 - B. Mandatory
 - C. External
 - D. Financial
21. Which conflict resolution technique produces a win-lose result for the parties?
- A. Forcing
 - B. Confronting
 - C. Avoiding
 - D. Attacking
22. A project has task A, which will take 2 days; task B, which will take 3 days, task C, which will take 2 days; task D, which will take 2 days; and task E, which will take 3 days. Task A is a predecessor for task B and for task C. Task C is a predecessor for task D. Both task B and task D are predecessors for task E.
- What is the task sequence for the critical path?
- A. A => B => E
 - B. A => B => C => D => E
 - C. A => B => D => E
 - D. A => C => D => E
23. All of the following are aspects of an Agile sprint, EXCEPT
- A. It is limited to a timeframe such as two weeks.
 - B. A planning meeting is held to figure out what the team can accomplish.
 - C. A small feature set is taken to completion.
 - D. The team works at an incredible pace for the entire time.
24. April works for Wigitcom and has recently been assigned to a project. She was given assignments from both her functional manager and the project manager, but was directed to do the project work. When April requested leave, it was granted by her functional manager, but then denied by the project manager. What type of organizational structure is Wigitcom using?
- A. Projectized
 - B. Strong-matrix
 - C. Balanced-matrix
 - D. Weak-matrix

- 25.** During the Closing phase of the project, what two activities are conducted?
- A.** Accept project deliverables and perform quality assurance.
 - B.** Finalize project work and close all vendor contracts.
 - C.** Manage stakeholder expectations and close all vendor contracts.
 - D.** Finalize project work and perform quality assurance.
- 26.** In which project phase is the kickoff meeting typically held?
- A.** Initiation
 - B.** Planning
 - C.** Execution
 - D.** Monitor and Control
 - E.** Closing
- 27.** Chase is a project manager, and he has released all of the team members from the project, closed vendor contracts, and archived project documents. In what phase is the project?
- A.** Initiation
 - B.** Planning
 - C.** Execution
 - D.** Monitor and Control
 - E.** Closing
- 28.** What are governance gates?
- A.** A checkpoint between project phases where approval is obtained to move forward
 - B.** A checkpoint where quality is checked against a previously established criterion
 - C.** Checkpoints at the beginning and end of the project only
 - D.** After a project governor is appointed, unplanned interruptions from this project sponsor
- 29.** What are the defining characteristics of a project? (Choose two.)
- A.** Has a definitive start and end date
 - B.** Is assigned to a portfolio
 - C.** Creates a unique product or service
 - D.** Is a part of ongoing operational activities
 - E.** Is part of an organization's strategic plan
- 30.** Which of the following describes a portfolio?
- A.** A collection of the sample work a project manager has done that should be brought to an interview
 - B.** A collection of programs, subportfolios, and projects that support strategic business goals or objectives
 - C.** A group of related projects that are managed together using shared resources and similar techniques
 - D.** A group of project investments that are maintained to help finance projects

31. The project charter is prepared and agreed to in which project phase?
- A. Planning
 - B. Closing
 - C. Execution
 - D. Initiation
32. After the project charter is signed, what meeting is held to introduce the project team and stakeholders as well as outlining the goals for the project?
- A. Lessons learned meeting
 - B. Project introductory meeting
 - C. Kickoff meeting
 - D. Team building lunch
33. Which soft skills are important for a project manager?
- A. Time management, earned value calculation, listening, critical path diagrams
 - B. Leadership, time management, team building, listening
 - C. Time management, earned value calculation, leadership, critical path diagrams
 - D. Leadership, following, independence, listening
34. Work produced in the high-level risk assessment should be documented in which of the following?
- A. Work breakdown structure
 - B. Project charter
 - C. Risk register
 - D. Quality control plan
35. A project schedule serves what function?
- A. Determines the project cost accounting codes
 - B. Creates a deliverable-based decomposition of the project
 - C. Lists the actions that should be resolved to fulfill deliverables
 - D. Determines start and finish dates for project activities
36. Analogous estimating is where the cost-estimate is developed by which of the following?
- A. Using a mathematical model to compute costs for the project
 - B. Calculating the cost of each activity in the work breakdown structure
 - C. Using a similar, past project to develop a high-level estimate
 - D. Averaging three different estimates of the project cost
37. All of the following are ways to determine whether a project is completed, EXCEPT
- A. When the project manager declares the project is complete
 - B. When the project is canceled

- C. When it has been determined that the goals and objectives of the project cannot be accomplished
 - D. When the objectives are accomplished and stakeholders are satisfied
- 38.** Money actually spent for a specific timeframe for complete work is known as which of the following?
- A. Cost variance
 - B. Planned value
 - C. Actual cost
 - D. Earned value
- 39.** The creation of a peanut butter and jelly sandwich has the following steps:
- Serve
 - Gather bread, peanut butter, and jelly
 - Place bread on a plate
 - Get a knife
 - Spread peanut butter on one slice of bread
 - Put both slices of bread together
 - Spread jelly on the other slice of bread
- What is the correct sequence for this project?
- A. Serve; put both slices of bread together; gather bread, peanut butter, and jelly; get a knife; spread peanut butter on one slice of bread; place bread on a plate; spread jelly on the other slice of bread.
 - B. Gather bread, peanut butter, and jelly; get a knife; spread peanut butter on one slice of bread; place bread on a plate; spread jelly on the other slice of bread; serve; put both slices of bread together.
 - C. Gather bread, peanut butter, and jelly; get a knife; place bread on a plate; spread peanut butter on one slice of bread; spread jelly on the other slice of bread; put both slices of bread together; serve.
 - D. Gather bread, peanut butter, and jelly; get a knife; place bread on a plate; spread peanut butter on one slice of bread; spread jelly on the other slice of bread; serve; put both slices of bread together.
- 40.** Which of the following steps are important in the development of the project schedule? (Choose three.)
- A. Determine tasks
 - B. Set the quality plan
 - C. Set the communication plan
 - D. Sequence the tasks
 - E. Construct a Pareto diagram
 - F. Identify the critical path

