

**National University**  
**PME 601, October 2019**  
**Final Exam**  
**Due: 10/26/19**

Answer the following multiple-choice questions

1. In order to be successful, the project team must be able to assess the needs of stakeholders and manage their expectations through effective communications. At the same time they must balance competing demands between project scope, schedule, budget, risk, quality, and resources, which are also known as project \_\_\_\_?
  - a) Plan elements
  - b) Deliverables
  - c) Constraints
  - d) Targets
  
2. Projects pass through a series of phases as they move from initiation to project closure. The names and number of these phases can vary significantly depending on the organization, the type of application, industry, or technology employed. These phases create the framework for the project, and are referred to collectively as the:
  - a) Project life cycle
  - b) Project management information system (PMIS)
  - c) Product life cycle
  - d) Quality methodology
  
3. When would a predictive project life cycle be the preferred approach?
  - a) When the high-level vision has been developed, but the product scope is not well defined.
  - b) When the environment is changing rapidly.
  - c) When the product to be delivered is well understood.
  - d) When the product will be created through a series of repeated cycles.

4. A narrative description of products, services or results to be delivered by the project is a:
- a) Request for information
  - b) Business case
  - c) Project statement of work
  - d) Elevator pitch
5. The document that includes the necessary information to determine whether a project is worth the required investment, and is used for decision making by upper management, is called the:
- a) Project Scope Statement
  - b) Project Charter
  - c) Business Case
  - d) Case Study
6. A business case typically contains information regarding the business need and a financial analysis. Which financial model divides the cash flow by the initial cash outlay
- a) Benefit-Cost Ratio (BCR)
  - b) Internal Rate of Return (IRR)
  - c) Net Present Value (NPV)
  - d) Payback Period (PP)
7. A hierarchical organization where each employee has one clear superior, staff are grouped by areas of specialization and managed by a person with expertise in that area is known as a:
- a) Composite organization
  - b) Functional organization
  - c) Projectized organization
  - d) Weak matrix organization
8. In an agile life cycle model \_\_\_\_\_:
- a) The scrum master controls the team
  - b) Detailed planning precedes execution
  - c) Customer requirements are gathered early in the project
  - d) The team is self-directed

9. The Chief Projects Officer or PMO's responsibilities might include:

- a) Signing the project charter
- b) Ensuring enough resources are available to perform the project
- c) Working with the team to create a project schedule and budget
- d) Promoting the project at the executive level of the organization

10. Adding to the project after it has already begun without making adjustments to time, cost, or resources, is known as:

- a) Scope creep
- b) Risk
- c) Milestones
- d) Acceptance criteria

11. What project charter component documents significant points or events in the project, and per the author may be developed most effectively when combined with other information such as acceptance criteria?

- a) Network diagram
- b) Gantt chart
- c) Stakeholder management strategy
- d) Summary milestone schedule

12. In the project charter, the summary budget is represented as a \_\_\_\_\_?

- a) Time-phased cost baseline
- b) Rough order of magnitude of -25% to + 75% accuracy
- c) Definitive estimate of -5% to +10% accuracy
- d) Management reserve

13. The components of a project communications management plan should typically include

the purpose of the communication, structure (format, content etc.), methods or technologies to be used, and \_\_\_\_\_:

- a) Work performance data
- b) Time frame and frequency
- c) Stakeholder priorities
- d) Lessons learned

14. Most project meetings are formal, planned events between project stakeholders. Effective meetings typically have a purpose, a pre-arranged time and place, a list of attendees and their roles, and an agenda with topics and issues to be discussed. After the meeting, \_\_\_\_\_ are circulated.

- a) Refreshments
- b) Business cards
- c) Meeting minutes
- d) Lessons learned

15. Which of the following statements about a work package is true?

- a) It requires the work of the entire project team.
- b) It is the responsibility of the project manager.
- c) It is the most detailed level of the WBS.
- d) It is small enough that it can be completed by one person.

16. A “component of the project management plan that describes how the scope will be defined, developed, monitored, controlled and verified” is the \_\_\_\_\_.

- a) Project statement of work
- b) Requirements management plan
- c) Scope management plan
- d) WBS Dictionary

17. The process of breaking the WBS into smaller and smaller deliverables is called:

- a) Decomposition
- b) Functional design
- c) Detailed specifications
- d) Value engineering

18. Nick has time, budget and adequate supplies and equipment to finish his project. owner, there is only one trained engineer assigned to the project team. According to his schedule model, Nick needs at least three engineers. He will need to adjust the start and finish dates for schedule activities to compensate for this constraint, which is \_\_\_\_\_?

- a) Logical order of activities
- b) Activity duration
- c) Cash flow concerns
- d) Availability of key resources

19. A critical path activity has \_\_\_\_\_ slack during the planning process.

- a) The most
- b) Zero
- c) Negative
- d) Positive

20. What is an advantage of using the “program evaluation and review technique” (PERT) when estimating the duration for an activity?

- a) It uses historical data from a similar activity or project to calculate the duration
- b) It uses brainstorming techniques to reach a team consensus for the duration
- c) It helps to clarify the range of uncertainty around the expected duration
- d) It is less costly and time consuming than other estimating techniques

21. When planning the resources needed for a project, the project manager typically focuses on:

- a) People
- b) Equipment
- c) Material
- d) All of the above

22.A “schedule compression technique in which activities or phases normally done in sequence are performed in parallel for at least a portion of their duration” is referred to as \_\_\_\_\_.

