

Chapter

1

**Project Management
Concepts
(Domain 1.0)**



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2 Chapter 1 ■ Project Management Concepts (Domain 1.0)

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. A team member is upset about having to stay late as 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 tonight, they will not have to come in this weekend. 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
4. When evaluating the project phases, in which phase will project costs be the highest?
 - A. Initiating
 - B. Discovery
 - C. Execution
 - D. Closing
5. As a project nears a critical deadline, Ed approaches the project manager and wants to take a couple of 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. 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

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. Communication plan
7. What is the definition of a portfolio?
 - A. A collection of the sample work a project manager has done that they should bring 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
8. 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 strategic goals of the business
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. Which of the following is not a role of a project steering committee?
 - A. Monitoring project progress
 - B. Sprint planning
 - C. Advocacy
 - D. Offering expert opinion
13. How far in advance should an agenda be published?
 - A. 24 hours
 - B. 48 hours
 - C. 1 week
 - D. 1 month
14. A meeting held daily or a couple of times a week where participants give updates on project status, often while standing, is what type of meeting?
 - A. Status meeting
 - B. Focus group
 - C. Stand-up meeting
 - D. Demonstration
15. Kim is a project manager who has just been assigned a software development project. She needs help in identifying all the tasks that need to be completed for the project to be successful. What kind of meeting should she use?
 - A. Joint application development
 - B. Joint application review
 - C. Status meeting
 - D. Brainstorming
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. The project team has been asked to use only the company established tools for instant communication and not use their personal cell phones or computers for such communication. This is an example of:
- A. Communication security
 - B. Communication integrity
 - C. Communication archiving
 - D. Escalating communication issues
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. All electronic communications and meetings notes are stored with the project file at the conclusion of the project. This is an example of:
- A. Communication security
 - B. Communication integrity
 - C. Communication archiving
 - D. Communication planning
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.** A meeting to provide a status update on the progress and spending on a project would be what type of meeting?
- A.** Collaborative
 - B.** Informative
 - C.** Decisive
 - D.** Focus groups
- 26.** Brad is a junior software developer who is having problems remembering where the source code is for a certain routine. He needs to contact Bridget, the senior developer on the project. What would be the ideal way to contact her?
- A.** Email
 - B.** Impromptu meeting
 - C.** Instant messaging
 - D.** Fax
- 27.** A project manager is trying to get a safety update to project team members out in the field. What are appropriate methods to communicate the update to the team? (Choose two).
- A.** Fax
 - B.** Text message
 - C.** Social media
 - D.** Voice conferencing
 - E.** Distribution of printed media

- 28.** New, complex instructions need to be communicated to a project team. What is the best communication method to distribute this information?
- A.** Distribution of printed media
 - B.** Email
 - C.** Text message
 - D.** Social media
- 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.** DewDrops is a struggling global start-up with a project team located on three different continents. The customer of the project just radically altered one of the triple constraints. What is the best communication method to share this information with the project team?
- A.** Impromptu meetings
 - B.** Virtual meeting
 - C.** Email
 - D.** Instant messaging
- 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. A project is entering the Execution phase, the manager has completed the project planning, and is looking to introduce the key points to the project team. What is the appropriate form of communication for the next step?
- A. Video conference
 - B. Impromptu meeting
 - C. Email
 - D. Kickoff meeting
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. Cheryl is a technical lead on a project that is wrapping up remote work at a customer site. What is the best method to communicate the work efforts and next steps with the customer?
- A. Virtual meeting
 - B. In-person meeting
 - C. Closure meeting
 - D. Kickoff meeting
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. Wigitcom has just been hacked, and millions of records containing personal information of their customers has been stolen. The CEO is in a meeting for the rest of the day. What is the best communication method to let the boss know of the situation?
- A. Social media
 - B. Impromptu meeting
 - C. Text messaging
 - D. Distribution of printed media
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. The project manager has been gathering a batch of routine organizational messages, project updates, and status reports. What would be the best communication method to share this information?
- A. Video conference
 - B. Impromptu meeting
 - C. Social media
 - D. Scheduled meeting
42. What type of communication method would make sense for routine status meetings on a project where the team is spread out in different cities on the same continent?
- A. In-person meetings
 - B. Virtual meetings
 - C. Closure meetings
 - D. Kickoff meetings

