

PMP PRACTICE QUESTIONS AND ANSWERS

1. Which of the following statements BEST describes how stakeholders are involved on a project?
 - A. They determine the project schedule, deliverables, and requirements.
 - B. They help to determine the project constraints on the products.
 - C. They determine the resource needs and resource constraints on the project.
 - D. They help provide assumptions, the WBS, and the management plans.

2. In a projectized organization, the project team:
 - A. Reports to many bosses
 - B. Has no loyalty to the project.
 - C. Reports to the functional manager.
 - D. Will not always have a “home”

3. A project manager has very little project experience, but he has been assigned as the project manager of a new project. Because he will be working in a matrix organization to complete his project, he can expect communications to be:
 - A. Simple.
 - B. Open and accurate.
 - C. Complex
 - D. Hard to automate.

4. A project team member is talking to another member and complaining that many people are asking him to do things. If he work in a functional organization, who has the power to give direction to the team member?
 - A. The project manager.
 - B. The functional manager.
 - C. The team.
 - D. The PMO

5. Who has the MOST power in a projectized organization?
 - A. The project manager
 - B. The functional manager.
 - C. The team.
 - D. They all share power

6. The project life cycle differs from the product life cycle in that the project life cycle:
 - A. Does not incorporate a methodology.
 - B. Is different for each industry
 - C. Can spawn many projects
 - D. Describe project management activities

7. A market demand, a business need, and /or legal requirement are examples of:
 - A. Reasons to hire a project manager.
 - B. Reasons projects are initiated.
 - C. Reasons people or business become stakeholders.
 - D. Reasons to sponsor a project.

8. What is a program?
- A. An initiative set up by management
 - B. A means to gain benefits and control of related projects
 - C. A group of unrelated projects managed in a coordinated way
 - D. A government regulation
9. Operational work is different from project work in that it is:
- A. Unique
 - B. Temporary
 - C. Ongoing and repetitive
 - D. A part of every project activity
10. Consideration of ongoing operations and maintenance is crucially important to products of projects. Ongoing operations and maintenance should:
- A. Be included as activities to be performed during project closure
 - B. Have a separate phase in the project life cycle, because a large portion of life cycle is devoted to maintenance and operations.
 - C. Not be viewed as part of a project.
 - D. Be viewed as a separate project
11. In which project management process is the detailed project budget created?
- A. Initiating
 - B. Before the project management process
 - C. Planning
 - D. Executing.

12. The project charter is created in which project management process group?
- A. Executing
 - B. Planning
 - C. Closing
 - D. Initiating
13. A detailed project schedule can be created only after the :
- A. Project budget
 - B. Work breakdown structure
 - C. Project management plan
 - D. Detailed risk assessment.
14. The high level-project schedule constraints have just been determined. What project management process group are you in?
- A. Initiating
 - B. Planning
 - C. Executing
 - D. Monitoring and controlling
15. A project manager gets a call from a team member notifying him that there is a variance between the speed of a system on the project and the desired or planned speed. The project manager is surprised because that performance measurement was not identified in planning. If the project manager then evaluates whether the variance warrant a response, he is in which part of the project management process?
- A. Initiating
 - B. Executing
 - C. Monitoring and control
 - D. Closing

16. During which process group does the team measure and analyze the work being done on the project?
- A. Initiating
 - B. Executing
 - C. Monitoring and controlling
 - D. Closing
17. Which process must be included in every project?
- A. Planning, executing, and closing
 - B. Initiating, planning, and executing
 - C. Initiating, planning, executing, monitoring and controlling, and closing
 - D. Planning, executing, and monitoring and controlling
18. Control schedule, Report performance, and Administer procurements are in which process group?
- A. Initiating
 - B. Planning
 - C. Executing
 - D. Monitoring and controlling
19. Which process group focuses on completing the requirements of the project?
- A. Initiating
 - B. Planning
 - C. Executing
 - D. Closing

20. All of the following occur during the planning process EXCEPT:
- A. Develop project charter
 - B. Create WBS
 - C. Estimate costs
 - D. Sequence Activities
21. Effective project integration usually requires an emphasis on:
- A. The personal careers of the team members
 - B. Timely updates to the project management plan
 - C. Effective communication at key interface points
 - D. Product control.
22. The need for --- is one of the major driving forces for communication in a project.
- A. Optimization
 - B. Integrity
 - C. Integration
 - D. differentiation
23. Which of the following describes the BEST use of historical records from previous projects?
- A. Estimating ,life cycle costing, and project planning
 - B. Risk management, estimating, and creating lessons learned
 - C. Project planning, estimating, and creating a status report.
 - D. Estimating, risk management, and project planning
24. When it comes to changes, the project manager's attention is BEST focused on:
- A. Making changes
 - B. Tracking and recording changes
 - C. Informing the sponsor of changes
 - D. Preventing unnecessary changes
25. A project manager has managed four projects for the company and is being considered to join the project management office team. The following is discovered during the evaluation of his performance. The project manager's first project had an ending cost variance of -500, used two critical resources, needed to rework the project charter during project executing, and was ranked 14th in priority within the

company. The second project finished with a schedule variance of +100, was completed with a vastly compressed schedule, and received a letter of recommendation from the sponsor, but the product of the project was not used. The third project had 23 percent more changes than expected, had an SPI of 0.90, and 25 open items in the issue log when the project was completed.

Each of these projects had cost budget of \$10,000 and 20 to 28 percent more changes than others of its size. The project management office decided not to add this project manager to the team.

Which of the following BEST describes why this might have happened?

- A. The project manager has only managed low-priority projects, and he had to compress the schedule, showing that he does not have the skills to work in the project management office
 - B. Issue logs should not be used on projects of this size, showing that the project manager does not have the knowledge to work in the project management office.
 - C. The project manager did not effectively involve the stakeholders, showing that he does not have the knowledge to work in the project management office
 - D. The project manager had two critical resources on his team and still needed to rework the project charter, showing that he does not have the discipline to work in the project management office.
26. All of the following are parts of an effective change management plan EXCEPT
- A. Procedures.
 - B. Standards for reports.
 - C. Meetings.
 - D. Lessons learned.
27. A work authorization system can be used to.
- A. Manage who does each activity.
 - B. Manage when and in what sequence work is done.
 - C. Manage when each activity is done.
 - D. Manage who does each activity and when it is done.

28. A project is plagued by changes to the project charter. Who has the primary responsibility to decide if these changes are necessary.
- A. The project manager.
 - B. The project team.
 - C. The sponsor.
 - D. The stakeholders.
29. All of the following are parts of the Direct and Manage Project Execution process EXCEPT:
- A. Identifying changes.
 - B. Using a work breakdown.
 - C. Implementing corrective actions.
 - D. Setting up a project control system.
30. Your company can accept one of the three possible projects. Project A has a net present value (NPV) of US \$30,000 and will take six years to complete. Project B has an NPV of US \$ 60,000 and will take three years to complete. Project C has an NPV of US\$ 90,000 and will take four years to complete. Based on this information, which project should the company choose?
- A. They all have the same value.
 - B. Project A
 - C. Project B .
 - D. Project C.
31. A project manager may use _____ to make sure the team clearly know what work is included in each of their work packages.
- A. The project scope statement.
 - B. The product scope.
 - C. The WBS dictionary.
 - D. The schedule.
32. A project manager has just been assigned to a new project and has given the approved project charter. The FIRST thing the project manager must do is:
- A. Create a project scope statement.
 - B. Confirm that all the stakeholders have had input into the scope.
 - C. Analyze project risk.
 - D. Begin work on a project management plan.

33. The construction phase of a new software product is near completion. The next phases are testing and implementation. The project is two weeks ahead of schedule. Which of the following processes should the project manager be MOST concerned with before moving on to the final phase?
- A. Verify scope
 - B. Perform Quality Control
 - C. Report performance
 - D. Control scope
34. You are managing a six-month project and have held bi-weekly meetings with your project stakeholders. After five-and-a-half months of work, the project is on schedule and budget, but the stakeholders are not satisfied with the deliverables. This situation will delay the project completion by one month. The MOST important process that could have prevented this situation is:
- A. Monitor and control Risks.
 - B. Control schedule
 - C. Define scope
 - D. Control scope
35. All of the following are parts of the scope baseline EXCEPT the :
- A. Scope management plan.
 - B. Project scope statement.
 - C. Work breakdown structure.
 - D. WBS dictionary.
36. The cost performance index (CPI) on the project is 1.13 and the benefit cost ratio (BCR) is 1.2. The project scope was created by the team and stakeholders. Requirements on the project have been changing throughout the project. No matter what the project manager has tried to accomplish in managing the project, which of the following is he MOST likely to face in the future.
- A. Having to cut costs on the project and increase benefits.
 - B. Making sure the customer approved the project scope
 - C. Not being able to measure completion of the product of the project
 - D. Having to add resources to the project

37. Verify scope is closely related to:
- A. Perform Quality control.
 - B. Sequence activities.
 - C. Perform Quality Assurance
 - D. Time Management.
38. Which of the following can create the MOST misinterpretation of the project scope statement?
- A. Imprecise language
 - B. Poor pattern, structure, and chronological order
 - C. Small variations in size of work packages or detail of work
 - D. Too much detail
39. Which of the following is CORRECT in regard to the control Scope process?
- A. Effective scope definition can lead to a more complete project scope statement
 - B. The control scope process must be done before scope planning
 - C. The control scope process must be integrated with other control processes.
 - D. Controlling the schedule is the most effective way of controlling scope.
40. Which of the following BEST describes the verify scope process?
- A. It provides assurance that the deliverables meets the specifications, is an input to the project management plan, and is an output of perform Quality control.
 - B. It ensures the deliverable is completed on time, ensures customer acceptance, and shows the deliverable meets specifications.
 - C. It ensures customer acceptance, shows the deliverable meets specifications, and provides a chance for differences of opinion to come to light.
 - D. It is an output of perform quality control, occurs before Define Scope, and ensures customer acceptance.
41. If the optimistic estimate for an activity is 23 days, and the pessimistic estimate is 18 days, what is the standard deviation of this activity?
- A. 1
 - B. 1.3
 - C. 6
 - D. 3

42. A heuristic is BEST described as a:
- A. Control tool
 - B. Scheduling method
 - C. Planning tool
 - D. Rule of thumb
43. Lag means:
- A. The amount of time an activity can be delayed without delaying the project finish date.
 - B. The amount of time an activity can be delayed without delaying the early start date of its successor
 - C. Waiting time
 - D. The product of a forward and backward pass.
44. Which of the following is the BEST project management tool to use to determine the longest time the project will take?
- A. Work breakdown structure
 - B. Network diagram
 - C. Bar chart
 - D. Project charter
45. What is the duration of a milestone?
- A. It is shorter than the duration of the longest activity
 - B. It is shorter than the activity it represents
 - C. It has no duration
 - D. It is the same length as the activity it represents.
46. A project has three critical paths. Which of the following BEST describes how this affects the project?
- A. It makes it easier to manage
 - B. It increases the project risk
 - C. It requires more people
 - D. It makes it more expensive.

47. An activity has an early start (ES) of day 3, a late start (LS) of day 13. An early finish (EF) of day 9, and a late finish (LF) of day 19. The activity:
- A. Is on the critical path.
 - B. Has a lag
 - C. Is progressing well
 - D. Is not on the critical path.
48. Rearranging resources so that a constant number of resources is used each month is called:
- A. Crashing
 - B. Floating.
 - C. Leveling
 - D. Fast tracking
49. Which of the following is a benefit of an analogue project estimate?
- A. It will be closer to what the work will actually require
 - B. It is based on a detailed understanding of what the work requires.
 - C. It gives the project team an understanding of management's expectations
 - D. It helps the project manager determine if the project will meet the schedule.
50. During project executing, a large number of changes are made to the project. The project manager should:
- A. Wait until all changes are known and print out a new schedule
 - B. Make approved changes as needed, but retain the schedule baseline
 - C. Make only the changes approved by management
 - D. Talk to management before any changes are made.
51. If earned value (EV)= 350, actual cost (AC)= 400, planned value (PV)= 325, what is cost variance (CV)?
- A. 350
 - B. -75
 - C. 400
 - D. -50
52. Analogous estimating:
- A. Uses bottom-up estimating techniques
 - B. Is used most frequently during project executing
 - C. Uses top-down estimating techniques
 - D. Calculates estimates using actual detailed historical costs.