41. Not including time off, holidays, or nonproject work, the total time involved for an individual to complete a task is known as which of the following?
- A. Analogous estimating
 - B. SWAG
 - C. Work effort estimate
 - D. SPI
42. Resource allocation, including assigned equipment, team members, and money to support a project, occurs in which project phase?
- A. Initiation
 - B. Planning
 - C. Execution
 - D. Monitor and Control
 - E. Closing
43. A project manager is having problems with one team member who is being insubordinate. The project manager approaches the team member to find out what is going on and determines that a change can be made now that the facts are known. This is an example of which of the following?
- A. Forcing
 - B. Avoiding
 - C. Confronting
 - D. Smoothing
44. Which of the following are tools and techniques used for developing a project team? (Choose three.)
- A. Team-building activities
 - B. Project requirements
 - C. Recognition and rewards
 - D. Lessons learned meetings
 - E. Setting the ground rules
 - F. Project kickoff meetings
45. In what stage of team development are teams the most productive and trust levels the highest among team members?
- A. Forming
 - B. Storming
 - C. Norming

- D. Performing
 - E. Adjourning
46. Wigitcom has a project where quality is the most important consideration for the sponsor. Which personnel model would make the most sense for this project?
- A. Outsourcing
 - B. Collocation
 - C. Virtual teams
 - D. Videoconferencing
47. A startup company is attempting to compete in an emerging product market. There are constant disruptive technology changes, and the market is shifting in their product tastes. This type of situation would be best served by which of the following?
- A. Agile approach
 - B. Projectized environment
 - C. Functional environment
 - D. Traditional, or waterfall
48. Kayla works for Wigitcom, and she has been assigned to work on a project. Kayla's project manager gives her direction, and consistently prevents Kayla's regular supervisor from giving her any assignments. At the end of the project, the project manager will conduct Kayla's performance review. What type of organizational structure is Wigitcom using?
- A. Agile
 - B. Functional
 - C. Matrix
 - D. Projectized
49. In an Agile methodology, what is a user story?
- A. Key information about stakeholders and their jobs
 - B. Short stories about someone using the product or service
 - C. Customer survey results after product release
 - D. Visual representation of product burndown
50. A large, well-established organization that has been in business for many decades would likely have which organizational structures?
- A. Weak-matrix
 - B. Projectized
 - C. Strong-matrix
 - D. Functional

51. What does PMP stand for?
- A. Preferred master project
 - B. Preferred management plan
 - C. Project management plan
 - D. Project management practice
52. What is a list of all things to be completed, whether technical or user-centric in nature, which are in the form of user stories, known as?
- A. Requirements
 - B. Backlog
 - C. Risk register
 - D. Stakeholders
53. What are the standard project phases?
- A. Discovery, Planning, Building, Quality Check, Closing
 - B. Initiation, Preparing, Building, Monitor and Control, Wrap-up
 - C. Initiation, Planning, Execution, Monitor and Control, Closing
 - D. Discovery, Preparing, Execution, Quality Check, Wrap-up
54. What are milestones?
- A. A measure of the distance traveled on a project
 - B. Characteristics of deliverables that must be met
 - C. Checkpoints on a project to determine Go/No-Go decisions
 - D. Major events in a project used to measure progress
55. Which type of cost estimating is done by assigning a cost estimate to each work package in the project?
- A. Top-down estimating
 - B. Bottom-up estimating
 - C. Parametric estimating
 - D. Three-point estimating
56. Developing the project team involves all of the following, EXCEPT
- A. Developing a team that lasts longer than the project
 - B. Creating a positive environment for team members
 - C. Creating an effective, functioning, and coordinated group
 - D. Increasing the team's competency levels
57. All of the following are types of dependencies, EXCEPT
- A. Mandatory
 - B. Discretionary
 - C. External
 - D. Backlog

58. A stakeholder has asked to add a change to a project, but the request is rejected by the project manager. What is the likely reason the scope was rejected?
- A. There is interaction between constraints.
 - B. Scope creep is occurring on the project.
 - C. The request can be handled without the formality.
 - D. The sponsor is on vacation.
59. The characteristics of the lower-level WBS include all of the following, EXCEPT
- A. WBS components are a further decomposition of project deliverables.
 - B. WBS components should always happen concurrently with determining major deliverables.
 - C. WBS components should be tangible and verifiable.
 - D. WBS components should be organized in terms of project organization.
60. A project manager meets with upset team members to listen to their concerns. After hearing their concerns, the project manager makes some of the team members' recommendations in exchange for the team members accepting other rules. This is an example of which of the following?
- A. Forcing
 - B. Compromising
 - C. Confronting
 - D. Smoothing
61. A company is expanding and has several projects underway. One project is building a new wing on the headquarters building, and the other is installing a new high-speed fiber network. The framing of the new building must begin before the installation of the new network can begin. This is an example of what type of logical relationship?
- A. Finish-to-finish
 - B. Start-to-start
 - C. Finish-to-start
 - D. Start-to-finish
62. A project has task A, which will take 2 days; task B which will take 3 days; task C, which will take 2 days; task D, which will take 2 days; and task E, which will take 3 days. Task A is a predecessor for task B and for task C. Task C is a predecessor for task D. Both task B and task D are predecessors for task E.

What is the duration of the critical path?