43. To help celebrate the completion of a major project milestone, the project sponsor wants to hold a barbeque on Friday afternoon. What is the best communication method to share this information with the team?
- A. Email
 - B. Impromptu meeting
 - C. Scheduled meeting
 - D. Fax
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. Once a change to the project has been accepted and implemented, what is the next step the project manager should perform?
- A. Conduct a preliminary review.
 - B. Collocation.
 - C. Determine decision-makers.
 - D. Communicate change deployment.
47. A start-up 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. At the end of the project, the project manager will conduct Kayla's performance review and she will be free to be given a new work assignment. 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. Marcus is working on a project to build a new video game. His boss asks him what it would take to make a major change to the platform engine. What would be Marcus's next step?
- A. Validate the change implementation.
 - B. Implement changes.
 - C. Conduct an impact assessment.
 - D. Escalate to the CCB.
52. Identified in the form of user stories, what is a list of all things to be completed, whether technical or user-centric in nature, known as?
- A. Requirements
 - B. Backlog
 - C. Risk register
 - D. Stakeholders
53. Thaala is a project manager creating an agenda for an upcoming meeting. It must be made for the project to stay on track. She gives 15 minutes on the agenda for each of the six items that must have direction for meeting to be successful. What activity has Thaala performed?
- A. Timeboxing
 - B. Sprint planning
 - C. Creating action items
 - D. Joint application development

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. The DewDrops project team is meeting with product stakeholders to go over recent product builds to ensure it meets expectations and requirements. What type of meeting is this?
- A. Joint application development session
 - B. Joint application review session
 - C. Joint budget committee
 - D. Project steering committee
56. Which meeting role is responsible for leading the meeting by ensuring things run smoothly and that all goals of the meeting have been met by its end?
- A. Facilitator
 - B. Scribe
 - C. Timekeeper
 - D. Coordinator
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 feature 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. Creating a list of items that will be covered during a meeting is called:
- A. Task setting
 - B. Action items
 - C. Follow ups
 - D. Agenda setting

60. The project needs time for the team to work on the creation of an artifact. Which meeting type would be best for the team to use?
- A. Stand-up
 - B. Focus groups
 - C. Presentation
 - D. Workshop
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. DewDrops has a project to implement a new human resource information system (HRIS) for the company. They have changed their minds during implementation, and they want to add an additional module to the final product. What type of change is this?
- A. Project change
 - B. Organizational change
 - C. Product change
 - D. Mindset change

65. At the end of a meeting, any assignments that were made, who was given that assignment, and the expected due date for completion are reviewed. This is a review of:
- A. Follow-ups
 - B. Refinement
 - C. Brainstorming
 - D. Action items
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. 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.

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. Amy is a project manager and assigns Oswald to capture the meeting minutes. What role did she assign Oswald?
- A. Facilitator
 - B. Scribe
 - C. Timekeeper
 - D. Coordinator
74. All of the following are examples of project resources, EXCEPT:
- A. Team members
 - B. Equipment
 - C. WBS
 - D. Materials
75. What is resource smoothing?
- A. Accommodating resource availability within activity float times
 - B. A schedule compression technique
 - C. An attempt to balance assignments to prevent overload
 - D. A method for loading heavy equipment
76. What is resource leveling?
- A. A storage technique for physical resources
 - B. A schedule compression technique
 - C. An attempt to balance assignments to prevent overload
 - D. A method for loading heavy equipment
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. The longest full path of any project is known as:
- A. Critical path
 - B. Total float
 - C. Delphi technique
 - D. Pareto analysis
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 overallocation.
 - C. There are too many resources, leading to underallocation.
 - 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. Kayla is a project manager and has received a request to move up the due date of a project. How should she keep track of this change?
- A. Document the request in the change control log.
 - B. Update the scope statement.
 - C. Place the change on the Kanban board.
 - D. Update this in the requestor's personal file.
82. WigitCom completed a project last year to roll out a new asset management platform of the organization. They are now looking to add an additional module to the platform. What type of change is this?
- A. Project change
 - B. Organizational change
 - C. Product change
 - D. Asset change
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 life cycle 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.** The CCB has approved a change to the project that will add \$5,000 to the cost and an additional week to the project duration. What should be the next step that happens?
- A. Escalate the decision to the executive committee.
 - B. Consult the communication plan and inform the appropriate stakeholders.
 - C. Determine the organization's tolerance for this change.
 - D. Hold a Scrum meeting to see what to work on next.
- 88.** There is a difference of opinion between a group of stakeholders and the project team regarding the need of a change to the agreed upon requirements. They need help in making a decision; who should this be escalated to for a final decision?
- A. Project sponsor
 - B. Project manager
 - C. Executive steering committee
 - D. Change control board
- 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 project team is using a series of meetings where the software developers, business analysts, and product stakeholders meet frequently to collect and analyze software requirements. What type of meetings are these?
- A. Stand-ups
 - B. Brainstorming
 - C. Joint application review sessions
 - D. Joint application development sessions
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 a project schedule, the need to set governance gates is important. All of the following are examples of governance gates, EXCEPT:
- A. Daily stand-up 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. WigitCom has undertaken a project to build a new app for the medical community. It holds a meeting to demonstrate its project prototype to doctors, nurses, administrators, and medical boards. How would you categorize this group of medical attendees in the context of the meeting?
- A. Steering committee members
 - B. Shareholders
 - C. Target audience
 - D. Business analysts