53. All of the following are outputs of the Estimate Costs process Except:
- A. An understanding of the cost risk in the work that has been estimated
 - B. The prevention of inappropriate changes from being included in the cost baseline
 - C. An indication of the range of possible costs for the project
 - D. Documentation of any assumptions made during the Estimate Costs process.
54. A cost performance index (CPI) of 0.89 means:
- A. At this time, we expect the total project to cost 89 percent more than planned.
 - B. When the project is completed, we will have spent 89 percent more than planned.
 - C. The project is progressing at 89 percent of the rate planned.
 - D. The project is getting 89 cents out of every dollar invested.
55. A schedule performance index (SPI) of 0.76 means:
- A. You are over budget.
 - B. You are ahead of schedule.
 - C. You are progressing at 76 percent of the rate originally planned
 - D. You are progressing at 24 percent of the rate originally planned
56. Which of the following is an example of a parametric estimate?
- A. Dollars per module
 - B. Learning bend
 - C. Bottom-up
 - D. CPM
57. Which type of cost is team training
- A. Direct
 - B. NPV
 - C. Indirect
 - D. Fixed
58. Your forecast shows that you will have a cost overrun at the end of the project. Which of the following should you do?
- A. Eliminate risk in estimates and reestimate

- B. Meet with the sponsor to find out what work can be done sooner
- C. Cut quality
- D. Decrease scope

59. Identified risks are:

- A. An input to the Estimated cost process
- B. An output of the Estimated costs process
- C. Not related to the Estimate costs process
- D. Both an input and an output of the Estimated cost process

60. Cost risk means:

- A. There are risks that will cost the project money
- B. The project is too risky from a cost perspective
- C. There is risk that project cost could go higher than planned
- D. There is a risk that the cost of the project will be lower than planned

61. Quality is:

- A. Meeting and exceeding the customer's expectation
- B. Adding extras to make the customer happy
- C. The degree to which the project meets requirements
- D. Conformance to management's objectives

62. All the following are tools of perform Quality Control EXCEPT:

- A. Inspection
- B. Cost of quality
- C. Pareto chart
- D. Fishbone diagram

63. Pareto charts help the project manager:

- A. Focus on the most critical issues to improve quality
- B. Focus on stimulating thinking
- C. Explore a desired future outcome
- D. Determine if a process is out of control

64. A control chart helps the project manager:

- A. A Focus on the most critical issues to improve quality
- B. Focus on stimulating thinking

- C. Explore a desired future outcome
- D. Determine if a process is functioning within set limits.

65. Testing the entire population would:

- A. Take long
- B. Provide more information than wanted
- C. Be mutually exclusive
- D. Show many defects

66. All of the following are examples of the cost of nonconformance EXCEPT:

- A. Rework
- B. Quality training
- C. Scrap
- D. Warranty cost

67. Standard deviation is a measure of how:

- A. Far the estimate is from the highest estimate
- B. Far the measurement is from the mean
- C. Correct the sample is
- D. Much timer remains in the project.

68. What percentage of the total distribution is 3 sigma from the mean equal to?

- A. 68.27 percent
- B. 99.9999998 percent
- C. 95.45 percent
- D. 99.73 percent

69. A control chart shows seven data points in a row on one side of the mean. What should be done?

- A. Perform a design of experiments
- B. Adjust the chart to reflect the new mean
- C. Find an assignable cause
- D. Nothing. This is the rule of seven and can be ignored

70. Design of experiments:

- A. Identifies which variables will have the most influence on a quality outcome.

- B. Identifies which variables will have the least influence on a quality outcome
 - C. Determines what a quality outcome is
 - D. Determines methods to be used for research and development.
71. During project planning in a matrix organization, the project manager determines that additional human resources are needed. From whom would he request these resources?
- A. The PMO manager
 - B. The functional manager
 - C. The team
 - D. The project sponsor
72. A team member is not performing well on the project because she is inexperienced in the system development work. There is no one else available who is better qualified to do the work. What is the BEST solution for the project manager?
- A. Consult with the functional manager to determine project completion incentives for team member
 - B. Obtain a new resources more skilled in development
 - C. Arrange for the team member to get training
 - D. Allocate some of the project schedule reserve.
- s
73. What theory proposes that employees' effort will lead to effective performance and the employees will be rewarded for accomplishment?
- A. Conditional reinforcement
 - B. Maslow's hierarchy
 - C. McGregor's
 - D. Expectancy
74. Conflict resolution techniques that may be used on a project include confronting, smoothing, forcing, and:
- A. Withdrawing
 - B. Directing
 - C. Organizing
 - D. Controlling

75. Project manager had a complex problem to solve and made a decision about what needed to be done. A few months later, the problem resurfaced. What did the project manager MOST likely NOT to do
- A. Proper risk analysis
 - B. Confirm the decision solved the problem
 - C. Have the project sponsor validate the decision
 - D. Use an ishikawa diagram
76. The project cost performance index (CPI) is 1.02, the benefit cost ratio (BCR) is 1.7, and the latest round of performance reviews identified few needed adjustments. The project team was co-located into a new building when the project started. Everyone commented on how excited they were to have all new facilities. The sponsor is providing adequate support for the project, and few unidentified risk have occurred. In an attempt to improve performance, the project manager spends part of the project budgets on new chairs for the team members and adds the term “senior” to each team member’s job title.
- Which of the following is the MOST correct thing that can be said of this project or the project manager
- A. The project manager has misunderstood Herzberg’s theory
 - B. The project is slowly spending more money than it should. The project manager should begin to watch cost more carefully
 - C. The performance review should be handled better to find more adjustments.
 - D. The project manager should use good judgment to determine which variance are important
77. The management theory which states that people can direct their own efforts is:
- A. Theory Y
 - B. Herzberg’s theory
 - C. Maslow’s hierarchy
 - D. Theory X
78. Which of the following aspects of leaderships is MOST important for a project manager?
- A. Communication
 - B. Team building
 - C. Technical expertise
 - D. Project control

79. The project manager is looking at the project's resource needs and lessons learned from past projects. This information causes the project manager to be concerned about the ability to acquire enough resources for the project in six months. Which of the following would be the LEAST effective preventive action?
- A. Make sure functional managers have a copy of the resource histogram
 - B. Show the sponsor the data, and explain the project manager's concern
 - C. Determine metrics to use as an early warning signs that resources will not be available
 - D. Ask functional managers for their opinions.
80. A large project is underway when one of the team members reviews the project status report. He sees the project is currently running late. As he looks at the report further, he notices the delay will cause one of his activities to be schedule during a time he will be out of the country and cannot work on the activity. This is of great concern to the team member because he is very committed to the success of the project and he does not want to be the cause of the project being further delayed. What is the BEST THING for him to do?
- A. Contract the project manager immediately to provide the project manager with his schedule
 - B. Include the information in his next report
 - C. Request that the issue be added to the project issue log
 - D. Recommend preventive action
81. Extensive use of----- communication is most likely to aid in solving complex problems.
- A. Verbal
 - B. Written
 - C. Formal
 - D. Nonverbal
82. Communication are often enhanced when the sender ----- the receiver
- A. Speaks up to
 - B. Uses gestures when speaking to
 - C. Speaks slowly to
 - D. Shows concern for the perspective of

83. Formal written correspondence with the customer is required when:
- A. Defects are detected
 - B. The customer requests additional work not covered under contract
 - C. The project has a schedule slippage that includes changes to the critical path
 - D. The project has cost overruns.
84. Changes to some project deliverables have been documented in the project management plan. These changes, and other project information, have been distributed according to the communication management plan. One stakeholder expressed surprise to the project manager upon hearing of a documented change to a project deliverable. All stakeholders received the communication containing notification of the change. What should the project manager do?
- A. Determine why the stakeholder did not receive the information and let him know when it was published
 - B. Ask for the functional manager why the stakeholder did not understand his responsibility
 - C. Review the communications management plan and make revisions if necessary
 - D. Address the situation in the next steering committee so others do not miss published changes
85. The project status meeting is not going well. Many attendees are talking at the same time, there are people who are not participating, and many topics are being discussed at random. Which of the following rules for effective meetings is NOT being adhered to?
- A. Demonstrate courtesy and consideration of each other, and control who is allowed to speak
 - B. Schedule meetings in advance
 - C. Have a purpose for the meeting, with the right people in attendance
 - D. Create and publish an agenda and set a rules for controlling the meeting
86. A project manager has just been assigned a team that comes from many countries including Brazil, Japan, the US and Britain. What is her BEST tool for success?
- A. The responsibility assignment matrix (RAM)
 - B. The teleconference
 - C. Team communication with the WBS
 - D. Communication and well-developed people skills.

87. All of the following are factors in the assessment of project risk EXCEPT
- A. Risk events
 - B. Risk probability
 - C. Amount at stake
 - D. Insurance premiums
88. The project manager is expecting a deliverable to be submitted by e-mail from a team member today. At the end of the day, the project manager contacts the team member to notify him that it has not been received. The team member apologizes and explains that he was not able to e-mail the deliverable, and it was sent through mail instead. The team member goes on to remind the project manager that he had informed the project manager during a phone conversation that this would occur. “Was that the conversation we had when I told you I could not hear you well due to poor cell phone coverage?” ask the project manager. “Yes,” replied the team member. What could have been done to avoid this problem?
- A. Para lingual communication
 - B. Adding to the issue log after the phone call
 - C. Better attention to determine communication requirements
 - D. Feedback during the communication
89. When do stakeholders have the MOST influence on a project
- A. At the beginning of the project
 - B. In the middle of the project
 - C. At the end of the project
 - D. Throughout the project
90. Stakeholders can be identified in which project management process
- A. Initiating, planning, executing, monitoring and controlling, and closing
 - B. Initiating and planning
 - C. Planning and monitoring and controlling
 - D. Monitoring and controlling and closing
91. A particular stakeholder has a reputation for making many changes on projects. What is the BEST approach a project manager can take at the beginning of the project to manage this situation?

- A. Say “NO” to the stakeholder a few times to dissuade him from submitting more changes
 - B. Get the stakeholder involved in the project as early as possible
 - C. Talk to the stakeholder’s boss to find ways of directing the stakeholder’s activities to another project
 - D. Ask that the stakeholder not be included in the stakeholder listing.
92. If a project has a 60 percent chance of a US\$100,000 profit and a 40 percent chance of a US \$100,000 loss, the expected monetary value (EMV) for the project is:
- A. \$100,000 profit
 - B. \$60,000 loss
 - C. \$20,000 profit
 - D. \$40,000 loss
93. What should be done with risk on the watchlist?
- A. Document them for historical use on other projects
 - B. Document them and revisit during project monitoring and controlling
 - C. Document them and set them aside because they are already covered in our contingency plans.
 - D. Document them and give them to the customer
94. Purchasing insurance is BEST considered an example of risk:
- A. Mitigation
 - B. Transfer
 - C. Acceptance
 - D. Avoidance
95. During which risk management process is a determination to transfer a risk made?
- A. Identify Risk
 - B. Perform Quantitative Risk Analysis
 - C. Plan Risk Response
 - D. Monitor and Control Risks
96. You are a project manager for the construction of a major new manufacturing plant that has never been done before. The project cost is estimated at US\$30,000,000 and will make use of three sellers. Once begun, the project cannot be cancelled, as

there will be a large expenditure on plant and equipment. As the project manager, it is MOST important to carefully:

- A. Review all cost proposal from the sellers
- B. Examine the budget reserves
- C. Complete the project charter
- D. Perform an identification of risk

97. Your team has come up with 434 risks and 16 major causes of those risks. The project is the last in a series of projects that the team has worked on together. The sponsor is very supportive, and a lot of time was invested in making sure the project work was completed and signed off by all key stakeholders.

During project planning, the team cannot come up with an effective way to mitigate or insure against a risk. It is not work that can be outsourced, nor can it be deleted. What would be the BEST solution?

- A. Accept the risk
- B. Continue to investigate ways to mitigate the risk
- C. Look for ways to avoid the risk
- D. Look for ways to transfer the risk

98. A system development project is nearing project closing when a previously unidentified risk is discovered. This could potentially affect the project's overall ability to deliver. What should be done NEXT?

- A. Alert the project sponsor of potential impacts to cost, scope, or schedule
- B. Qualify the risk
- C. Mitigate the risk by developing a risk response plan
- D. Develop a workaround

99. Monte Carlo analysis is used to :

- A. Get an indication of the risk involved in the project
- B. Estimate an activity length
- C. Simulate possible quality issues on the project
- D. Prove to management that extra staff is need

100. During the identify Risks process, a project manager made a long list of risk identified by all the stakeholders using various methods. He then made sure all the risks were understood and that triggers had been identified. Later, in the plan Risk Response process, he took all the risks identified by the stakeholders and determined ways to mitigate them. What has he done wrong?