- A. 7 days
- B. 9 days
- C. 10 days
- D. 11 days

- 63.** In what project artifact would you find information relating to the quality and availability of resources?
- A.** Project schedule
 - B.** Organization chart
 - C.** Resource calendar
 - D.** Risk register
- 64.** In which of the following situations would team-building efforts provide the most impact on a project? (Choose three.)
- A.** Team discord
 - B.** Schedule changes
 - C.** Missed deliverables
 - D.** Project phase completion
 - E.** Lessons learned meeting
 - F.** Change in project manager
- 65.** An organization needs to add vendor resources to a project, but they do not have the physical space to house the team. What approach should the organization use for their personnel management?
- A.** Deploy projectized teams
 - B.** Deploy functional teams
 - C.** Use in-house teams
 - D.** Use remote teams
- 66.** Nyssa works for Wigitcom and has been assigned to a project. She wants to take a week off for a family reunion, which conflicts with a project deadline. The project manager denied her leave request, but her functional manager lets her attend the family reunion. What type of organizational structure is Wigitcom using?
- A.** Projectized
 - B.** Strong-matrix
 - C.** Balanced-matrix
 - D.** Weak-matrix
- 67.** When is a project considered to be a success?
- A.** Stakeholder expectations have been met.
 - B.** The phase completion has been approved.
 - C.** All project phases have been completed.
 - D.** The vendor has been released from the project.
- 68.** Which of the following is an example of a deliverable?
- A.** The date work on the project begins
 - B.** The design for a new product

- C. Time and materials applied to the project
 - D. PMO
69. A project sponsor would be responsible for all of the following, EXCEPT
- A. Developing high-level requirements for the project
 - B. Functioning as the approval authority and removing roadblocks
 - C. Marketing the project across the organization
 - D. Estimating the costs and dependencies of the project activities
 - E. Serving to help control the direction of the project
70. What elements are explained in a business case?
- A. Justification by identifying the organizational benefits
 - B. Alternative solutions
 - C. Alignment to the strategic plan
 - D. All of the above
 - E. A and C
71. All projects are constrained by which three elements as they affect quality?
- A. Time, budget, scope
 - B. Time, risks, budget
 - C. Cost, benefits, scope
 - D. Cost, risks, scope
72. What key milestone is triggered when the project charter is signed?
- A. A project sponsor can now be chosen.
 - B. Key stakeholders are freed from project communication.
 - C. The project is authorized to begin.
 - D. Project resources are released from the project.
73. The Closing processes include all of the following, EXCEPT
- A. Archiving of project documents
 - B. Release of project members
 - C. Review of lessons learned
 - D. Monitoring of the risks and issues log
74. All of the following are examples of project resources, EXCEPT
- A. Team members
 - B. Equipment
 - C. WBS
 - D. Materials

75. Analogous estimating is also referred to as which of the following?
- A. Top-down estimating
 - B. Bottom-up estimating
 - C. Parametric estimating
 - D. Three-point estimating
76. Earned value is an indication of which of the following?
- A. The actual cost of completing work in a specific timeframe
 - B. The cost of work that has been authorized and budgeted
 - C. The value of the work completed to date compared to the budgeted amount
 - D. The total sum of sales earned at project completion
77. Fast-tracking a project is a technique involving which of the following?
- A. Performing two tasks in parallel that were previously scheduled to start sequentially
 - B. Looking at cost and schedule trade-offs such as adding more resources
 - C. Moving later deliverables to earlier phases to appease stakeholders
 - D. Removing critical path activities that are unnecessary
78. Deliverables are an output of which of which phase?
- A. Initiation
 - B. Planning
 - C. Execution
 - D. Monitor and Control
 - E. Closing
79. What does a resource shortage mean?
- A. There is a shortage of things for team members to work on.
 - B. Not enough resources are available for the task, leading to over allocation.
 - C. There are too many resources, leading to under-allocation.
 - D. There is an abundance of things for team members to work on.
80. In what stage of team development do the members stop working with one another and return to their functional jobs?
- A. Forming
 - B. Storming
 - C. Norming
 - D. Performing
 - E. Adjourning

- 81.** Wigitcom has a project where cost is the most important consideration for the sponsor. Which personnel model would make the most sense for the project?
- A.** Premium team assignments
 - B.** Collocation
 - C.** Virtual teams
 - D.** Videoconferencing
- 82.** Where would the following information be found: types of contracts the project will use, authority of the project team, and information on how multiple vendors will be managed?
- A.** Budget
 - B.** Procurement plan
 - C.** WBS
 - D.** Detailed risks
- 83.** An organization that has a fixed budget and offers a stable environment would be best suited for which type of project management approach?
- A.** Traditional, or waterfall
 - B.** Projectized environment
 - C.** Agile approach
 - D.** Functional environment
- 84.** All of the following are phases of a project, EXCEPT
- A.** Planning
 - B.** Closing
 - C.** Development
 - D.** Execution
- 85.** What does a change control board (CCB) do to support the project?
- A.** Helps vet and manage changes to the scope
 - B.** Provides an accounting structure for tasks
 - C.** Sets the standards and templates for the project
 - D.** Sets the costs of quality for the project
- 86.** Which project role is responsible for coordinating resources between projects?
- A.** Project management office (PMO)
 - B.** Project coordinator
 - C.** Project manager
 - D.** Project scheduler

87. When does an item move from the risk register to the issue log?
- A. As soon as the risk is identified
 - B. When the risk is triggered
 - C. Never
 - D. In the creation of the project plan
88. A team member is upset about having to stay late because he will miss a Scouts meeting with his son. He approaches the project manager, who lets him know that it is a one-time thing, and if they work that night they will not have to come in on the weekend. Though upset, the team member stays and finishes his work. This is an example of what type of conflict resolution?
- A. Smoothing
 - B. Confronting
 - C. Compromising
 - D. Avoiding
 - E. Forcing
89. When should employee performance expectations be set on a project?
- A. Lessons learned meeting
 - B. Employee performance review
 - C. Stakeholder identification meeting
 - D. First meeting with a new team member
90. All of the following are used in an Agile approach to project management, EXCEPT
- A. Burndown charts
 - B. WBS
 - C. Continuous requirements gathering
 - D. Sprint planning
91. A company decides to bring in a team from outside the organization to assist on the project, instead of using company employees. This is an example of which of the following?
- A. Insourcing
 - B. Outsourcing
 - C. Layoffs
 - D. Collocation
92. Teams normally go through a similar development cycle. Which is the correct order of those stages?
- A. Norming, Forming, Storming, Adjourning, Performing
 - B. Forming, Storming, Norming, Performing, Adjourning
 - C. Forming, Norming, Performing, Storming, Adjourning
 - D. Norming, Storming, Forming, Adjourning, Performing