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 meeting was convened with project decision-makers to discuss new developments in the funding for the project and whether to change the scope of the project or potentially seek other alternatives to funding. What type of meeting is this?
- A. Stand-up
 - B. Workshop
 - C. Steering committee
 - D. Demonstration
98. DewDrops is about to launch a new software product to the market. They are concerned about a new regulation that is being considered in a large state that may cause modification to the design, specifically around data privacy. It was suggested during a steering committee meeting that this issue get revisited after the final vote on the new law. What is this an example of?
- A. Follow-up
 - B. Action item
 - C. Task setting
 - D. Refinement
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.** Project manager Allison was asked by a project stakeholder why a key piece of functionality on a software project was struck from the scope list. Allison remembers a discussion that took place during a steering committee meeting. Which artifact should Allison review to find out more information on this decision?
- A.** Project charter
 - B.** Ask the project sponsor
 - C.** Meeting minutes
 - D.** Action items
- 103.** The project champion is eager to see the new product prototype in action. Which is the best meeting format to share this information?
- A.** Status meeting
 - B.** Demonstration
 - C.** Brainstorming
 - D.** Focus group
- 104.** The project team needs to gather the opinions of the product users from finance on requirements for the new ERP system. What is the appropriate type of meeting?
- A.** Stand-up
 - B.** Focus groups
 - C.** Presentation
 - D.** Workshop
- 105.** Progressively elaborating deliverables into differing levels of a WBS is known as:
- A.** Producing a backlog
 - B.** Progressive iteration
 - C.** Rolling wave planning
 - D.** Prioritizing tasks
- 106.** While sequencing activities, a project manager notices an activity that cannot begin until a different task is completed. Which of the logical relationships is the project manager most likely to use?
- A.** Start-to-start
 - B.** Finish-to-start
 - C.** Start-to-finish
 - D.** Finish-to-finish

- 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.** Which of the following is a simple time management technique where a fixed maximum amount of time for an activity is set in advance, and then the activity is completed within that timeframe?
- A. Sprint planning
 - B. Parametric estimating
 - C. Timeboxing
 - D. Scrum
- 109.** When a meeting agenda sets a fixed time on a schedule where a task must be completed within that time, what technique is being used?
- A. Soft timeboxing
 - B. Action items
 - C. Brainstorming
 - D. Hard timeboxing
- 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.** When estimating activity resources, a project manager looks to variations and other options to complete the work. What is this tool or technique called?
- A. Parametric estimating
 - B. Bottom-up estimating
 - C. Alternative analysis
 - D. Fishbone diagraming
- 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.** Crashing is a project management technique involving:
- A.** Performing two tasks in parallel that were previously scheduled to start sequentially
 - B.** Looking at cost and schedule trade-offs like adding more resources
 - C.** Moving later deliverables to earlier phases to appease stakeholders
 - D.** Removing critical path activities that are unnecessary
- 114.** Fast tracking a project is a technique involving:
- A.** Performing two tasks in parallel that were previously scheduled to start sequentially
 - B.** Looking at cost and schedule trade-offs like adding more resources
 - C.** Moving later deliverables to earlier phases to appease stakeholders
 - D.** Removing critical path activities that are unnecessary
- 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.** When there are scarce resources to perform specific activities on a project, and the activities must be completed at certain times, which tool or technique would you use?
- A.** Fast tracking
 - B.** Reverse resource allocation
 - C.** Resource smoothing
 - D.** Resource leveling
- 117.** The practice of adding a percentage of time to a work package, or adding a percentage of money to a project as an emergency, is known as:
- A.** Risk response plan
 - B.** Contingency reserves
 - C.** Allowing risk strategy
 - D.** Delphi technique
- 118.** Which of the following are true regarding kickoff meetings?
- A.** First time project team members are introduced to one another.
 - B.** Happens in the Initiation phase.
 - C.** Occurs when project planning is complete.
 - D.** All of the above.
 - E.** A and C.