- A. The project manager should have waited until the perform Qualitative Analysis process to get the stakeholders involved.
 - B. More people should be involved in the Plan Response process
 - C. The project manager should have created workarounds
 - D. Trigger are not identified until the identify Risk process.
101. What are the project management process groups?
- (A) Initiating, developing, implementing, supporting
 - (B) Initiating, planning, executing, monitoring and controlling, closing
 - (C) Feasibility, planning, design, implementation, support
 - (D) Requirements analysis, design, coding, testing, installation, conversion, operation
102. Which of the following would be the MOST appropriate thing to do during the planning process group?
- (A) Spend time to improve quality
 - (B) Develop closing procedure
 - (C) Looking for positive and negative interactions from and to other projects that could affect your project
 - (D) Update the communications management plan based on late deliverables.
103. You are the CEO of a large publishing house and desire to improve project management practices in your company. What is the BEST thing to do in order to manage the publication of each issue?
- (A) Clearly define the work to be supplied by other companies.
 - (B) Retain the functional organizational structure.
 - (C) Set up a project office.
 - (D) Identify all the stakeholders for this project
104. The high-level project schedule constraints have just been determined. What project management process group are you in?
- (A) Initiating
 - (B) Planning
 - (C) Executing
 - (D) Monitoring and controlling

105. Senior project manager has imposed a project delivery date prior to acceptance of the preliminary project scope statement. To whom is the project manager MOST accountable?
- (A) Project sponsor
 - (B) Project team
 - (C) Customer
 - (D) Senior management
106. Which of the following would be the MOST appropriate thing to do during the monitoring and controlling process group?
- (A) Monitoring project funds.
 - (B) Implementing approved process improvements
 - (C) Use issue logs
 - (D) Determine if project activities comply with processes
107. People from business development department are the only ones completing a project. Whenever a question arises, they are passed to the heads of other departments, to the people in these departments, and then back to the business development department. This is causing delays on the project. Why might this method of communicating be happening?
- (A) The communications management plan is not clear.
 - (B) There is no project charter.
 - (C) The project is being managed in a functional organization.
 - (D) The work breakdown structure did not show responsibilities.
108. How does risk affect a project?
- (A) It is uncertain event that if it occurs has a positive or negative effect on at least one project objective.
 - (B) It is a certain event that will have a negative effect on the project.
 - (C) It can cause a change in the number of resources for the project, but not the cost.
 - (D) It can cause a change in the project schedule, but not the project scope.
109. A project manager does not have much time to spend planning before the mandatory start date arrives. He therefore wants to move through planning as effective as possible. Which of the following would you recommend?
- (A) Make sure you have a completed preliminary project scope statement and then start the WBS.

- (B) Create an activity list before creating a network diagram.
 - (C) Document all the known risks before you document the high-level assumptions.
 - (D) Finalize the quality management plan before you determine quality metrics.
110. A detailed project schedule can be created only after creating the:
- (A) Project budget
 - (B) Work breakdown structure
 - (C) Project management plan.
 - (D) Detailed risk assessment
111. A project manager gets a call from a team member notifying the project manager that there is variance between the speed of a system on the project and the desired or planned speed. The project manager is surprised because that performance measurement was not identified in planning. If the project manager then evaluates whether the variance warrants a response, the project manager is in what project management process?
- (A) Initiating
 - (B) Executing
 - (C) Monitoring and controlling
 - (D) Closing
112. In which project management process group is the detailed project budget created?
- (A) Initiating
 - (B) Before the project management project
 - (C) Planning
 - (D) Executing
113. During the completion of project work, the sponsor asks the project manager to report on how the project is going. In order to prepare the report, the project manager asks all the team members what percent complete their work is. There is one team member who has been hard to manage from the beginning. In response to being asked what percent complete he is, the team member asks, "Percent complete of what?" Having been tired of such comments, the project manager reports to the team member's boss that the team member is not cooperating. Which of the following is likely to be the real problem.
- (A) The project manager did not get buy-in from the manager for the resource on the project.
 - (B) The project manager did not create an adequate reward system for team member's boss the first time the team member caused trouble.

- (C) The project manager should have had a meeting with the team member's boss the time the team member caused trouble.
 - (D) The project manager does not have work packages.
114. Which of the following is NOT an input to the initiating process group?
- (A) Company processes
 - (B) The company culture
 - (C) Historical WBSs
 - (D) Project scope statement
115. In what type of organization are employees grouped by specialty?
- (A) Projectized
 - (B) Weak matrix
 - (C) Strong matrix
 - (D) Functional
116. Which of the following BEST describe the role of the PMO?
- (A) They supply project managers for projects.
 - (B) They are part of the change control board
 - (C) They provide the project management procedures
 - (D) Their role can vary from advisory capacity to full authority over projects
117. During the project executing, a team member comes to the project manager because he is not sure of work he needs to accomplish on the project. Which of the following documents contain detailed descriptions of work packages?
- (A) WBS dictionary
 - (B) Activity list
 - (C) Preliminary project scope statement
 - (D) Project scope management plan
118. Your project has a cost performance index (CPI) of 1.1 and a schedule performance index (SPI) of 1.03 and has completed to the customer's satisfaction all the deliverables to date. Getting formal acceptance of the project management plan was difficult because the schedule was compressed beyond reason. Activity B has float of 2 weeks, activity C has float of zero, activity D has zero float and activity E is being done by a new employee and has float of 3 weeks.
- The hardest part of the project is about to start and even the project management office has asked you to increase your management oversight and report more often on the status of the project. In preparing your report you find out that the team member completing activity E reports a one day delay, the

- team member completing activity B tells you his activity will be delayed by two days because the customer has delayed formal acceptance during scope verification. Another team member reports that the earned value-related trend report is favourable. What would you do if you were the project manager?
- (A) Investigate why it was difficult to get formal acceptance of the project management plan and whether that problem added any risks to the project.
 - (B) Hold a meeting to walk through the upcoming difficult activities with those doing the work.
 - (C) Investigate the reason for the delayed material and the effect on the project.
 - (D) Reassign resources from non-critical path activities to critical path activities and meet with the customer about activity.
119. You are the project manager for a new international project, and your project team includes people from four countries. Most of the team members have not worked on similar projects before, but the project has strong support from the senior management. What is the BEST thing to do to ensure that cultural differences do not interfere with the projects?
- (A) Spend a little time creating the work breakdown structure and make sure it is complete.
 - (B) As the project manager, make sure you choose your words carefully whenever you communicate.
 - (C) Ask one person at each team meeting to describe something unique about their culture.
 - (D) Carefully encode all the project manager's communication.
120. Integrate is done by the:
- (A) Project manager
 - (B) Team
 - (C) Sponsor
 - (D) Stakeholders
121. What is the BEST technique to ensure the project work is really complete?
- (A) Final performance reporting
 - (B) Procurement audits
 - (C) Archive records
 - (D) Formal acceptance
122. Having to constantly push the team to perform is example of a LACK of:

- (A) Project continuity
 - (B) Team buy-in
 - (C) Management support.
 - (D) Team accord.
123. During a walk-through of a work package, you discover that a team member is completing the work differently than stated in the WBS dictionary. How should you deal with this?
- (A) Replace the team member.
 - (B) Determine if the alternative way is acceptable to the functional manager.
 - (C) Ask the team member if the changes are necessary.
 - (D) Determine if the changes also change the scope of the work package.
124. All of the following are outputs of control scope EXCEPT?
- (A) Changes Requested
 - (B) Organizational process assets update
 - (C) Recommended corrective actions
 - (D) Accepted deliverables
125. A WBS is BEST described as a tool for tracking:
- (A) The schedule
 - (B) Resources.
 - (C) Cost
 - (D) Scope
126. A project manager discovers that two team members discussed what was needed to complete a work package on the project and made many scope changes. The work package is now completed and the team members are planning to go on to the next work package. In looking at what was done, the project manager determines that the work does NOT meet the requirements of the project. What is the BEST course of action for the project manager?
- (A) Add another work package, formatted with the correct scope, to the project.
 - (B) Refuse the submittal of the work package.
 - (C) Have the team begins the work package again and includes the incident in their performance reviews.
 - (D) Ask the team member's manager to assign different people to the work package.

127. A project manager believes that modifying the project scope may provide added value for the customer. What should the project manager do?
- (A) Change the scope baseline.
 - (B) Contact the customer to determine if the change adds value.
 - (C) Call a meeting of the change control board
 - (D) Change the project's objectives.
128. Which process group focuses on completing the requirements of the project?
- (A) Initiating
 - (B) Planning
 - (C) Executing
 - (D) Closing
129. The work breakdown structure can be BEST thought of as an effective aid for _____ communications
- (A) Team
 - (B) Project manager
 - (C) Customer
 - (D) Stakeholder
130. A client has asked you to add to the scope of the project. The project is under budget and a little ahead of schedule. What should you do?
- (A) Approve the change.
 - (B) Determine the effects of the change on the project.
 - (C) Ask the sponsor for approval to make the change.
 - (D) Get approval from the configuration change board.
131. A discretionary dependency is one that is based on:
- (A) Experience
 - (B) The needs of someone outside the project.
 - (C) The nature of the work being done.
 - (D) The needs of the project sponsor.
132. During activity definition, a team member begins to discuss activities that the project manager has never heard discussed. What should the project manager do?
- (A) Make sure he has a good understanding of the activities and include the activities in the activity list.

- (B) Ask the team member to explain why such activity would be needed to complete the work package
 - (C) Make sure the entire team agrees that the activities should be done
 - (D) Evaluate the impact of the change.
133. Your project management plan results in a project schedule that is too long. If the project network diagram cannot change but you have extra personnel resources, what is the BEST thing to do?
- (A) Fast track the project
 - (B) Level the resource
 - (C) Crash the project
 - (D) Monte carlo analysis
134. Which of the following are GENERALLY illustrated BETTER by bar charts than network diagrams?
- (A) Logical relationships
 - (B) Critical paths
 - (C) Resource trade-offs
 - (D) Progress or status
135. A project manager for a small construction company has a project that was budgeted for U.S. \$130,000 over a six week period. According to her schedule, the project should have cost U.S \$60,000 to date. However, it has cost U.S \$90,000 to date. The project should have schedule, because the original estimates were not accurate. Who has the PRIMARY responsibility to solve this problem?
- (A) Project manager
 - (B) Senior management
 - (C) Project sponsor
 - (D) Manager of the project management office
136. You have a project with four activities as follow: Activity 1 can start immediately and has an estimated duration of one. Activity 2 can start after activity 1 is completed and has duration of four. Activity 3 can start after Activity 2 is completed and has duration of five. Activity 4 can start after activity 1 is completed and must be completed when activity 3 is completed. The estimate for activity 4 is 10. What is the SHORTEST amount of time in which the project can be completed?
- (A) 10
 - (B) 9

- (C) 18
- (D) 11

137. If the optimistic estimate for an activity is 12 days, and the pessimistic estimate is 18 days, what is the standard deviation of this activity?

- (A) 1
- (B) 1.3
- (C) 6
- (D) 3

138. The cost of choosing one project and giving up another is called:

- (A) Fixed cost
- (B) Sunk cost
- (C) Net present value (NPV)
- (D) Opportunity cost.

139. During the executing process group, a functional manager asks you to use a model C generator instead of model B. on your project. The functional manager says that model C solves the need of the project and proves some benefits to the manufacturing department. You look at the cost associated with model C and discover that it is substantially higher than model B. If you are not sure you can justify the more expensive model, what is the BEST thing to do?

- (A) Review the specifications of each to validate the manager's claims
- (B) Analyze the differences in using each model and present them to the sponsor.
- (C) Use model C and cut other activities to make up for the added cost.
- (D) Do a life cycle analysis and present the results to your boss.

140. The BEST method to control costs is to:

- (A) Estimate at the beginning of the project and then check costs against the baseline.
- (B) Estimate during the execution of the project and then each activity to the budget
- (C) Estimate during planning and then re-estimate before each activity begins
- (D) Estimate during the initiation of the project and have management confirm the estimates.

141. Which of the following does NOT assess the value a project brings to an organization?
- (A) Benefit cost analysis
 - (B) Net present value
 - (C) Value analysis
 - (D) Needs assessment
142. Which type of cost is team is training?
- (A) Direct
 - (B) NPV
 - (C) Indirect
 - (D) Fixed
143. What is present value (PV)?
- (A) Value of assets adjust that a company owns
 - (B) Today's value of future cash flows
 - (C) Future value of money on hand today
 - (D) Current value of today's assets adjusted for inflation
144. When a product or service completely meets a customer's requirements;
- (A) Quality is achieved
 - (B) The cost of quality is high
 - (C) The cost of quality is low
 - (D) The customer pays the minimum price.
145. A manager notices that a project manager is holding a meeting with some of the team and some stakeholders to discuss the quality of the project. The project schedule has been compressed and the CPI is 1.1. They work hard on the project, the team has been rewarded according to the reward system the project manager put in place and there is a strong sense of team. The manager suggests that the project manager does not have enough time to hold meetings about quality when the schedule is so compressed. Which of the following BEST describes why the manager is wrong?
- (A) Improve quality leads to increased productivity, increased cost effectiveness and decreased cost risk.
 - (b) Improve quality leads to increased productivity, decreased cost effectiveness and increased cost risk.