93. In the development of project schedule, the need to set governance gates is important. All of the following are examples of governance gates, EXCEPT
- A. Daily standup meetings
 - B. Client sign-off
 - C. Management approval
 - D. Legislative approval
94. Which project role outlines the consequences of nonperformance?
- A. Project manager
 - B. Project coordinator
 - C. Project scheduler
 - D. Project management office
95. A building project requires the following steps: construction, purchasing the build site, blueprinting, and inspection. Construction has what relationship to blueprinting?
- A. It is a successor task.
 - B. It is a mandatory task.
 - C. It is a predecessor task.
 - D. It is a discretionary task.
96. The types of organizational structures include which of the following? (Choose three.)
- A. Agile
 - B. Functional
 - C. Matrix
 - D. Colocation
 - E. Projectized
97. A construction company is in the middle of a project to build a guest room on a house. The EV value for the project is \$7,000, and the actual cost for the project is \$9,500. Select the CV for the project and its meaning.
- A. \$2,500 and the project is under budget
 - B. -\$2,500 and the project is under budget
 - C. \$2,500 and the project is over budget
 - D. -\$2,500 and the project is over budget
98. The Closing phase of a project serves what critical purpose?
- A. Formal acceptance and turnover to ongoing maintenance and support
 - B. Performing governance activities and turnover to ongoing maintenance and support
 - C. Formal acceptance and producing deliverables
 - D. Performing governance activities and producing deliverables

99. A project management office (PMO) has which of the following responsibilities? (Choose three.)
- A. Markets the project across the business
 - B. Provides governance for projects
 - C. Manages the team, communication, scope, risk, budget, and time of the project
 - D. Maintains standard documentation and templates
 - E. Establishes key performance indicators and parameters
 - F. Develops and maintains the project schedule
100. Which project role helps to market the need and success of the project and provides a level of control for funding?
- A. Project sponsor or champion
 - B. Project manager
 - C. Project coordinator
 - D. Project scheduler
101. In terms of project management, what is a program?
- A. A listing of all individuals involved in the project, including key stakeholders
 - B. The software package used to enter and track project management aspects
 - C. Related projects that are coordinated and managed with similar techniques
 - D. A collection of projects and subportfolios that support the strategic goals of the business
102. This role supports the project manager, performs cross-functional coordination, conducts time and resource scheduling, and checks for quality. What role is it?
- A. Project sponsor or champion
 - B. Project manager
 - C. Project coordinator
 - D. Project scheduler
103. Which of the following is the measure of the cost efficiency of budgeted resources, expressed as a ratio?
- A. AC
 - B. EV
 - C. CPI
 - D. SPI
104. A government agency is working to launch a new service. Members of the project team are required to report to both the project manager and their functional manager, who share authority for the resources. What type of organizational structure is this?
- A. Projectized
 - B. Strong-matrix

- C. Balanced-matrix
 - D. Weak-matrix
- 105.** When breaking down project deliverables, what is the lowest level that is recorded in a WBS?
- A. Daily work schedules
 - B. High-level requirements
 - C. Work package
 - D. Major milestones
- 106.** Which of the following are conflict resolution techniques? (Choose two.)
- A. Threatening
 - B. Smoothing
 - C. Storming
 - D. Norming
 - E. Negotiating
- 107.** In what stage of team development do team members begin to confront each other and vie for position and control?
- A. Forming
 - B. Storming
 - C. Norming
 - D. Performing
 - E. Adjourning
- 108.** A company is expanding and has several projects underway. One project is constructing a new wing on the headquarters building, and the other is installing a new high-speed fiber network. The framing of the new building must be completed before the installation of the new network can begin. This is an example of which of the following?
- A. Interproject resource contention
 - B. Start-to-Finish relationship
 - C. Interproject resource dependencies
 - D. Dedicated resources
- 109.** Robert is assigned to work on a project. One of his tasks is to reach out to resources and solicit task status on the progress of the project. Robert is most likely which of the following?
- A. Project manager
 - B. Project team member
 - C. Project scheduler
 - D. Project coordinator

- 110.** In an Agile approach to project management, what is a backlog?
- A. Delayed work that is caused by bottlenecks
 - B. Customer prioritized functionality list that still needs to be added to the product
 - C. Inventory not added to the project because of shipping delays
 - D. A daily meeting focusing on three questions
- 111.** What factors should be considered when scheduling a video or telephone conference?
- A. Ensure meeting room has sufficient seating.
 - B. Check whether team members are introverted or extroverted.
 - C. Recognize the different time zones/schedules being used.
 - D. Make writing materials available in the room.
- 112.** Nestor is a project manager assigned to build a new branch office for a bank. The branch office will be of a similar size and design as another branch office. He has been asked to create cost and schedule estimates and to follow the bank's best practices for projects. Whose responsibility is it to help Nestor with this effort?
- A. Project sponsor
 - B. Project management office
 - C. Project team
 - D. Project scheduler
- 113.** During the initiation phase, what are two activities that should be performed?
- A. Developing the project charter and project kickoff meeting
 - B. Holding the project kickoff meeting and identifying the stakeholders
 - C. Developing the project charter and stakeholder identification
 - D. Creating the project plan and develop the project charter
- 114.** Where would an organization document the results of their buy versus build analysis?
- A. WBS
 - B. Budget
 - C. Change management plan
 - D. Procurement plan
- 115.** All of the following techniques can be used to estimate the duration of an activity, except
- A. Expert judgment
 - B. Three-point estimating
 - C. Analogous estimating
 - D. Pareto diagramming
- 116.** Which role of the project is responsible for working to create the deliverables according to the project schedule?
- A. Project stakeholders
 - B. Project team members