- 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.** What are two types of discretionary fund allocations that a project may be granted?
- A.** Top-down and bottom-up
 - B.** Contingency and discretionary
 - C.** Parametric and analogous
 - D.** Contingency and management
- 123.** DewDrops has wrapped up project work, and they are looking to hand off the project to the customer and revisit how the project went for everyone. What is the appropriate communication method to conduct these activities?
- A.** Kickoff meeting
 - B.** Virtual meeting
 - C.** Email
 - D.** Closure meeting

- 124.** Pete is a human resources manager who needs to communicate a complaint issued against Ashley. How would the content of this message dictate what type of communication is used with Ashley?
- A.** It is of a confidential nature so meet with her face-to-face.
 - B.** Personal preferences suggest using social media.
 - C.** Voice conferencing avoids personal threat.
 - D.** Instant messaging allows time to digest information slowly.
- 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.** When using a waterfall methodology, 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.** Nora is a project manager implementing an enterprise software package and she has been assigned an onshore and an offshore team. What are factors that will influence communication methods on the project? (Choose three.)
- A.** Time zones
 - B.** Cultural differences
 - C.** Level of report detail
 - D.** Criticality factors
 - E.** Language barriers
 - F.** Technological factors

- 129.** Murthy is a project manager working on an international software project. What is a factor influencing the communication methods on the project?
- A. Language barriers
 - B. Fax
 - C. Risk identification
 - D. Scope creep
- 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.** Gus is an oil field team member assigned to a project in a remote area. The trailer he works out of has a telephone line, but internet connectivity and cell phone coverage are spotty. What would be the best method to send Gus's instructions for the next day?
- A. Email
 - B. Impromptu meeting
 - C. Instant messaging
 - D. Fax
- 132.** Phil and Fernando are technicians working on a project out in the field. Power was supposed to be turned off at 5 p.m. so work can begin, but there is going to be a delay. What is the best way to communicate this change?
- A. Email
 - B. Phone call
 - C. Text message
 - D. Scheduled meeting
- 133.** Mandy is a project manager for a team located at three locations around the globe. She just received an update from the customer of an urgent nature. What type of communication method should Mandy use to get this information out to the team?
- A. Email
 - B. Impromptu meeting
 - C. Virtual meeting
 - D. Scheduled meeting
- 134.** Which of the following factors present challenges for a global project team located on different continents? (Choose three.)
- A. Language barriers
 - B. Level of report detail
 - C. Technological factors

- D. Time zones
 - E. Cultural differences
 - F. Criticality factors
- 135.** When considering the basic communication model, what are the basic elements that are needed? (Choose three.)
- A. Transmission
 - B. Receiver
 - C. Inbox
 - D. Sender
 - E. Nonverbal communication
 - F. Decoder
 - G. Message
- 136.** All of the following are common types of project changes EXCEPT:
- A. Scope changes
 - B. Requirement changes
 - C. Organizational changes
 - D. Timeline changes
- 137.** Once a change request is submitted, where should it be recorded and assigned an identification number for tracking purposes?
- A. Change request log
 - B. Risk register
 - C. Business process repository
 - D. Issue log
- 138.** Which document will ensure the capture of all needed change request information so that it can receive proper consideration?
- A. SIPOC-R
 - B. Project charter
 - C. Template
 - D. Meeting minutes
- 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. Before a construction company can begin building a road over a mountain pass, they must wait for the spring thaw to occur so they can get heavy machinery into the work location. This is known as what type of dependency?
- A. Internal
 - B. Discretionary
 - C. External
 - D. Mandatory
143. A software development company is considering using an Agile approach to a new project. They would use all of the following EXCEPT:
- A. Gate checks
 - B. Burndown charts
 - C. Sprint planning
 - D. Continuous requirements gathering
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. Benched resources are:
- A. Great for an organization as there is always staff to work on a project
 - B. Bad for an organization as 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