- (C) Improve quality leads to increased productivity, increased cost effectiveness and increased cost risk.
 - (D) Improve quality leads to increased productivity, decreased cost effectiveness and decreased cost risk.
146. A control helps the product manager;
- (A) Focus on the most issues to improve quality.
 - (B) Focus on stimulating thinking
 - (C) Explore a desire future outcome
 - (D) Determine if a process is functioning within set limits.
147. You are a project manager for a major information system project when someone from the quality department comes to see you about beginning a quality audit of your project as soon as possible, you objects to the audit. You should explain to the team that the purpose of a quality audit is;
- (A) Part of ISO 9000 investigation.
 - (B) To check if the customer is following its quality process
 - (C) To identify an inefficient and ineffective policies
 - (D) To check the accuracy of costs submitted by the team
148. What percentage of the total distribution are 3 sigma from the mean equal to?
- (A) 68.26%
 - (B) 99.99%
 - (C) 95.46%
 - (D) 99.73%
149. A project manger has just taken over the project from another project manger during the executing process group. The previous project manager created a project budget, determined communications requirements and went on to complete work packages. What should the new project manager do NEXT?
- (A) Coordinate performance of work packages.
 - (B) Identify quality standards
 - (C) Begin risk identifications
 - (D) Execute the project management plan
150. Who is ultimately responsible for quality management on the project?
- (A) Project engineer

- (B) Project manager
 - (C) Quality manager
 - (D) Team manager
151. From the perspective, quality attributes:
- (A) Determine how effective the performing organizations support the project.
 - (B) Provide the basis for judging the project's success or failure
 - (C) Are specific characteristics for which a product is designed and tested?
 - (D) Are objective criteria that must be met.
152. You want to let your team know that the weekly project status report is now officially due by 4:00 pm on Thursdays. Which form of communication would you see?
- (A) Formal Written communication
 - (B) Formal verbal communication
 - (C) Informal Written communication
 - (D) Informal verbal communication
153. Our employee is three days late with a report. She walks into a meeting where the report is to be discussed and hands you a copy five minutes before the topic is to be discussed. You notice some serious errors in the report. How could this have been prevented?
- (A) Require periodic updates from the employee
 - (B) Coach and mentor the employee
 - (C) Make sure the employee was competent to do the work
 - (D) Cancel the meeting earlier because you did not have a chance to review the report.
154. Inputs to plan communication include all the following EXCEPT:
- (A) Communications requirements
 - (B) The project scope statement
 - (C) Company culture
 - (D) Forecasts.
155. When a project manager is engaged in negotiations, nonverbal communication skill are of :

- (A) Little importance
 - (B) Major importance
 - (c) Importance only when cost and schedule objectives are involved.
 - (D) Importance's only to ensure you win the negotiation.
156. Originally, your project had five team members. Now the scope has expanded, and there are a total of eight people on the team. How many communication channels have been added?
- (A) 9
 - (B) 10
 - (C) 18
 - (D) 28
157. Barriers can influence communication when sending or receiving information. Which of the following is NOT a barrier?
- (A) Prejudices
 - (B) Attitudes and emotions
 - (C) Personalities and interests
 - (D) Feedback
158. A team member is visiting the manufacturing plant of one of the suppliers. Which of the following is the MOST important thing to be done in any telephone calls the project manager might make to the team member?
- (A) Ask the team member to repeat back what the project manager says.
 - (B) Review the list of contact information for all stakeholders
 - (C) Ask the team member to look for change requests.
 - (D) Review the upcoming meeting schedule.
159. The communications management plan is developed to meet the needs of the:
- (A) Project sponsor
 - (B) Team
 - (C) Project Manager
 - (D) Stakeholders.
160. The project has 13 team members and affects over 15 departments in the organization. Because the project is 20 percent complete to date and the team has had successful performance reports from five of the affected departments,

- the project manager holds a party to celebrate. The project manager invites to the party key stakeholders from all of the departments, in order to give those providing good reviews an informal opportunity to communicate good things to those departments that have not yet been affected by the project. At the party, the project manager walks around to try to discover any relevant information that would help the project be more successful. He happens to hear a manager of the departments talking about setting up more regular meetings on the project. The BEST thing for the project manager to do would be to FIRST:
- (A) Record the effectiveness of the party in the project lessons learned.
 - (B) Review the information distribution method on the project.
 - (C) Hold a meeting of all the stakeholders to discuss their concerns.
 - (D) Make sure that the manager has a copy of the communications management plan so that he is reminded that such concerns should be sent to the project manager.
161. All the following are factor in the assessment of project risk EXCEPT?
- (A) Risk event
 - (B) Risk probability
 - (C) Amount at stake
 - (D) Insurance premiums
162. You are a project manager for a construction of a major new manufacturing plant that has never been done before. The project cost is estimated at U.S \$30,000,000 and will make use of three sellers. Once began, the project cannot be cancelled, as there will be a large expenditure on plant and equipment. As the project manager, it would be MOST important to carefully:
- (A) Review all cost proposals from the sellers
 - (B) Examine the budget reserves.
 - (C) Complete the project charter.
 - (D) Perform an identification of risks.
163. You have been appointed manager of a new, large and complex project. Because this project is business-critical and very visible, senior management has told you to analyze the project's risk and prepare response strategies for them as soon as possible. The organization risk management procedures are seldom used or followed, and has had a history of handling risks badly. The projects first milestone is in two weeks. In preparing the risk response plan, input from which of the following is generally LEAST important?
- (A) Project team members

- (B) Project sponsor
 - (C) Individual responsible for risk management policies and template
 - (D) Key stakeholders
164. Risks will be identified during which risk management process (es)?
- (A) Quantitative risk analysis and risk identification
 - (B) Risk identification and risk monitoring and control
 - (C) Quantitative risk analysis and risk monitoring and control
 - (D) Risk identification
165. During which risk management process is a determination to transfer a risk made?
- (A) Quantitative risk analysis
 - (B) Quantitative risk analysis
 - (C) Risk response planning
 - (D) Risk monitoring and control
166. A system development project is nearing project closing when a previously unidentified risk is discovered. This could potentially affect the project's overall ability to deliver. What should be done NEXT?
- (A) Alert the project sponsor of potential impacts to cost, scope or schedule
 - (B) Qualify the risk
 - (C) Mitigate this risk by developing a risk response plan.
 - (D) Develop a work around
167. If a project has a 60 percent chance of a \$100,000 profit and a 40 percent chance of a U.S. \$100,000 loss, the expected monetary value for the project is:
- (A) \$100,000 profit
 - (B) \$60,000 loss
 - (C) \$20,000 Profit
 - (D) \$40,000 loss
168. During project executing, a major risk occurs that was not included in the risk register. What should you do FIRST?
- (A) Create a work around
 - (B) Reevaluate the risk identification process
 - (C) Look for any unexpected effects of the problem

- (D) Tell management
169. You were in the middle of a two-year project to deploy new technology to field offices across the country. A hurricane caused power outage just as the upgrade was near completion. When the power was restored all of the project reports and historical data were lost with no way of retrieving them. What should have been done to mitigate this risk?
- (A) Purchase insurance
(B) Plan for a reserve fund
(C) Monitor the weather and have a contingency plan
(D) Schedule the installation outside of the hurricane season.
170. When should a schedule baseline be created and used?
- (A) At the beginning of the project and used to compare schedule performance on status reports.
(B) At the end of the project and then used to measure team performance
(C) At the end of the project and included in the archive
(D) At the beginning of the project and used during the project to measure performance
171. A project manager is working on a project for a large technology integrator. His project calls for java technology. He needs to supplement his technical staff with technical consultant for one month because his company does not have the skill set due to unexpected leaves of absence in the technical team. He will manage the vendors work since he wants to retain control. Which will be the BEST type of contract to use?
- (A) Cost plus fixed fee (CPFF)
(B) Time and material (T&M)
(C) Fixed price (FP)
(D) No contract is needed. A simple purchase order will work.
172. In the middle of the project, a seller tells you that he cannot get the resources to complete the project. Generally, what is the Best thing to do?
- (A) The contract has been breached. Contact your lawyer.
(B) Try to help uncover more resources, but continue the project.
(C) Remind the seller of the penalties for not meeting the next delivery due date.
(D) Move the project into project closure and begin closure activities.
173. You are in the process of having work crews dig a trench to lay fibber for a high-speed internet connection. All of the work permits have been obtained and

- funding has been approved. There have been several weather related delays, but due to perseverance of the entire team, the project is on time. It is the customer's responsibility to provide entrance facilities so the connection into the building can be made. You discover the customer does not have adequate facilities and will not have them in time. What should you do?
- (A) Slow down the work, allowing the team time off but ensuring that your work will be completed before the customer finishes their portion of the work.
 - (B) Continue working according to your contract. Remind the customer both verbally and in writing of the customer's responsibilities. Provide the customer with an estimate of the impact if they do not
 - (C) Continue working according to your company's portion of work according to the contract. As a project manager, your job done once this is completed.
 - (D) Stop all work and request that the customer contact you when they have fulfilled their responsibilities.
- 174 Your company is in the middle of negotiating to win a major new project. The project nicely fits into the company's strategic plan, but will require some of the best resources the company has in order to meet the quality objectives. Management is excited because the project represents the opportunity to generate good profits for the company and will put all their company expertise to the test. The prospective team members are also excited because the client is prestigious. In order to meet the schedule objectives for the project you need to start committing jobs to new and critical project resources while the contract is still under negotiation,. What should you do?
- (A) Wait until the last minute to do so.
 - (B) Ask the customer for a letter of intent.
 - (C) Only start to collect resumes and do not commit any funds.
 - (D) Explain to management that this would not be a good idea at this point.
175. During completion of the project, you notice that a deliverable, integral to the project, has not been received. The seller says that work is not part of the contract. You remember discussing it during negotiations and even coming to agreement, but you cannot find it in the contract. Which of the following BEST describes this situation?
- (A) The deliverable may be described in the specification and not the contract.
 - (B) The deliverable is required to be completed.
 - (C) A change to the contract is required in order to get the deliverable.
 - (D) The seller is required to complete the deliverable.

176. Near the end of your last project, additional requirements were demanded by a group of stakeholders when they learned they would be affected by your projects. This became a problem because you had not included the time or cost in the project management plans for these requirements. What is the BEST thing you can do to prevent such problems on future projects?
- (A) Review the WBS dictionary more thoroughly, looking for incomplete descriptions.
 - (B) Review the project charter more thoroughly; examine the business case for "holes".
 - (C) Do a more thorough job of contract planning
 - (D) Pay more attention to stakeholder management
177. The software development project is not going well. There are over 30 stakeholders, and no one can agree on the project objectives. One stakeholder believes the project can achieve a 30 percent improvement while another believes a 50 percent improvement is possible. The project management team thinks a 10 percent improvement is more realistic. What is the BEST course of action?
- (A) Move forward with the project and look for information to settle the issue.
 - (B) Average the numbers and use that as an objective.
 - (C) Perform a feasibility analysis
 - (D) Ask the sponsor to make the final decision.
178. A project team has completed, and the customer has accepted, the completed project scope. However, the lessons learned required by the project management office have not been completed. What is the status of the project?
- (A) The project is incomplete because the project needs to be re-planned.
 - (B) The project is incomplete until all project and deliverables are complete and accepted.
 - (C) The project is complete because the customer has accepted the deliverables
 - (D) The project is complete because the project has reached the due date.
179. You are in the middle of a new product development for your publicly traded company when you discover that the previous project manager made a U.S. \$3,000,000 payment that was not approved in accordance with your company policies. Luckily, the project cost performance index (CPI) is 1.2. What should you do?
- (A) Contact your manager
 - (B) Put the payment in an escrow account
 - (C) Bury the cost in the largest cost centre available

(D) Ignore the payment

180. During a meeting with some of the project stakeholders, the project manager is asked to add work to the project scope. The project manager had access to correspondence about the project before the project charter was signed and remembers that the project sponsor specifically denied funding for the scope mentioned by these stakeholders. The BEST thing for the project manager to do would be to:

- (A) Let the sponsor know of the stakeholders' request.
- (B) Evaluate the impact of adding the scope.
- (C) Tell the stakeholders the scope cannot be added.
- (C) Add the work if time available in the project schedule

181. When checking the calendar of a team member to schedule a meeting, you see she has scheduled a meeting with a key stakeholder that you were not informed of. The BEST approach would be to:

- (A) Avoid mentioning it to the team member but continue to watch her activities.
- (B) Notify your boss about the problem
- (C) Address the concern with the team member's boss
- (D) Address the concern with team member.

182. The project manager is having a very difficult time keeping a project schedule on track. The project requires 220 people to complete it. All of the project problem have been fixed to the project manger's satisfaction, the performance index (SPI) is currently 0.67, the cost performance index (CPI) is 1.26, there are 23 activities on the critical path and project PERT duration is 26. Under these circumstances, the monthly status report should report:

- (A) That the project is doing well
- (B) That the project will be late
- (C) That the project cost is behind budget
- (D) The issues and options.

183. Your employee is three days late with a report. Five minutes before the meeting where the topic of the report is to be discussed, she hands you the report. You notice some serious errors in it. What should you do?

- (A) Cancel the meeting and reschedule when report is fixed.
- (B) Go to the meeting and tell other attendees there are errors in the report.
- (C) Force the employee to do the presentation and remain silent as the other attendee find the errors.