- C. Project scheduler
 - D. Project coordinator
117. Which type of cost estimation uses a mathematical model to compute costs?
- A. Top-down estimating
 - B. Bottom-up estimating
 - C. Parametric estimating
 - D. Three-point estimating
118. Which of the following project documents are created during the Execution phase? (Choose two.)
- A. Project charter
 - B. Communication plan
 - C. Issues log
 - D. Lessons learned
 - E. Action items
119. Project managers should spend how much of their time communicating?
- A. Up to 40%
 - B. Up to 50%
 - C. Up to 75%
 - D. Up to 90%
120. A project stakeholder has which of the following responsibilities?
- A. Documentation and administrative support, estimation of task duration, soliciting task status from resources, expertise
 - B. Vested interest, providing input and requirements, project steering, expertise
 - C. Documentation and administrative support, providing input and requirements, project steering, expertise
 - D. Vested interest, providing input and requirements, cross-functional coordination, expertise
121. Jenny works for a company undertaking a project. She will ultimately benefit from the service created and would like to share her thoughts and input on how it should be created. She is also a subject-matter expert in the product area. Jenny is most likely which of the following?
- A. Project stakeholder
 - B. Project champion
 - C. Project sponsor
 - D. Member of the PMO
122. The following deliverables/activities all occur in the Initiation phase, EXCEPT
- A. Project sign-off
 - B. Project charter
 - C. Business case
 - D. High-level risks

- 123.** High-level risk identification is the responsibility of which of the following?
- A. Project sponsor
 - B. Project manager
 - C. Project coordinator
 - D. Project team
- 124.** Which of the following project documents are created during the Planning phase of a project? (Choose three.)
- A. Status reports
 - B. Communication plan
 - C. Organizational chart
 - D. Lessons learned
 - E. Project schedule
 - F. Action items
- 125.** Which project role is responsible for all project artifacts like project plans, meeting minutes, and project delivery?
- A. Project coordinator
 - B. Scheduler
 - C. Project team
 - D. Project manager
- 126.** What are project requirements?
- A. A measure of the distance traveled on a project
 - B. Characteristics of deliverables that must be met
 - C. Checkpoints on a project to determine Go/No-Go
 - D. Major events in a project used to measure progress
- 127.** What are critical elements that need to be included in the project schedule?
- A. Define activities, sequence activities, estimate resources, estimate duration
 - B. Define activities, budget activities, estimate resources, estimate completion
 - C. Budget activities, estimate resources, determine milestones, estimate completion
 - D. Develop schedule, determine completion date, check stakeholder assumptions, conduct feasibility assessment
- 128.** In which phase is the project kickoff meeting held?
- A. Initiation
 - B. Planning
 - C. Execution
 - D. Monitor and Control
 - E. Closing

- 129.** Determining the burn rate and measuring costs to the baseline are elements of what activity?
- A. Expenditure tracking
 - B. Spending plan
 - C. Parametric estimating
 - D. Cost accounting
- 130.** Which of the following is the sprint planning meeting used to do?
- A. Get a head start on the work needed for the project
 - B. Prepare the project charter and kickoff meeting
 - C. Set a realistic backlog of items completed during this iteration
 - D. Set the communication and quality plans for the project
- 131.** What is the indication of how fast a project is spending its budget?
- A. Fast-tracking
 - B. Expenditure tracking
 - C. Crashing
 - D. Burn rate
- 132.** The project manager has the following responsibilities (choose two):
- A. Managing quality assurance
 - B. Setting key performance indicators and parameters
 - C. Estimating task duration
 - D. Managing the team, communication, scope, risk, budget, and time
- 133.** The high-level scope definition should be included in which project document?
- A. Communication plan
 - B. Project schedule
 - C. Project charter
 - D. Lessons learned
- 134.** Which of the following is the main activity of the Execution phase?
- A. Performance measuring and reporting
 - B. Creating and verifying deliverables
 - C. Key stakeholder identification
 - D. Determining needed project resources
- 135.** You would expect the WBS dictionary to contain all of the following information, EXCEPT
- A. Explanations of team member's roles and responsibilities
 - B. Description of the work of the component
 - C. Quality requirements
 - D. Required resources

- 136.** In what step would the make-or-buy decision occur?
- A. During the design of the product or service
 - B. In the creation of the procurement plan
 - C. In the execution of the project plan
 - D. During the kickoff meeting
- 137.** All of the following are cost-estimating techniques, EXCEPT
- A. Bottom-up estimating
 - B. Program Evaluation and Review Technique (PERT)
 - C. Parametric estimating
 - D. Analogous estimating
- 138.** The EV for a project is 900 and AC is 1100. The CPI for the project would be which of the following?
- A. .82
 - B. 1.22
 - C. -200
 - D. 200
- 139.** In what type of organizational structure would resources report solely to the project manager?
- A. Weak-matrix
 - B. Projectized
 - C. Strong-matrix
 - D. Functional
- 140.** Predecessor and successor tasks can have four possible logical relationships. Which of the following is not one of them?
- A. Finish-to-finish
 - B. Start-to-deferred
 - C. Finish-to-start
 - D. Start-to-finish
- 141.** What aspect of project management is shared with Agile and other approaches?
- A. Sprint planning
 - B. Self-organized and self-directed teams
 - C. Iterative approach
 - D. Adaptive to new/changing requirements
- 142.** A scope management plan contains which of the following elements? (Choose three.)
- A. Process for creating the schedule
 - B. Process for creating the scope statement
 - C. Definition of how the deliverables will be validated
 - D. Process for creating, maintaining, and approving the WBS
 - E. Process for creating the budget