- 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.** The Transportation Exchange is a new ride sharing service trying to break into the marketplace. Which of the following benefits would make sense for them to use an adaptive method of project management?
- A.** There is no value with small incremental improvements.
 - B.** Processes are thoroughly defined.
 - C.** The environment is rapidly changing.
 - D.** Scope is easily identified and designed.
- 148.** The Transportation Exchange project team is assembled, and introductions are being performed. What stage of team development is this?
- A.** Storming
 - B.** Norming
 - C.** Performing
 - D.** Forming
- 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? (Choose all that apply.)
- A.** This is a project because there are minor changes to the application.
 - B.** This is 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. What are the defining characteristics of a project? (Choose two.)
- A. An organized effort to fulfill a purpose
 - B. Blueprints needed to construct a building
 - C. Routine activities to an organization
 - D. Has a specific end date
 - E. Reworking an existing project
154. 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
155. Not including time off, holidays, or nonproject work, the total time involved for an individual to complete a task is:
- A. Analogous estimating
 - B. SWAG
 - C. Work effort estimate
 - D. SPI
156. 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

- 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.** A project manager is looking to boost the morale of the team through a meeting that includes both social and business aspects. The project manager is engaged in what type of activity?
- A.** Trust building
 - B.** Forming
 - C.** Team building
 - D.** Management skills
- 161.** A visual representation of how quickly requirements are being completed with each iteration is called:
- A.** Fishbone diagram
 - B.** Burndown chart
 - C.** Gantt chart
 - D.** Pareto diagram
- 162.** WigitCom is faced with changes to scope and personnel on a project. What is the appropriate method to share this information with stakeholders?
- A.** Social media and text messages.
 - B.** Memo and email.
 - C.** Hold a meeting with the project team.
 - D.** Let the communication plan be the guide.

- 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.** WigitCom has a group of projects all related to security widgets. They are wanting 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 a group of resources who work on security efforts. Which of the following are 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 do 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.
- 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.** The development of architectural design took twice the amount of time as was projected. What type of project change would this represent?
- A. Scoping change
 - B. Timeline change
 - C. Quality change
 - D. Funding change
- 167.** After a productive week, a project team in the field has lots of detailed updates to share with the project manager back at headquarters. The work lead spends an hour writing up all the accomplishments, problems, and next steps for the field team. What factors influence this communication?
- A. Tailor method based on content of message
 - B. Intraorganizational differences
 - C. Personal preferences
 - D. Criticality factors

168. After establishing the product backlog, what tool would be used to determine the project's velocity?
- A. Fishbone diagram
 - B. Burndown chart
 - C. Gantt chart
 - D. Pareto diagram
169. After a subject matter expert (SME) evaluates the impacts of a change, they should then analyze the following specific elements of the change EXCEPT:
- A. Additional equipment needs
 - B. Costs
 - C. Approve or reject the change
 - D. Resource hours needed
170. After a change request has been recorded in the change request log, what is the next step that should be performed?
- A. Submit to CCB to be accepted or rejected.
 - B. Defer until there is a break in the project schedule.
 - C. Implement the change.
 - D. Analyze the impact of the change.
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 change control template should include all of the following EXCEPT:
- A. The change that is requested
 - B. The reason for the change
 - C. The executive sponsor of the change
 - D. What will happen if the change is not made
173. What is the appropriate method for submitting a change request?
- A. In writing
 - B. Verbally
 - C. Via videoconference
 - D. Executive session of the change control board

- 174.** As a project manager, a dedicated resource would be the ideal situation because:
- A.** The team member will continue to share time with their 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.** Who can submit a change request?
- A.** Project manager
 - B.** Almost anyone working on or associated with the project
 - C.** Project sponsor
 - D.** Change control board
- 177.** After a project change is identified, evaluated, and approved, what is the next step in the change control process?
- A.** Update documents.
 - B.** Validate the change; do a quality check.
 - C.** Obtain approval.
 - D.** Implement change.
- 178.** Avinash is a senior database administrator assigned to a project. After two months, he hands off the work to Alyson, who is a journey-level database administrator. This represents what type of common project change?
- A.** Timeline change
 - B.** Requirements change
 - C.** Quality change
 - D.** Resource change
- 179.** During a merger, the new company has decided to expand their headquarters building, which was a project currently in construction. They have allocated an additional \$300,000 to the project to make this happen. Which common project changes does this represent? (Choose two.)
- A.** Requirements change
 - B.** Scoping change
 - C.** Timeline change
 - D.** Funding change