- (D) Cancel the meeting and rewrite the report yourself
184. A manager has responsibility for a project that has the support of a senior manager. From the beginning, you have disagreed with the manager as to how the project should proceed and what the deliverables should be. You and she have disagreed over many issues in the past. Your department has been tasked with providing some key work packages for the project. What should you do?
- A. Provide the manager with what she needs
 - B. Inform your manager of your concerns to get her support
 - C. Sit down with the manager at the beginning of the project and attempt to describe why you object to the project, and discover a way to solve the problem.
 - D. Ask to be removed from the project.
185. A large, complex construction project in a foreign country requires coordination to move the required equipment through crowded city streets. To ensure the equipment is transported successfully, your contact in that country informs you that you will have to pay the local police a fee for coordinating traffic. What should you do?
- A. Do not pay the fee because it is a bribe
 - B. Eliminate the work
 - C. Pay the fee
 - D. Do not pay the fee if it is not part of the project estimate.
186. A major negotiation with a potential subcontractor is scheduled for tomorrow when you discover there is a good chance the project will be cancelled. What should you do?
- A. Do not spend too much time preparing for the negotiations
 - B. Cut the negotiations short
 - C. Only negotiate major items
 - D. Postpone the negotiations.
187. You've been assigned to take over managing a project that should be half complete according to the schedule. After an extensive evaluation, you discover that the project is running far behind schedule, and that the project will probably take twice the time originally estimated by the previous project manager. However, the sponsor has been told that the project is on schedule. What is the BEST course of action?
- A. Try to restructure the schedule to meet the project deadline

- B. Report your assessment to the sponsor
 - C. Turn the project back to the previous project manager
 - D. Move forward with the schedule as planned by the previous project manager and report at the first missed milestone.
188. You are half way through a major network rollout. There are 300 locations in the United States with another 20 in England. A software seller has just released a major software upgrade for some of the equipment being installed. The upgrade would provide the customer with functionality they request that was not available at the time the project began. What is the BEST course of action under these circumstances?
- A. Continue as planned, your customer has not requested a change
 - B. Inform the customer of the upgrade and the impact to the project's timeline and functionally.
 - C. Implement the change and adjust the schedule as necessary because this supports the customer's original request.
 - D. Implement the change to the remaining sites and continue with the schedule.
189. You are working on your research and development project when your customer asks you to include a particular component in the project. You know this represents new work, and you do not have excess funds available. What should you do?
- A. Delete a lower priority work package to make more time and funds available
 - B. Use funds from the contingency reserve to cover the cost
 - C. Follow the contract change control process
 - D. Ask for more funds from the project sponsor.
190. You are a project manager for one of many projects in a large and important programme. At a high-level status meeting, you notice that another project manager has reported her project on schedule. Looking back on your project over the last few weeks, you remember many deliverables from the other project that arrived late. What should you do?
- A. Meet with the program manager
 - B. Develop a risk control plan
 - C. Discuss the issue with your boss
 - D. Meet with the other project manager.

191. You have been asked by your management to cut your project estimate by ten percent after you have given it to them. The scope of your new project is unclear and there are over 30 stakeholders. Management expects a 25 percent reduction in downtime as a result of the project. Which of the following is the BEST course of action in this situation?
- A. Re-plan to achieve a 35 percent improvement in downtime
 - B. Reduce the estimates and note the changes in the risk response plan.
 - C. Provide an accurate estimate of the actual costs and be able to support it.
 - D. Meet with the team to identify where you can find 10 percent savings.
192. You are in the middle of a project when you discover that a software seller for your product is having major difficulty keeping employee due to a labor dispute. Many other projects in your company are also using the company's service. What should you do?
- A. Attempt to keep the required people on your project
 - B. Tell the other project managers in your company about the labor problem.
 - C. Contact the company and advise it that you will cancel its work on the project unless it settles its labor dispute
 - D. Cease doing business with the company.
193. All of the following are the responsibility of a project manager EXCEPT?
- A. maintain the confidentiality of customer confidential information
 - B. Determine the legality of company procedures
 - C. Ensure that a conflict of interest does not compromise the legitimate interest of the customer
 - D. provide accurate and truthful representations in cost estimates.
194. In order to complete work on your projects, you have provided confidential information from all of your clients. A university contacts you to help it in its research. Such assistance would require you to provide the university with some of the client data from your files. What should you do?
- A. Release the information, but remove all references to the client's names
 - B. Provide high-level information only
 - C. Contact your clients and seek permission to disclose the information
 - D. Disclose the information.
195. Management has promised you part of the incentive fee from the customer if you complete the project early. While finalizing a major deliverable your team informs you that the deliverable meets the requirements in the contract but will

- not provide the functionality the customer needs. If the deliverables is late, the project will not be completed early. What action should you take?
- A. Provide the deliverable as it is
 - B. Inform the customers of the situation and workout a mutually agreeable solution.
 - C. Start to compile a list of delays caused by the customer to prepare for negotiations
 - D. Cut out other activities in a way that will be unnoticed to provide more time to fix the deliverable.
196. You have just discovered an error in the implementation plan that will prevent you from meeting a milestone date. The BEST thing you can do is:
- A. Develop options to meet the milestone date
 - B. Change the milestone date
 - C. Remove any discussion about due dates in the project status report
 - D. Educate the team about the need to meet milestone dates.
197. While testing the strength of concrete poured on your project, you discover that over 35 percent of the concrete does not meet your company's quality standards. You feel certain the concrete will function as it is, and you don't think the concrete needs to meet the quality level specified. What should you do?
- A. Change the quality standards to meet the level achieved
 - B. List in your reports that the concrete simply "meets our quality needs"
 - C. Ensure the remaining concrete meets the standard
 - D. Report the lesser quality level and try to find a solution
198. You are the project manager for a new international project and your project team includes people from four countries. Most of the team members have not worked on similar projects before, but the project has strong support from senior management. What is the BEST thing to do to ensure that cultural differences do not interfere with the project?
- A. Spend a little more time creating the work breakdown structure and making sure it is complete
 - B. As the project manager, make sure you choose your words carefully whenever you communicate.

- C. Ask one person at each team meeting to describe something unique about their culture.
 - D. carefully encode all of the project manager's communications.
199. a project has a tight budget when you begin negotiating with a seller for a piece of equipment. The seller has told you that the equipment price is fixed. Your manager has told you to negotiate the cost with the seller. What is your BEST course of action?
- A. Make a good faith effort to find a way to decrease the cost
 - B. Postpone negotiations until you can convince your manager to change his mind
 - C. Hold the negotiations, but only negotiate other aspects of the project
 - C. Cancel the negotiations.
200. You are working on a large construction project that is progressing within the baselines. Resource usage has remained steady, and your boss has just awarded you a prize for your performance. One of your team members returns from a meeting with the customer and tells you that the customer is not happy with the project progress what is the FIRST thing you should do?
- A. Tell your manager
 - B. Complete a team building exercise and invite the customer's representatives
 - C. Change the schedule baseline
 - D. Meet with the customer to uncover details.

ANSWERS

1. Answer B

Explanation the project manager determines the project schedule through schedule development. The team and other stakeholders provide the inputs. Since it is also the project manager's role to determine resource needs and create management plans, the choice including those roles cannot be best. Stakeholders are generally not involved in WBS creation either. They do, however, help in determining project constraints and product deliverables. Notice how tricky questions can be if you do not read them correctly! Watch for this in other questions, and pay close attention to the differences in wording.

2. Answer D

Explanation The main drawback of a projectized organization is that at the end of the project when the team is dispersed, they do not have functional department (home) to which to return

3. Answer C

Explanation Because a project done in a matrix organization involves people from across the organization and communications are more complex.

4. Answer B

Explanation In a functional organization, the functional manager is the team member's boss and probably the project manager's boss.

5. Answer A

Explanation In a projectized organization, the entire company is organized by projects, giving the project manager the most power.

6. Answer B

Explanation The project life cycle does incorporate a methodology – for doing the work. It is the product life cycle that spawns many projects. Project management activities are describe in the project management process. The life cycle is different for each industry, so that is the correct answer

7. Answer B

Explanation These are all reasons projects are initiated.

8. Answer B

Explanation Did you select “a group of unrelated project managed in a coordinated way”? if so, you missed the word “unrelated”. Programs are groups of related projects.

9. Answer C

Explanation Operational work is that which is ongoing to sustain an organization.

10. Answer B

Explanation Remember the definition of a project: temporary and unique. Operations and maintenance are considered ongoing activities, not temporary; therefore, such work is not considered a project or part of a project.

11. Answer C

Explanation Notice the use of the word “detailed”. Such budget is created during project planning.

12. Answer D

Explanation The project charter is needed before planning and execution of the work can begin.

13. Answer B

Explanation In project management process, the project budget, project management plan, and detailed risk assessment comes after the schedule. The only answer that could be an input is the work breakdown structure.

14. Answer A

Explanation high –level constraints are identified in the project charter, which is created during project initiating

15. Answer C

Explanation Even though the measurement was not identified in planning, the project manager would still have to investigate the variance and determine if it is important. Therefore, the project manager is in project monitoring and controlling.

16. Answer C

Explanation During project monitoring and controlling, project performance is measured and needed changes are identified and approved.

17. Answer C

Explanation All five process groups are addressed in each project. It is the responsibility of the project manager to determine the level of attention to give to each process group.

18. Answer D

Explanation All of these process are part of project monitoring and controlling.

19. Answer C

Explanation project executing is where work is done to produce the product of the project.

20. Answer A

Explanation Develop project charter occurs during initiating.

21. Answer C

Explanation This question is asking for the most important of the choices. Think about what is involved in integration: project management plan development, project management plan execution, and integrated change control. Updates and product control are parts of project monitoring and controlling, while integration includes more than control. Advancing the careers of team members falls under project executing (develop project team process). In order to integrate the project components into a cohesive whole, communication is key whenever one activity will interface with another or one team member will interface with another, and when any other form of interfacing will occur.

22. Answer C

Explanation The project manager is an integrator. This is a question about your role as an integrator and communicator.

23. Answer D

Explanation Historical records are not generally used for life cycle costing, lessons learned, or creating status reports. They are useful in estimating, risk management, and overall project planning.

24. Answer D

Explanation project managers should be proactive. The only proactive answer here is preventing unnecessary changes.

25. Answer C

Explanation This is a very confusing question. Did you notice all the distracters that may or may not be relevant? Most project schedules are compressed by the project manager during project planning, so that is not a logical reason and cannot be best choice. Issue log is not the best

choice. The number of critical (or hard-to-get) resources noted has no bearing on the need to rework the project charter. Therefore, that cannot be the best choice. Take another look at the second and third project. In the second project, the product of the project was not used. This implies many things, including the possibilities that either the project manager did not identify the requirements of all the stakeholders or that the business need for the project changed dramatically and the project manager did not notice. This indicates a major flaw in the project manager's abilities. In the third project, there were 25 concerns of the stakeholders that were not addressed before the project was completed. Again, this shows a major lack of project management knowledge. The needs of the stakeholders and not just the sponsor must be taken into account on all projects. This makes the project manager's failure to effectively involve the stakeholders the best choice.

26. Answer D

Explanation A change management plan includes the processes and procedures that allow smooth evaluation and tracking of changes. Lessons learned are reviews of the processes and procedures after the fact, to improve them on future projects.

27. Answer B

Explanation Who does each activity is managed with the responsibility assignment matrix. When each activity is done is managed with the project schedule. A work authorization system is used to coordinate when and in what order the work is performed so that work and people may properly interface with other work and other people.

28. Answer C

Explanation The sponsor issues the project charter and so he or she should help the project manager control changes to the charter. The primary responsibility lies with the sponsor.

29. Answer D

Explanation A WBS is created in project planning, but can be used to help manage the project during executing. The word here was not "creating a

WBS” but “using a WBS”. A project control system is set up during project planning, not during project executing, and therefore is the exception.

30. Answer D

Explanation Remember, project length is incorporated when computing NPV, so the reference to how long the projects will take is extraneous information. You would choose the project that provides the most value. In this case the project with the highest NPV.

31. Answer C

Explanation The project scope statement describes work on a high-level basis. Work packages need to be specific to enable team members to complete their work without gold plating. The product scope does not tell team members what work is assigned to them. The team should have a copy of the schedule, but a schedule does not show them what work is included in each of their work packages. Work packages are described in the WBS dictionary. NOTE: Do not think of the WBS dictionary as a dictionary terms.

32. Answer B

Explanation This question can be tricky, especially if you have spent so much time studying that you have forgotten some good project management practices. A quick look at Rita’s process chart in this book might lead you to conclude that the first thing to do would be start planning. However, the question indicates that the project manager was not involved until after the charter was created and approved. Therefore, wouldn’t it be smart to make sure the project charter is clear and complete before moving on? This is why it is best for the project manager to confirm the stakeholders had input the scope.

33. Answer A

Explanation The verify scope process deals with acceptance by the customer. Without this acceptance, the project manager will not be able to move into the next project phase.

34. Answer C

Explanation Monitor and control risk, Control schedule, and control scope are monitoring and controlling processes. This situation asks how to prevent the problem, which would have been done during planning. The project delivered are defined in the Define scope process, which is a part of project planning. Good planning reduces the likelihood of a situation like the one described, by including the right people and spending adequate time clarifying the project scope.