- 143.** A project team member is not meeting deadlines, and she is starting to be tardy in showing up for work. The project manager meets with her and inquires as to what is going on. The team member replies that she wants to do good work, but that she doesn't seem to have the skills needed for certain tasks. They agree to get the team member a mentor for those tasks. This is an example of what type of conflict resolution?
- A. Smoothing
 - B. Forcing
 - C. Compromising
 - D. Confronting
 - E. Avoiding
- 144.** In terms of resource assignments, which best describes how resources are assigned in a projectized environment?
- A. Resources are assigned on an ad hoc basis.
 - B. Resources are assigned from a functional area to the project.
 - C. Resources must be outsourced.
 - D. Resources must not be collocated.
- 145.** A software company has a project team working to establish a new platform. What mechanism would the company use to protect their intellectual property?
- A. OBS
 - B. NDA
 - C. IMS
 - D. COQ
- 146.** When would an Adaptive method be preferable to a more rigid project management style?
- A. In a mature organization with defined processes
 - B. When the scope can be easily and thoroughly defined
 - C. Where small incremental improvements offer no value to stakeholders
 - D. When an organization is dealing with a rapidly changing environment
- 147.** When evaluating the project phases, in which phase will project costs be the highest?
- A. Initiation
 - B. Planning
 - C. Execution
 - D. Monitor and Control
 - E. Closing
- 148.** As a project approaches a critical deadline, Ed contacts the project manager about taking a few days off. The project manager needs Ed's skills to meet the deadline but can see how exhausted Ed has become. They agree that Ed will work through the deadline, and then get a couple of days off after that. Ed accepts this plan and goes back to work. This is an example of what type of conflict resolution?
- A. Smoothing
 - B. Confronting

- C. Compromising
 - D. Avoiding
 - E. Forcing
- 149.** Adric was recently assigned to a project at Wigitcom. He received task assignments from both the project manager and his normal supervisor. He is notified that both the project manager and the supervisor will contribute to his performance review. What type of organizational structure is Wigitcom using?
- A. Projectized
 - B. Strong-matrix
 - C. Balanced-matrix
 - D. Weak-matrix
- 150.** Wigitcom has a mobile geolocation application that was released last year. They are now working on the latest quarterly release of the application, which has minor updates and bug fixes. Which of the following statements is true regarding the geolocation application effort? (Pick all of the answers that are true.)
- A. This is a project because there are minor changes to the application.
 - B. This not a project because the regular releases are a continuing effort.
 - C. This is a project because this effort is temporary in nature.
 - D. This is not a project because the product being produced is not unique.
- 151.** An iterative, incremental approach to managing the activities on a project in a highly flexible manner is referred to as
- A. Waterfall methodology
 - B. Matrixed management
 - C. Projectized
 - D. Agile methodology
- 152.** A project has a team member who is absent from meetings, is not meeting deadlines, and is affecting the morale of other individuals on a team. The appropriate action for the project manager would be which of the following?
- A. Bring the team member in for a counseling session.
 - B. Leave the employee alone and distribute work to other team members.
 - C. Remove the team member from the project and seek a replacement.
 - D. Relocate the team member to a different facility.
- 153.** The Widget Company has a project team located in various cities across the same continent. There is an urgent update that needs to be sent to the entire project team. What would be the most effective way to send the communication?
- A. Phone calls
 - B. Memo
 - C. Email
 - D. Videoconferencing

- 154.** In what stage of team development are team members brought together and introduced to each other?
- A. Forming
 - B. Storming
 - C. Norming
 - D. Performing
 - E. Adjourning
- 155.** A project manager listens to the concerns of two team members who are upset with each other. After asking questions, listening, and getting them to talk with each other, the project manager gains agreement on a vested interest for all parties and work resumes. The team members agree to start behaving accordingly. This is an example of which of the following?
- A. Negotiating
 - B. Compromising
 - C. Confronting
 - D. Avoiding
- 156.** Benched resources is when the project has which of the following issues?
- A. Individuals who are finished with the project but haven't yet started a new assignment
 - B. Individuals who have too much work for them to be able to complete the project
 - C. A lack of talent in the industry, which leads to a shortage of qualified personnel on the project
 - D. Individuals ordered to the sidelines because of their performance
- 157.** Tiffany is the only digital marketer assigned to the project, but only 60 percent of her time is available to the project. There is enough work for a person assigned 100 percent of the time to the project, so Tiffany is struggling to meet her deadlines. This is an example of which of the following?
- A. Low-quality resources
 - B. Interdependencies
 - C. Dedicated resources
 - D. Resource overallocation
- 158.** Amy has been assigned to a project and reports to Kim, the project manager. John, Amy's functional manager, also requires Amy to report to him. What type of resource is Amy?
- A. Dedicated
 - B. Physical
 - C. Digital
 - D. Shared

- 159.** Obtaining a sign-off on the design of a product would be an example of which type of dependency?
- A. Discretionary
 - B. Mandatory
 - C. External
 - D. Financial
- 160.** What part of a project request defines the reason for the project, the deliverables at a high level, and the project objectives?
- A. Work breakdown structure
 - B. High-level risks
 - C. Business case
 - D. High-level scope definition
- 161.** High-level risk assessment includes all of the following, EXCEPT
- A. Risk identification and rolled-up (or categorized) work-task groups
 - B. Cost-benefit analysis weighing relative risks to potential gains
 - C. High-level responses to mitigate impact
 - D. Risk identification of all potential project alternatives
- 162.** A project coordinator has which of the following responsibilities? (Choose two.)
- A. Approval authority for funding
 - B. Support for the project manager
 - C. Time and resource scheduling
 - D. Contribution of expertise to the project
 - E. Coordination of resources between projects
- 163.** At the completion of a project sprint, the project team meets to examine what went well, what didn't go well, and what improvements could be made. This is an example of which of the following?
- A. Governance gates
 - B. Product backlog
 - C. Daily SCRUM
 - D. SCRUM retrospective
- 164.** The project team has completed all of the deliverables for the project. They have meetings scheduled to begin the handoff from the project team to the ongoing operations team. In what phase is the project at this point?
- A. Initiation
 - B. Planning
 - C. Execution
 - D. Monitor and Control
 - E. Closing