- 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.** Wigit Construction's customer has changed their mind on the color of the exterior and has decided that the bathrooms in a building all need to be accessible to those with disabilities. This is an example of what type of project change?
- A.** Resource change
 - B.** Requirements change
 - C.** Funding change
 - D.** Scope change
- 183.** WigitCom's customer has asked for a reporting engine to be added to their software, which was not originally part of the scope. Which common project changes does this represent? (Choose two.)
- A.** Scoping change
 - B.** Funding change
 - C.** Quality change
 - D.** Timeline change
- 184.** A project has fallen behind schedule, and the project manager has decided to run the next several activities in parallel instead of sequentially to help make up time. This is an example of:
- A.** Crashing
 - B.** Risk avoidance
 - C.** Fast tracking
 - D.** Critical path method

- 185.** Wigit Construction is organized by projects where the project managers have ultimate authority over resources like personnel and equipment. Which type of organization is Wigit Construction?
- A.** Projectized
 - B.** Matrix
 - C.** Functional
 - D.** Agile
- 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 progressively 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.** 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
- 188.** Madeline serves on a project, is a liaison between senior management and the project team, maintains team management and quality control, and has good knowledge of Agile, Scrum and or Kanban. What is Madeline's role on the project?
- A.** Business analyst
 - B.** Program manager
 - C.** Scrum master
 - D.** Developers/engineers
- 189.** A project is underway, and the team has missed several deliverable dates. The steering committee would like the project to stay on track, and the project manager indicates that the team will need to work overtime to make the deadline. The increased cost is restricted by which type of constraint?
- A.** Environment
 - B.** Budget
 - C.** Scope
 - D.** Scheduling

- 190.** Which project role supervises projects and teams with a focus on the successful launch of a product?
- A.** Product manager
 - B.** Project manager
 - C.** Senior management
 - D.** Product owner
- 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.** Which of the following is not a principle of extreme programming?
- A.** Rapid feedback
 - B.** Embracing change
 - C.** Project phases do not overlap
 - D.** Assume simplicity
- 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.** Which methodology or framework is the union of people, process, and technology to continually provide value to customers?
- A. Scaled Agile Framework (SAFe)
 - B. Waterfall
 - C. DevOps
 - D. Scrum
- 198.** What are four of the responsibilities of a project sponsor? (Choose four.)
- 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.** What are the five main components of the Scaled Agile Framework (SAFe)?
- A. Requirements, Design, Implementation, Verification/Testing, Deployment/Maintenance
 - B. Requirements, Sprint Planning Meeting, Discovery, Testing, Closing
 - C. Architecture, Integration, Governance, Funding, Roles
 - D. Discovery, Sprint Planning Meeting, Testing, Funding, Closing
- 200.** Which type of project management certification provides a methodology to perform and complete the project?
- A. Project Management Professional (PMP)
 - B. Software Development Life Cycle (SDLC)
 - C. Extreme Programming (XP)
 - D. PRjects IN Controlled Environments (PRINCE2)

- 201.** Which methodology focuses on just-in-time delivery of functionality and managing the amount of work in progress (WIP)?
- A.** Waterfall
 - B.** Kanban
 - C.** DevOps
 - D.** SDLC
- 202.** Which methodology would be used to build an online loan application for a finance start-up?
- A.** Kanban
 - B.** Agile
 - C.** DevOps
 - D.** DevSecOps
- 203.** Which project management methodology follows a chronological process and works based on fixed dates, requirements, and outcomes?
- A.** DevOps
 - B.** Waterfall
 - C.** Scrum
 - D.** Scaled Agile Framework
- 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.** What are the five common stages in a Waterfall process?
- A.** Requirements, Design, Implementation, Verification/Testing, Deployment/Maintenance
 - B.** Requirements, Sprint Planning Meeting, Discovery, Testing, Closing
 - C.** Architecture, Integration, Governance, Funding, Roles
 - D.** Discovery, Sprint Planning Meeting, Testing, Funding, Closing