35. Answer A

Explanation The scope baseline includes the WBS, WBS dictionary , and the project scope statement. The scope management plan is not part of the scope baseline.

36. Answer C

Explanation There are many pieces of data in this question that are distracters from the real issues. Though it is common to have to cut costs and add resources to a project, nothing in the question should lead you to think these will be required in this situation. Customers do not generally approve the **project** scope (what you are going to do to complete their requirements); instead, they approve the product scope(requirements). Since requirements are used to measure the completion of the project, not having complete requirements will make such measurement impossible.

37. Answer A

Explanation Perform Quality Control checks for correctness, and verify scope checks for acceptance.

38. Answer A

Explanation much of the work on the project is dictated by the project scope statement. Any imprecision in such a key **document** will lead to differing interpretations.

39. Answer C

Explanation Though it is correct that effective scope **definition** can lead to a more complete project scope statement, this cannot be the answer, because it does not deal with control. Scope planning occurs before the control scope process, not after it. Controlling the schedule is not the best way to control scope, so that is not the best answer. The control processes do not act in

isolation. A change to one will most likely affect the others. Therefore the need to integrate the scope control process with other control processes is the best answer.

40. Answer C

Explanation The project management plan is completed before the verify scope process. The verify scope process does not deal with time, but rather acceptance. The verify scope process does not occur before the Define scope process. The choice stating that the Verify scope process ensures customer acceptance, shows the deliverable meets specifications, and provides a chance for differences of opinion to come to light is entirely correct, making that the best answer.

41. Answer A

Explanation The standard deviation is computed by $\frac{[P - O]}{6}$. Therefore, the answer is b $\frac{[18-12]}{6} = 6/6=1$.

42. Answer D

Explanation A heuristic is a rule of thumb. Examples are cost per line of code, cost per square foot of floor space, etc

43. Answer C

Explanation Total float and free float are the time an activity can be delayed without impacting the entire project or the next activity. A forward or backward pass refers to a network analysis technique, not waiting time. Waiting time is the correct definition of lag.

44. Answer B

Explanation The bar chart may show an end date, but it is not used to determine dates. The project charter also may include a required end date, but not a logical determination of how long the project will take. The network diagram takes the work packages from the work breakdown structure and adds dependencies. The dependencies allow us to look at the various paths through the diagram to determine the longest duration (critical) path. The network diagram is the best answer.

45. Answer C

Explanation A milestone shows the completion of a series of activities or work packages. Therefore, it takes no time of its own.

46. Answer B

Explanation Though having three critical paths COULD require more people or cost more, the answer that is definitely and always true is that it increases project risk. Because you need to manage three critical paths, there is more risk that something could happen to delay the project.

47. Answer D

Explanation There is no information presented about lag or progress. The activity described has float, because there is a difference between the early start and late start. An activity that has float is probably not on the critical path.

48. Answer C

Explanation The key to this question is the phrase “constant number used each month”. Only leveling has such an effect on the schedule.

49. Answer C

Explanation Remember for the exam that analogous estimates are considered to be top-down, high-level estimates. Therefore, they are not based on a detailed understanding of what the work will require. The project manager needs more than an analogous (high-level) estimate to determine whether or not the project will meet the schedule. The benefit of an analogous project estimate is that it is management’s expectations of what the project will cost. Any differences between the analogous estimate and the detailed bottom-up estimate can be reconciled in the planning processes.

50. Answer B

Explanation Waiting until all changes are known, and then printing out new schedule, is a common error many project managers make. Instead, the project manager should be controlling the project throughout its completion. The situation in the question does not provide a reason to believe the schedule baseline must be changed. A project manager must be in control of the project, rather than consulting with management before making any

changes. Whenever a large number of changes occur on a project, it is wise to confirm that the business case, as stated in the project charter, is valid.

51. Answer D

Explanation The formula is $CV=EV-AC$. Therefore, $CV=350-400$, or $CV=50$

52. Answer C

Explanation Analogous estimating is used most frequently during project planning, not project executing. Parametric estimating involves calculations based on historical records. Analogous estimating uses top-down techniques

53. Answer B

Explanation This question is asking, “when you finish estimating costs, what do you have?” many people who do not realize that estimates should be in a range pick that option. Documentation of assumptions is referring to the basis of estimates, which are an output of Estimate costs. The prevention of inappropriate changes is more correctly part of the cost management plan and the change control system.

54. Answer D

Explanation The CPI is less than one, so the situation is bad. The project is only getting 89 cents out of every dollar invested.

55. Answer C

Explanation Earned value questions ask for a calculation or an interpretation of the results. In this case, the project is progressing at 76 percent of the rate planned.

56. Answer A

Explanation Parametric estimate use a mathematical model to predict project cost or time.

57. Answer A

Explanation You are training the team on skills required for the project. The cost is directly related to the project and thus a direct cost.

58. Answer A

Explanation Look for the choice that would have the least negative impact in this situation. You would not need to meet with the sponsor to determine which work can be done sooner. Cutting quality and decreasing scope always have negative effects. The choice with the least negative impact is to eliminate risks in estimate and reestimate.

59. Answer D

Explanation identified risks are both an input to and an output of the Estimate costs process.

60. Answer C

Explanation While it is true that risk will cost the project money that is not the definition of cost risk. Stating that the project is too risky from a cost perspective assumes that the risk is too great to do the project. Cost risk is the risk that project costs could go higher than planned.

61. Answer C

Explanation There can be a cost impact (or time, risk, etc) of exceeding expectations or adding extras. Quality is the degree to which the project meets requirements.

62. Answer B

Explanation Inspection , pareto charts, and fishbone diagrams are tools of perform Quality Assurance or Perform Quality Control (depending on how they are used). Cost of quality is part of plan Quality, making sure the project is not spending too much to achieve a particular level of quality.

63. Answer A

Explanation Fishbone diagram are often used to stimulate thinking and to explore a desired future outcome. Determining whether a process is out of control is a function of control chats. Only focusing on critical issues to improve quality elates to pareto charts.

64. Answer D

Explanation Focusing on the most critical issues to improve quality elates to Pareto charts. Simulating thinking and exploring a desired future outcome

relate to fishbone diagram. Only determining if a process is functioning within set limits relates to control charts

65. Answer A

Explanation The length of time it takes to test a whole population is one of the reasons to take a sample.

66. Answer B

Explanation Quality training is a cost of conformance to quality. All the other choices are costs of nonconformance to quality.

67. Answer B

Explanation Standard deviation is a measurement of range around the mean.

68. Answer D

Explanation You should know the number for 1,2,3, and 6 sigma for the exam.

69. Answer C

Explanation The rule of seven applies here. If you have seven data points in a row on the same side of the mean, statistically the mean has shifted, calling for action to correct the problem.

70. Answer A

Explanation The design of experiment technique allows you to find those factors that have the most impact on quality. It allows the project manager to focus attention on the factors that are most important.

71. Answer B

Explanation In a matrix organization, power is shared between the functional manager and the project manager, so the project manager needs to negotiate with the functional manager for the resources.

72. Answer C

Explanation The job of the project manager includes providing or obtaining project- specific training for team members. This kind of training is a direct cost of the project

73. Answer D

Explanation Expectancy theory states that employees who believe their efforts will lead to effective performance and who expect to be rewarded for their accomplishments will stay productive as rewards meets their expectations.

74. Answer A

Explanation There is always the option to simply postpone dealing with the issue until late. This is withdrawing.

75. Answer B

Explanation Notice the phrasing of this question, “most likely NOT do”. Expect to see questions worded on the exam in ways that can cause you to misinterpret them. You will also see questions about things we forget to do in the real world. “who has time,” you might say, “to determine if each problem is really solved?” one could respond with, “who has time not to do this? who has time to deal with the same problem twice?” The final steps of problem solving include: implement a decision , review it , and confirm that the decision solved the problem.

76. Answer A

Explanation The option of the project manager watching cost more closely includes the concept of cost to trick you into selecting it if you are unsure of the real answer. There is no indication that the cost are trending an any particular direction. There is no reason to think that performance reviews should turn up more adjustments. The project manager should always use good judgment but nothing in this question talks about judgment regarding variances, so this cannot be the best choice. In this situation, the project manager is making great working conditions better. According to Herzberg’s theory, fixing bad working conditions will help you motivate the team, but making good ones better will not improve motivation. The project manager needs to focus on motivating agents and not the hygiene factors.

77. Answer A

Explanation Theory Y is the belief that people can direct their own efforts. Know the difference between Theory X and Theory Y for exam.

78. Answer A

Explanation As project managers can spend 90 percent of their time communicating, the correct choice must be communication.

79. Answer A

Explanation Sending data without pointing out the issue does not mean the communication will be adequately decoded by the recipient. The other choices describe more effective communication in this instance.

80. Answer D

Explanation Notice that this question asks what team member should do. It is important for the project manager to understand the team member's role and possibly even instruct team members on how to work on projects and what is expected of them. Providing the project manager with his schedule including the information in a report, and requesting that the issue be added to the issue log have one thing in common. They involve the team member asking the project manager to do something. In reality, it may very well be the team member who will come up with a solution (such as decreasing the scope of the activity, fact tracking, or specific suggestions about changes to predecessor activities). Therefore, recommending preventive action is the best choice from the team or stakeholders in addition to the project manager.

81. Answer B

Explanation Written communication allows your words to be documented, and they will go to everyone in the same form. When there are complex problems, you want everyone to receive the same information

82. Answer D

Explanation Understanding the receiver's perspective allows the sender to direct the communication to meet the receiver's needs.

83. Answer B

Explanation Everything we do is more formal in a procurement environment than in other project activities. Therefore, formal written communication is required when the customer requests work not covered under the contract

84. Answer C

Explanation The question states that all stakeholders received the information, so the issue is not that this stakeholder did not receive it. The problem presented here illustrates that there is something missing in the communication management plan. The best answer is to review the communication management plan in order to prevent future problems and any instances of similar problems.

85. Answer D

Explanation Courtesy and consideration is not a “rule” for effective meetings. Since there is no indication that the meeting was not scheduled in advance or that there isn’t a purpose, these cannot be the best answers. “Discussed at random” implies no agenda. If an agenda is issued before hand, people will follow the outline and should not need random discussions.

86. Answer D

Explanation Working with people from different cultures with different cultural values and beliefs necessitates an understanding of both basic definitions and areas of cultural impact. As project managers, we need to have good communication skills and a willingness to adapt to other cultures.

87. Answer D

Explanation Insurance premiums are not factors in assessing project risk. They come into play when you determine which risk response strategy you will use.

88. Answer D

Explanation The pitch and tone of voice (paralingual communication) is not relevant here, as the project manager could not even hear all that was being said. There were no issue recognizing after the conversation, so none could be added to the issue log. This is not related to communication requirement, so that choice cannot be best. Saying , “I am not sure I properly heard what you said, ” during the conversation or repeating the message back to the team member would have prevented this problem. Giving and requesting feedback during the communication is the best option.

89. Answer A

Explanation stakeholders have an impact throughout the project, but they must be identified and involved at the beginning of the project, in order to determine their requirements and expectations. If this effort is not done early, the result may be expensive changes and/or dissatisfaction later in the project.

90. Answer A

Explanation Stakeholders can be identified throughout the project. However, the earlier stakeholders are identified, the better for the project. If all of the stakeholders' needs and requirements are taken into account before plans are finalized and project work is begun, fewer changes will be needed later in the project, when they will be more costly

91. Answer B

Explanation The project manager cannot avoid the stakeholder, because he has a stake in the project. The project manager can say "NO", but this does not solve the root cause of the problem. There may be some good ideas within those changes. The only choice that deals with the problem is getting the stakeholder involved in the project as soon as possible.

92. Answer C

Explanation Expected monetary value is calculated by $EMV = \text{probability} \times \text{impact}$. We need to calculate both positive and negative values and then add them.

$$0.6 \times \$100,000 = \$60,000.$$

$$0.4 \times (\$100,000) = (\$40,000)$$

$$\text{Expected Monetary Value} = \$60,000 - \$40,000 = \$20,000 \text{ profit}$$

93. Answer B

Explanation Risk change throughout the project. You need to review risks at the intervals during the project to ensure non-critical risks have not become critical.

94. Answer B

Explanation To mitigate risk, we either reduce the probability of the event happening or reduce its impact. Acceptance of risk means doing nothing (if it happens). Avoidance of risk means we can change the way we will execute the project so the risk is no longer a factor. Transference is passing the risk of to another party. Many people think of using insurance as a way of decreasing impact. However, purchasing insurance transfers the risk to another party.

95. Answer C

Explanation Transference is a risk response strategy

96. Answer D

Explanation A review of cost proposal could be done, but it is not a pressing issue based on the situation provided. Examining the budget reserves could also be done, but not until risk planning is completed. It is always important to carefully complete a project charter, but there are other issues needing detailed attention in this situation. Since this project has never been done before, and there will be a large cost outlay, it would be best for the project manager to spend more time on risk management. Risk identification is the most proactive response and would have the greatest positive impact on the project.