- 165.** With an Agile methodology, all of the following are true with an adaptive life cycle, EXCEPT
- A.** Requires a high degree of stakeholder involvement
 - B.** All requirements must be gathered up front
 - C.** Rapid iterations
 - D.** Fixed time and resources
- 166.** Jessie does not like how the assignments are being delegated and confronts the project manager with his complaint. The project manager reinforces that this is the way it is done, and Jessie better start getting on board with the method because it isn't going to change. Jessie acknowledges the situation, goes back to work, and doesn't bring it up again. What type of conflict resolution is this?
- A.** Negotiating
 - B.** Confronting
 - C.** Compromising
 - D.** Avoiding
 - E.** Forcing
- 167.** Wigitcom has a group of projects all related to security widgets. They want to add a new product for security cameras and sell them to customers. The effort must be completed within the next three months to beat the competition to market. There is an established group of resources that work on security efforts. Which of the following is true about this effort? (Choose three.)
- A.** This effort is not a project because security is already done.
 - B.** This effort is a project because the product being developed is unique.
 - C.** This effort is a project and will be a part of a program.
 - D.** There is no reason to make this effort because they already do security.
 - E.** This meets the requirements for a project because it creates a unique product and is temporary in nature.
- 168.** What is a visual representation of how quickly requirements are being completed with each iteration called?
- A.** Fishbone diagram
 - B.** Burndown chart
 - C.** Gantt chart
 - D.** Pareto diagram
- 169.** A company is located in multiple cities across a continent, and the project will be staffed with team members from various cities. The decision is made to leave all of the team members in their home locations and use technology to aid in communication. This is an example of which of the following?
- A.** Insourcing
 - B.** Outsourcing
 - C.** Virtual teams
 - D.** Collocation

- 170.** The designer for your project is also assigned to several other projects. The other projects have similar targets for their milestones. What type of situation does this describe?
- A.** Interproject resource contention
 - B.** Forcing
 - C.** Task sequencing
 - D.** Resource shortage
- 171.** In what stage of team development do things begin to calm down because the team members become more comfortable with one another?
- A.** Forming
 - B.** Storming
 - C.** Norming
 - D.** Performing
 - E.** Adjourning
- 172.** A project manager is having problems with one team member who is being insubordinate. The project manager does not approach the team member and just tries to carry on as business as usual. This is an example of
- A.** Forcing
 - B.** Avoiding
 - C.** Confronting
 - D.** Smoothing
- 173.** Benched resources are
- A.** Great for an organization since there is always staff to work on project
 - B.** Bad for an organization since there is always staff to work on a project
 - C.** Costly because individuals are being paid to sit around
 - D.** Inexpensive because individuals are not being paid when they sit around
- 174.** As a project manager, a dedicated resource would be the ideal situation because
- A.** The team member will continue to share time with his or her functional work.
 - B.** The project manager has full authority and controls time and tasks.
 - C.** The dedicated resource won't have to be paid overtime.
 - D.** Low-quality resources aren't assigned to a project.
- 175.** When a dependency is directly related to the type of work on which it is being performed, it is what type of dependency?
- A.** Discretionary
 - B.** Mandatory
 - C.** External
 - D.** Financial

- 176.** The work breakdown structure is created during which project phase?
- A. Initiation
 - B. Planning
 - C. Execution
 - D. Monitoring and Control
 - E. Closing
- 177.** Acceptance criteria reviews that are used across the project are known as which of the following?
- A. Critical to quality
 - B. Quality gates
 - C. Kanban boards
 - D. Deliverables
- 178.** Which of the following are ways to organize the WBS? (Choose three.)
- A. Critical path
 - B. Subprojects
 - C. Project phases
 - D. Prioritized by risk
 - E. Major deliverables
- 179.** Duane is a senior resource assigned to the project, but he has begun to be short-tempered in meetings, rigid in his positions, and argumentative. The project manager approaches Duane, but an argument ensues and Duane walks out. The next day the project manager decides to give Duane space and not discuss his behavior or performance. This is an example of which of the following?
- A. Negotiating
 - B. Confronting
 - C. Compromising
 - D. Avoiding
 - E. Forcing
- 180.** Wigitcom is faced with changes to scope and personnel on a project. What is the appropriate method to share this information with the stakeholders?
- A. Via social media and text messages
 - B. Using memos and email
 - C. Holding a meeting with the project team
 - D. Following the communication plan

- 181.** Marion is a project manager working on implementing a new asset management system for an agency. She has encountered problems when trying to get participation from other departments, and it is creating problems. Whose responsibility would it be to help clear the obstacle?
- A. Project coordinator
 - B. PMO
 - C. Stakeholders
 - D. Project sponsor
- 182.** A project manager is seeking to boost the morale of the team through a meeting that includes both social and business attributes. The project manager is engaged in what type of activity?
- A. Trust building
 - B. Forming
 - C. Team building
 - D. Management skills
- 183.** A company is located in multiple cities across a continent, and the project will be staffed with team members from various cities. The decision is made to bring the project team to single location. This is an example of
- A. Insourcing
 - B. Outsourcing
 - C. Layoffs
 - D. Collocation
- 184.** Amber is a new team member who has joined the project. An expectation-setting meeting has been held, and Amber is getting settled. The first deliverables that have been turned in by Amber have been a couple of days late. When should Amber be notified of a performance discrepancy?
- A. At the lessons-learned meeting at the end of the project or phase
 - B. As soon as possible so a correction can occur or help can be provided
 - C. During the first performance review meeting, even if it is months away
 - D. The project manager should wait for someone else to correct Amber's behavior
- 185.** Ashley is a program manager for the construction of several transit projects. She asks the bridge project manager for updated estimates on the bridge's construction. Who has the responsibility for the estimating task duration and costs?
- A. Project manager
 - B. PMO
 - C. Stakeholders
 - D. Project team