97. Answer A

Explanation This question related real-world situations to risk types. Did you realize that the entire first paragraph is extraneous? Based on the question, you cannot remove the work to avoid it, nor can you insure or outsource it to transfer the risk. This leaves acceptance as the only correct choice.

98. Answer B

Explanation A workaround is an unplanned response to an event that is occurring. This risk discussed in the question has been identified, but it is not occurring at this time, so there is no need to take the action of creating a workaround. You need to analyze the problem before talking to the sponsor. You cannot migrate the risk until you qualify it. Qualifying the risk will help you determine how to proceed.

99. Answer A

Explanation A Monte Carlo analysis could indicate that an estimate for an activity needs to change, but not what the activity estimate should be. Monte Carlo is a simulation, but it does not specifically address quality. It does not deal directly with staff or resource needs either. Project risk can be assessed using Monte Carlo analysis. By considering the inputs to the PERT estimates and the network diagram, you can obtain a better overview of all overall project risk.

100. Answer B

Explanation Stakeholders should be included in the identify risks process. Workarounds are created later in the risk process, as unidentified risk events occur. Plan Risk Responses must include the involvement of all risk response owners and possibly other stakeholders.

101. **Answer:** The correct answer is B.

102. **Answer:** The correct answer is C.

Explanation: Not all projects require improve quality (choice A). Many people think that closing procedures (choice B) along with all other procedures are developed in the planning process group. In fact, these procedures are created in closing. Choice D would occur during the monitoring and controlling process group

103. **Answer:** The correct answer is B.

Explanation: A project is temporary and unique. This is an example of a business process that is ongoing and repeatable. Such processes are best managed in a functional organization.

104. **Answer:** The correct answer is A.

Explanation: High-level project constraints are determined during the initiating process group.

105. **Answer:** The correct answer is C.

The project manager must facilitate a fair equitable solution, but the customer is the first of equals.

106. **Answer:** The correct answer is C.

107. **Answer:** The correct answer is C.

Explanation: There is no indication that the situation is not part of the communications management plan (choice A). The project charter (choice B) has nothing to do with communications. The WBS (choice D) does not show responsibilities. The type of communication is common in a functional organization (choice C).

108. **Answer:** The correct answer is A

Explanation: By definition, risk is the uncertainty of some aspect of the project.

109. **Answer:** The correct answer is B.

Explanation: This question is asking which of the choices is the most effective way to move through the planning process. Choice A skips the important steps of finalizing the scope and other activities. High-level assumption are determined during the initiating processes and all risks are documented during the planning processes, making choice C incorrect. Metric are part of the quality management plan, making choice D incorrect. Choice B is best, as the activity list is created immediately before the network diagram.

110. **Answer:** The correct answer is B.

Explanation: In the project management process, the project budget (choice A), project management plan (choice C) and detailed risk assessment (choice D) come after the schedule.

111. **Answer:** The correct answer is C.

Explanation: Even though the measurement was not identified in planning, the project manager would still have to investigate the variance and determine if it is important. Therefore, the project manager is in the project monitoring and controlling process group.

112. **Answer:** The correct answer is C.

Explanation: Notice the use of the word “detailed” such a budget is created during the planning process group.

113. **Answer:** The correct answer is D.

Explanation: Is this a hard question? The whole discussion of the team member and his actions is a distracter. The real problem is not that the team member is being uncooperative. He is asking a question that many team members want to ask in the real world. How can I tell you how things are going if I do not know what work I am being asked to do? The real problem is the lack of a WBS and work packages. Otherwise the team member would not have to ask such a question. Choice A cannot be the answer because the project manager is not losing resources (what is implied by getting the manager’s buy-in). Though a reward system (choice B) would help with cooperation, the real problem is not cooperation. Choice C cannot be the answer because it does not solve the problem at hand (not knowing what the team member is to do), it solves another problem. If you chose C, be very careful! You can get 10 to 20 questions wrong on the exam simply because you do not see the real problem!

114. **Answer:** The correct answer is D

Explanation: Notice the question asks which is NOT an input to the initiating process group is. Did you read this correctly? The project scope statement (choice D) is an output of the planning process group. Did you select Choice A? Companies should have processes in place for hiring resources, reporting and managing risks on project (to name only a few).

115. **Answer:** The correct answer is D

Explanation: In a functional organization, employees are divided into departments such as marketing and engineering.

116. **Answer:** The correct answer is D

Explanation: The role of the PMO is defined by its parent organization.

117. **Answer:** The correct answer is A

Explanation: Activity lists (Choice B) may list the work package they relate to, but they do not contain detailed descriptions of the work packages. The preliminary project scope statement (Choice C) may contain project scope, but it does not describe the work a team is assigned. The project scope management plan (choice D) describes how scope will be planned, managed, and controlled. It does not include a description of each work package. The WBS dictionary defines each element in the WBS. Therefore, descriptions of the work packages are in the WBS dictionary.

118. **Answer:** The correct answer is C.

Explanation: Did you notice that all four choices could logically be done? Then why is C the best choice? To answer this question, ask yourself what is the biggest issue. In this case, the biggest issue is the material delay for activity D, since activity D is on critical path. This makes choice C the best choice. If you picked choice A, read carefully as you would be solving the wrong problem! The most immediate problem described here is not the past difficulty getting acceptance of the project management plan. Doing choice B is wise, but not

immediately; you have a delay to deal with first. The same can be said for choice D. A delay may require the reassignment of resources, but you do not yet know if the delay will impact schedule. Study this question well. Knowing what choices are appropriate when a change occurs depends on the situation described and is an important skill for a project manager.

119. **Answer:** The correct answer is C .

Explanation: You should have notice that only choices A and C involve more people than just the project manager. Since this is an issuing involving everyone, everyone should be involved. Choice A may be a good idea in all cases; however, it does not specifically address cultural issues. Therefore, the answer must be C.

120. **Answer:** The correct answer is A.

Explanation: Integration is a key responsibility of the project manager, so choice A is the best answer.

121. **Answer:** The correct answer is D.

Explanation: Only with formal acceptance can the project manager be sure the project work is really complete.

122. **Answer:** The correct answer is B.

Explanation: The most correct answer here is team buy-in. Without buy-in, the team is not motivated to perform.

123. **Answer:** The correct answer is D.

Explanation: A team member should have flexibility at the work package level to make some changes as long as they are within the overall scope of the WBS dictionary.

124. **Answer:** The correct answer is D.

Explanation: Deliverables are accepted in scope verification.

125. **Answer:** The correct answer is D.

Explanation: Work not in the WBS is outside the scope of the project.

126. **Answer:** The correct answer is B.

Explanation: A submittal that does not meet the requirements should not be accepted.

127. **Answer:** The correct answer is B.

Explanation: The project manager should validate with the customer that the change will add value, and follow change processes.

128. **Answer:** The correct answer is C.

Explanation: The executive process group is where work is done to produce the product of the project.

129. **Answer:** The correct answer is D.

Explanation: The term stakeholder encompasses all the other choices. In this case, it is the best answer since the WBS can be used (but does not need to be used) as a communications tool for all stakeholders to “see” what is included in the project.

130. **Answer:** The correct answer is B.

Explanation: You can expect many questions dealing with changes on the exam. Generally, you look for impacts to the components of the “triple

constraint” (choice B), even if the project is ahead of schedule and /or under budget. You cannot do choices A or C until choice B is done. There is no such thing as a configuration change board (choice D).

131. **Answer:** The correct answer is A.

Explanation: Based on lessons we learned from past projects or from our past experience, we prefer to do activities in a certain order. Choice B talks about external dependencies. Choice C refers to mandatory dependencies. Choice D is not a reason for dependencies.

132. **Answer:** The correct answer is B.

Explanation: Choice A is reactive, making it not the best. Choice C cannot be best because it is generally the responsibility of the person completing the package to define the activities needed. Choice D cannot be best because this is not necessarily a change; it is a further breakdown of the project work. The project manager’s role is to make sure all work is needed and that there is no gold plating. This is what choice B says, making it the best choice.

133. **Answer:** The correct answer is C.

Explanation: Leveling resources (choice B) generally extends the schedule. Monte Carlo analysis (choice D) does not directly address the constraints of this situation. To compress the schedule, you could either crash or fast track. However, the situation says that the network diagram cannot change. This eliminates the fast tracking option (choice A), leaving choice C as the best answer.

134. **Answer:** The correct answer is D.

Explanation: The bar chart (or Gantt chart) is designed to show a relationship to time. This is best used when demonstrating progress or status as a factor of time.

135. **Answer:** The correct answer is A.

Explanation: Did you get lost looking at all numbers presented in this question? Notice that there are no calculations required, simply an understanding of what the problem is. Many project managers try to solve problems that are not within their area of control. This question describes schedule management, which is a responsibility of the project manager.

136. **Answer:** The correct answer is D.

Explanation: The two paths you have in this question are Start, 1, 2, 3, End and Start, 1, 4, End. Path Start, 1, 2, 3, End would take $1 + 4 + 5$ days or 10 days to complete. Path Start 1, 4, End would take 1 + 10 days or 11 days to complete. A trick to calculating this quickly is to carefully draw the network diagram, list all the possible paths and then determine how much time each path would take.

137. **Answer:** The correct answer is A.

Explanation: The standard deviation is computed by $(P-O)/6$. Therefore $(18-12)/6 = (6)/6 = 1$.

138. **Answer:** The correct answer is D.

Explanation: Choices A and B are types of costs and do not relate to 'giving up another. "Choice C is a way to determine today's value of a future cash flow and does not deal with the quoted phrase. The definition of opportunity cost

includes the cost of choosing one project and giving up another, and thus it is the best answer.

139. **Answer:** The correct answer is B.

Explanation: Choices B and D are close, but B is the better choice. Because this is an issue that goes across the organization, it is up to the sponsor to make the decision and up to the project manager to provide the information for the decision to be made. This is an example of evaluating before making a decision.

140. **Answer:** The correct answer is A.

Explanation: This question focuses on how to control costs, not estimating. Choice B deals with scope, choices C and D with estimating only.

141. **Answer:** The correct answer is C.

Explanation: Value analysis is a way of finding the least expensive way to do the work.

142. **Answer:** The correct answer is A.

Explanation: You are training the team on skills required for the project. The cost is directly related to the project and thus a direct cost.

143. **Answer:** The correct answer is B.

Explanation: We convert a future cash flow into a value today. This allows us to DIRECTLY compare two future cash flows.

144. **Answer:** The correct answer is A.

Explanation: As a general rule, one cannot say that quality (as defined in the question) is whether of high or low cost (choices B and C) or that it provides the minimum price (choice D). It does give the customer what the customer

wanted, which may not be the lowest or highest cost. Therefore, the best answer is A.

145. **Answer:** The correct answer is A.

Explanation: Notice in this question that is a lot of data not relevant to answering the question? Expect these distracters to occur in almost every question on the exam. Quality should produce a decrease rather than an increase in cost risk as a result of less rework, so choice B and C can be eliminated. Quality should also provide increased cost effectiveness due to less rework. This eliminates Choice D leaving the best answer, choice A.

146. **Answer:** The correct answer is D.

Explanation: Choice A relates to Pareto Charts, Choice B and C relates to fishbone diagrams. Only choice D relates to control charts.

147. **Answer:** The correct answer is C.

Explanation: Quality assurance, of which an audit is part, focuses on processes, procedures and standards, Though ISO may be thought of a standard, audits are not required and so choice A cannot be best. The seller cannot general control or review the customer's process, so choice D is more representative of a cost audit than a quality and so cannot be the best choice.

148. **Answer:** The correct answer is D.

Explanation: Memorize the number 1-, 2-, 3 and 6 – sigma.

149. **Answer:** The correct answer is B.

Explanation: performance e of work package (choice A) is done after project planning, since the previous project manager did not finish planning. Choice D should not be next. Risk identification (choice C) sounds like a good choice,

however, identify quality standard (choice B) occurs before risk identification.
The best answer is B.

150. **Answer:** The correct answer is B.

Explanation: Though each person working on the project should check their own work as part of any project, the project manager ultimately has the responsibility for quality on the project as a whole.

151. **Answer:** The correct answer is C.

Explanation: Quality attributes are the measurements that determine if the product is acceptable. They are based on the characteristics of the project for which they were designed.

152. **Answer:** The correct answer is C.

Explanation: You want to document the change to be sure that everyone gets the message, but it does not require formal communication.

153. **Answer:** The correct answer is D.

Explanation: Both choices A and D could have prevented the outcome, but D is the only one that would ensure you were not sitting in a meeting with a document that had not been reviewed.

154. **Answer:** The correct answer is D.

Explanation: Forecasts are an output of report performance

155. **Answer:** The correct answer is B.

Explanation: Nonverbal communication carries 55 percent of the message you send with this much at stake, nonverbal communication is of major importance.

156. **Answer:** The correct answer is C.

Explanation: The formula is $(N \times (N - 1))/2$. Here you have to figure out how many more. Therefore $5(4)/2 = 10$, $8(7)/2 = 28$, and finally $28 - 10 = 18$.

157. **Answer:** The correct answer is D.

Explanation: Feedback is a tool to improve communication, not a communication “blocker” manager to use choice A.

158. **Answer:** The correct answer is A.

Explanation: Questions like this can drive one crazy. Although it asks for the most important thing, there are many choices that are reasonably correct. In questions like this, look for the most immediate need. In this case, the team member is in a manufacturing environment. That means that communications will most likely be blocked by noise. In order to have the issue at hand taken care of, the communication, it is best for the project.

159. **Answer:** The correct answer is D.

Explanation: Choice D includes all of the other choices. Stakeholders can be project assets who perform project work, provide expert advice, and remove roadblocks. Because they are involved in the project, you should consider their needs when creating a communications management plan.

160. **Answer:** The correct answer is B.

Explanation: Many of these choices could be done, but ask yourself, “What is the most effective thing to do?” The party may well generate lessons learned, and

recording them (choice A would certainly be a good idea, but the question asked what to do first. There is a more immediate issue – the manger. Choice C could also be useful, but it would require taking some of all the stakeholders’ time when there is only one stakeholder – the manager – who definitely has an issue. Besides, a good project manager would be holding regular meetings with the stakeholders already. Choice D might be a good idea, as the manager apparently is not communicating with the project manager. However, this would not absolutely make sure that he is not getting the information he needs. His lack of needed information is causing him to suggest more meetings. Too many meetings are a problem on projects. The concept of information distribution (choice B) is to determine who needs what information and plan how to get it to them. A great project manager does not just add meetings, but solves the real problem in the best way. That might take the form of changing a report or sending existing reports to different people rather than adding meetings. For reasons, choice B is best.

161. **Answer:** The correct answer is D.

Explanation: Insurance premiums come into play when you determine which risk response strategy you will use.

162. **Answer:** The correct answer is D.

Explanation: Choice A could be done, but it is not a pressing based on the situation provided. Choice B could also be done, but not until risk planning is completed. It is always important to carefully complete a project charter, choice C, but there are other issues needing detailed attention in this situation, so choice C cannot be best. Since this project has never been done before, and there will be a large cost outlay, it would be best for project manager to spend more time on risk management. Risk identification is the most proactive respond and would have the greatest positive impact on the project.

163. **Answer:** The correct answer is B.

Explanation: Team members (choice A) will have knowledge of the project and the product of the project and will thus have a lot to contribute to risk responses.

Those responsible for risk templates (choice C) will be able to provide the templates from past projects (historical records) and therefore will be very important. Key stakeholders (choice D) will know more about the technical working of the project to help plan “what are we going to do about it?” So choice D is not likely to be the least important. The sponsor (choice B) may have the least knowledge of what will work to solve the problems. Sponsors need to be involved in the project and help identify risks. They may even approve the response plans created by others, but they would not generally be major contributors to response plans. This makes B the best choice.

164. **Answer:** The correct answer is B.

Explanation: This is a tricky question. Risks are identified during identification, naturally, but newly emerging risks are identified in risk monitoring and control.

165. **Answer:** The correct answer is C.

Explanation: Transference is a risk response strategy.

166. **Answer:** The correct answer is B.

Explanation: You would need to analyze the problem before you would talk to the sponsor (choice A). You could not mitigate the risk (choice C) until you qualified the risk. A workaround (choice D) is an unplanned response to a risk that is occurring. This risk is identified, not occurring, so there is no need to take action by creating a workaround. Qualifying the risk (choice B) will give you an indication of how great the risk is. That information will help you determine how to proceed.

167. **Answer:** The correct answer is C.

Explanation: Expected monetary value (EMV) is computed by $EMV = \text{probability} \times \text{impact}$. We need to compute both positive and negative values and then sum them.. $0.6 \times \$100,000 = \$60,000$. $0.4 \times (\$100,000) = (\$40,000) = (\$40,000)$.
Expected Monetary Value = $\$60,000 - \$60,000 - \$40,000 = \$20,000$ profit.

168. **Answer:** The correct answer is A.

Explanation: Notice that this is a part has occurred, rather than a problem that has just been identified. Following the right process is part of professional and social responsibility. Because an unidentified problem or risk occurred, it is important to perform choice B and C. however, they are not your first choices. You might need to inform management (choice D) but this is reactive, not proactive, and not the first thing you should do.

169. **Answer:** The correct answer is C.

Explanation: The risk is the loss of data due to a power outage. Choice A is not related to “mitigating” the problem. It transfers the risk. A reserve fund (choice B) is acceptance and would help address the cost factors after the power failure, but would not reduce the probability or impact of it. Avoiding the hurricane by scheduling the installation at a different time (choice D) mitigates the power outage risk but could have a large negative impact on the project schedule and so is not the best choice. The better choice of the mitigation option (choice C and D) is to monitor the weather and know when to implement the contingency plan. It is relevant that this is two – year project. If the project was shorter, choice D may have been a more appropriate choice.

170. **Answer:** The correct answer is D.

Explanation: Baselines are created during project planning and are used to measure project performance.

171. **Answer:** The correct answer is A.

Explanation: This is short duration and a small dollar amount. T&M is a good choice for staff augmentation.

172. **Answer:** The correct answer is B.

Explanation: This is a question that looks for your understanding of the term breach, and its impact on your project. In this situation, the seller has NOT breached the contract; he has not failed to meet a deliverable. It says he is having trouble meeting it. Until a breach occurs, you do not need to take legal action. Therefore, choice A would not be the best option. Many people pick choice C, but this is not correct because it does not deal with the problem, it simply says, “You must find them anyway” Choice D is not correct since you still need the effort completed and moving into closure will not provide the required deliverable. This leaves choice B, which implies that since the contract has not been breached, the best thing to do would be found internally, or you may have a better understanding of the availability of resources in your area.

173. **Answer:** The correct answer is B.

Explanation: Choice A would have a cost and lost profit impact on your company. Choice C is not ethical. If you are under contract, you can generally never stop work, so choice D is not acceptable. The project manager needs to be proactive in ensuring that everyone completes his or her activities (including the customer). Since your company is under contract to provide a product, you will need to ensure that your contractual obligations are fulfilled. In contract situations it is best to follow up serious verbal discussions with a letter (choice B).

174. **Answer:** The correct answer is B.

Explanation: This is a tough but common situation. Choice B is commonly done. Even though a letter of intent is not binding in a court of law, it does make the seller feel more comfortable about expending funds before a contract is signed. Notice how much of the question is extraneous. Expect questions on the exam that are wordy, distracting from the real problem at hand, and have whole paragraphs of information that is irrelevant to the real problem.

175. **Answer:** The correct answer is C.

Explanation: If it is not in the contract (which includes the specifications), a change order is needed to acquire it.

176. **Answer D**

Explanation choices A and B are good ideas, but they do not solve the problem presented in the question. The WBS (choice A) and the project charter (choice B) do not identify stakeholders. Choice C is a procurement function.

177. **Answer C**

Explanation This type of issue must be settled early in the project, because the content and extent of the entire project management plan depends on the deliverables and objectives. The best way to resolve the issue is choice C, which is a problem solving method. The other choice are really smoothing or forcing.

178. **Answer B**

Explanation Re-planning (choice A) is uncalled for by the situation described. A project is complete when all work, including all project management work, is complete and the product of the project, not just deliverables, accepted. The lessons learned are project management deliverables, so choice C cannot be correct. Proper work must be done, not just a date passed, for a project to be complete, so choice D cannot be best.

179. **Answer A**

Explanation Project managers must deal with potentially unethical situations like the situation described. Choices B and C hide it. Choice D ignores it. Only choice A deals with it.

180. **Answer C**

Explanation Based on the information presented there is no reason to try to convince the sponsor to add the work (choice B and D). Though one could let the sponsor know (choice A) the best choice would be to say no. An even

better choice would be to find the root cause of the problem, but that choice is not listed here.

181. **Answer D**

Explanation Always look for the choice that deals with and solve the problem. Choice A is withdrawal. Choice B and C would not be appropriate until you learn the root cause of the problem.

182. **Answer D**

Explanation The professional and social responsibility of the project manager requires that the truth be told. Choice A is lying and unethical. Choice B is not the correct choice because you do not KNOW the project will be late. There is time to fix the problems. Choice C is not correct because there are no cost problems illustrated in the question. As in any report, you need to state the issue and options.

183. **Answer A**

Explanation Choice C is penalizing the employee and making her lose face. Choices B, C and D all involve decreasing the employee's moral. Therefore the best choice, and the one that does not waste everyone's time, is to cancel the meeting, get to the root cause of the problem and then fix it and reschedule the meeting (partially described in Choice A).

184. **Answer A**

Explanation We assume that proper management was followed and your opinion was considered during project initiating. Therefore, the best choice would be choice A. You need to provide the work as approved by management.

185. **Answer C**

Explanation This is fee for service paid to a government official and is therefore not a bribe.

186. **Answer D**

Explanation Choice D is more ethical and demonstrates good faith. Why spend time in negotiation?

187. **Answer B**

Explanation Choice C is not possible as the previous project manager may have left the company or he may be busy with new projects. It is a form of withdrawal. Moving ahead (choice D) also withdraws from the problem, and withdrawal is not the best choice. There are two problems described here: the project is behind and the sponsor does not know it. There seem to be two possible right answers, choice A and B. Which is the best thing to deal with? Certainly it would be to work to get the project on schedule, but look at what choice A says. It limits the effort to restructuring the schedule and does not consider other options, such as cutting scope that might more effectively deal with the problem. Choice A is too limiting. What if the sponsor would agree to change the due date? The best choice in THIS situation is to inform the sponsor of the revised completion time estimate.

188. **Answer B**

Explanation Professional and social responsibility includes looking after the customer's best interests. Therefore, choice A cannot be best. In this case, the schedule and scope are already approved and all changes must go through the change control process. Therefore choices C and D cannot be best.

189. **Answer C**

Explanation This is a common occurrence on many projects. When you take the exam, always assume that a change requires evaluation and formal change (choice C) unless it says otherwise. The request from the customer is a change

and should be handled as a change. Choices A and D could be done, but only after evaluation and customer approval and as part of choice C. Choice B could be done only if the situation was identified as a risk and included in the reserve.

190. **Answer D**

Explanation Professional and social responsibility dictates that you should confront the situation first with the other project manager (choice D) to find out if the other project is really on schedule and thereby confirm or deny your information. Choice A or C would be the second step if choice D validates your concern. Choice B would be a more likely choice if it referred to an earlier step in risk. But choice D remains the best answer.

191. **Answer C**

Explanation This is a common problem on projects that many inexperienced project managers handle by doing choice B or D. If your estimates are accurate, you are ethically bound to stand by them (choice C). Management's only option to cut cost is to support the project manager's looking for options related to the components of the "triple constraint" Choice A does not address the issue at hand, costs.

192. **Answer B**

Explanation Choice A puts your interest over those of your company so it cannot be the best choice. There is no indication that the labor dispute has caused any problems, so there is no need to cancel its work (choice C) or to cease doing business with the company (choice D). The best choice would be to inform others in your company.

193. **Answer B**

Explanation The project manager is neither empowered nor competent to determine the legality of company procedures. NOTE: There is an important distinction between practices and procedures. All unethical practices should be

reported. For example, as project manager must report an act of fraud. Fraud is not a company procedure (normally). However, a project manager is not in a position to determine whether company procedures comply with existing law.

194. **Answer C**

Explanation Confidential information should be respected (not disclosed to third parties without the express approval of the client). If you picked choice A, remember that the clients own the confidential information.

195. **Answer B**

Explanation Choices A and D ignore the customer's best interests. Any delays would have already been resolved with other change orders, so choice C is not appropriate. The ethical solution is to talk with the customer (choice B). You might still be able to win the incentive fee and find a mutually agreeable solution. Think of the good will that will come from the customer.

196. **Answer A**

Explanation Choice B,C and D do not solve the problem, while choice A does. Choice B is unethical. Choice C violates the rule to report honesty.

197. **Answer D**

Explanation Can you explain why choice A and B are unethical? Choice C simply withdraws from the problem and is therefore not the best solution. The only possible choice is D. That choice would involve quality and other experts to find a resolution.

198. **Answer C**

Explanation You should have notice that only choices A and C involve more people than just the project manager. Since this is an issue involving everyone,

everyone should be involved. Choice A may be a good idea in all cases; however, it does not specifically address cultural issues. Therefore, the answer must be C.

199. **Answer A**

Explanation There is always a way to decrease costs on the project. How about offering to feature the seller in your next television ad? The best choice is A.

200. **Answer D**

Explanation You should look for a choice that solves the problem. Choice A is not assertive enough for a project manager. Also, you need more information before talking to your manager. Choice B might be nice, but it does not address the customer's concerns with the project. Changing the baseline (choice C) is not ethical under these circumstances. Problem solving begins with defining the causes of the problem. Therefore, choice D is the only answer.