- 186.** What is rolling wave planning?
- A.** Planning for areas of intense activity to allocate team members according to the resource plan
 - B.** The process of elaborating deliverables or project phases into differing levels of the WBS
 - C.** A design technique used to ensure the structural integrity for earthquake-proof buildings
 - D.** A quick-start technique of where to begin a project with little planning or sign-off to generate momentum
- 187.** Level 1 of the WBS always represents which of the following?
- A.** Critical path
 - B.** Prioritized tasks
 - C.** Project
 - D.** Sponsor
- 188.** What is the mechanism used to communicate on the status of the project budget?
- A.** Expenditure tracking
 - B.** Expenditure reporting
 - C.** Budget baseline
 - D.** Work breakdown structure
- 189.** After establishing the product backlog, what tool would be used to determine the project's velocity?
- A.** Pareto diagram
 - B.** Fishbone diagram
 - C.** Kanban board
 - D.** Burndown chart
- 190.** Which of the following would be found in the WBS dictionary? (Choose three.)
- A.** List of scheduled milestones
 - B.** Common acronyms used on the project
 - C.** Criteria for acceptance
 - D.** Description of work component
 - E.** Frequency of communications
 - F.** Staffing plan
- 191.** The scope baseline allows project managers to perform all of the following activities, EXCEPT
- A.** Set the approach to conflict resolution
 - B.** Document schedules
 - C.** Assign resources
 - D.** Monitor and control project work

- 192.** In a situation where the end product is uncertain and/or the conditions for developing a product or service are in flux, what would be the best project management approach?
- A. Traditional, or waterfall
 - B. Projectized environment
 - C. Agile approach
 - D. Functional environment
- 193.** All of the following are characteristics of an Agile project management approach, EXCEPT
- A. Strict adherence to a change control process
 - B. Uses a flexible approach to requirements
 - C. Team members work in short bursts, or sprints
 - D. Each release is tested against the customers' needs
- 194.** A project assumption can best be described as which of the following?
- A. Internal or external factors affecting the project team
 - B. Factors that restrict the project
 - C. Factors considered to be true for planning purposes
 - D. Factors considered to be true for control purposes
- 195.** The sprint planning meeting is used to achieve which of the following?
- A. Getting a head start on the work needed for the project
 - B. Preparing the project charter and kickoff meeting
 - C. Setting a realistic backlog of items completed during this iteration
 - D. Establishing the communication and quality plans for the project
- 196.** Which of the following are characteristics of an Agile project management approach? (Choose three.)
- A. Self-organized teams
 - B. Sprint planning
 - C. Upfront, comprehensive requirements gathering
 - D. Formally organized teams
 - E. Continuous requirements gathering
 - F. Feedback based primarily in lessons learned meetings
- 197.** How does a high-level scope definition help the planning of a project?
- A. It creates a shared understanding of what is included and excluded from the project.
 - B. It sets exactly what a product or service will do.
 - C. It is so high level that it ensures that multiple changes can be accommodated by the project.
 - D. It helps to shift the blame to the project sponsor if the project is unsuccessful.

- 198.** What are three of the responsibilities of a project sponsor?
- A. Develops the business case and justification
 - B. Functions as the approval authority for funding
 - C. Sets the standards and practices a project
 - D. Provides input and requirements
 - E. Helps to control the project's direction
 - F. Manages the risks of the project
- 199.** A project manager meets with team members who are upset. They discuss areas where there is agreement with each other and the situation. Work then resumes on the project. This is an example of which of the following?
- A. Forcing
 - B. Avoiding
 - C. Confronting
 - D. Smoothing
- 200.** Crashing is a project management technique involving which of the following?
- A. Performing two tasks in parallel that were previously scheduled to start sequentially
 - B. Looking at cost and schedule trade-offs such as adding more resources
 - C. Moving later deliverables to earlier phases to appease stakeholders
 - D. Removing critical path activities that are unnecessary
- 201.** All of the following are created during the Planning phase of a project, EXCEPT
- A. Project schedule
 - B. Communications plan
 - C. Lessons learned
 - D. Change management plan
- 202.** A construction company is working on a new building. The CPI for the project is 1.25, which means:
- A. The project is over budget.
 - B. The project is behind schedule.
 - C. The project is under budget.
 - D. The project is ahead of schedule.
- 203.** Judy is a program manager and is monitoring the work done on several projects. On the telecom project, she needs more information on when certain activities and milestones will occur. Who on the telecom project should Judy reach out to for this information?
- A. Project scheduler
 - B. Project coordinator
 - C. PMO
 - D. Project manager

- 204.** A project team is assigned two individuals directly out of college with no experience working in advanced electronics. The two team members cannot be assigned work without a more senior team member working alongside them. This is an example of which one of the following?
- A.** Shared resources
 - B.** Resource shortage
 - C.** Low-quality resources
 - D.** Benched resources
- 205.** Mitch is a project manager working in the Planning phase of the project. After completing a skills matrix to understand what kind of talent the project will need, he is screening the résumés of talent already employed by the company. What activity is Mitch performing at this stage of the project?
- A.** Team building
 - B.** Team selection
 - C.** Conflict resolution
 - D.** Trust building