- a) Critical path
- b) Critical chain
- c) Crashing
- d) Fast tracking

23. An iterative planning technique where “the work to be accomplished in the near term is planned in detail, while the work in the future is planned at a higher level”, is referred to as \_\_\_\_\_:

- a) Three-point estimating
- b) Rolling wave planning
- c) Parametric estimating
- d) Analogous estimating

24. As the project progresses from initiation through planning and executing, and additional detail is gathered, the range of values for the project cost estimate will:

- a) Broaden
- b) Stay the same
- c) Narrow
- d) Be replaced with a single number

25. One of the principle benefits of creating a bottom-up estimate during planning is that the estimate:

- a) Can be created quickly
- b) Is very accurate
- c) Matches the high-level estimate in the project charter
- d) Will not change once the project is in flight.

26. The budget within the cost baseline that is allocated for identified risks, for which mitigating responses are developed, is called the \_\_\_\_\_.

- a) Contingency reserve
- b) Management reserve
- c) Control account
- d) Activity cost estimate

27. A SWOT analysis is an information gathering tool that helps increase the range of identified risks by examining strengths, weaknesses, \_\_\_\_\_ and threats to a project.

- a) Opportunities
- b) Options
- c) Origins
- d) Organizations

28. A team endeavor to list, on individual sticky notes, all of the possible threats and opportunities that could occur to an upcoming project might be used during the \_\_\_\_\_ process.

- a) Plan risk responses
- b) Perform qualitative risk analysis
- c) Identify risks
- d) Perform quantitative risk analysis

29. An analytical technique used to determine the basic underlying source of a variance, a defect, or a risk is called \_\_\_\_\_.

- a) Qualitative risk analysis
- b) Monte Carlo analysis
- c) SWOT analysis
- d) Root cause analysis

30. Expected Monetary Value (EMV) is commonly used within this type of analysis:

- a) Root cause
- b) Decision tree
- c) Monte Carlo
- d) Cost / Benefit

31. An important input to the Plan Quality Management process is requirements documentation. This is because:

- a) The organization will have a uniform set of specific quality requirements that must be adhered to by every project.
- b) Requirements include the schedule and cost information that must be balanced against quality needs for the project.
- c) Requirements documentation captures the stakeholder expectations that should be met by the project.
- d) The sponsor's directives for the project's level of quality are expressed in the requirements.

32. What cycle is the basis for quality improvement?

- a) DMAIC
- b) PDCA
- c) DOE
- d) TQM

33. All of these are components of a workflow diagram called the SIPOC model **EXCEPT** :

- a) Customer
- b) Process
- c) Input
- d) Solution

34. The PMBOK® Guide defines quality as:

- a) Exceeding customer expectations by delivering more than they requested.
- b) Achieving the highest possible level of quality using objective measures.
- c) The degree to which a set of inherent characteristics fulfills requirements.
- d) A category used to distinguish items that have the same functional use.



35. Project or product attributes such as on-time performance, defect frequency, and costs vs. budget are known as \_\_\_\_\_.

- a) Quality metrics.
- b) Quality thresholds.
- c) Quality tolerances.
- d) Quality boundaries.

36. Preventive action is defined as \_\_\_\_\_.

- a) Changes to formally controlled project documents.
- b) An intentional activity that realigns the performance of the project work with the project management plan.
- c) An intentional activity that ensures the future performance of the project work is aligned with the project management plan.
- d) An intentional activity to modify a nonconforming product or product sub-component.

37. The process of “auditing the quality requirements and results from quality control measurements to ensure that appropriate quality standards and operational definitions are used” is called:

- a) Plan Quality Management
- b) Develop Project Management Plan
- c) Perform Quality Assurance
- d) Control Quality

38. In order to plan for procurements, the project team uses a project document that includes a list of deliverables, acceptance criteria, project assumptions and constraints, and a description of the product, service or result. This document is called the \_\_\_\_\_.

- e) Work Breakdown Structure (WBS)
- f) Project Charter
- g) Project Contract
- h) Project Scope Statement

39. Source selection criteria from the Plan Procurement Management process might include all of these outputs **EXCEPT**:

- a) Technical approach
- b) Financial capacity
- c) Expert judgment
- d) Risk

40. Which contract type requires the buyer to precisely specify the product or services being procured?

- a) Time and material
- b) Cost reimbursable
- c) Fixed Price
- d) Incentive fee

41. The type of procurement document that might be used to request prices for standard products or services is called a \_\_\_\_\_:

- a) Request for Proposal (RFP)
- b) Request for Information (RFI)
- c) Invitation for Negotiation (IFN)
- d) Request for Quotation (RFQ)

42. Procurement performance reviews, contract change control system, payment systems and performance reporting are all tools and techniques for which procurement process?

- a) Plan Procurement Management
- b) Conduct Procurements
- c) Close Procurements
- d) Control Procurements

43. The project manager's ability to influence others plays an important role in \_\_\_\_\_ with functional managers to secure project staff assignments.

- a) Demanding
- b) Requesting
- c) Meeting
- d) Negotiating

44. All of these are techniques for managing project conflicts **EXCEPT**:

- a) Smooth / Accommodate
- b) Withdraw / Avoid
- c) Dictate / Enforce
- d) Collaborate / Problem Solve

45. Part of the team development process that helps to ensure team success involves \_\_\_\_\_ and \_\_\_\_\_ desirable behavior.

- a) Modeling and Demonstrating
- b) Recognizing and Rewarding
- c) Documenting and Observing
- d) Requiring and Confirming

46. An output of the process Develop Project Team, an evaluation of the team's success in achieving project objectives for schedule, budget and quality levels, is called team \_\_\_\_\_.

- a) Project performance review
- b) Performance assessments
- c) Annual review
- d) Work performance reporting

47. Which aspect of project management includes “collecting, measuring, and distributing performance information, and assessing measurements and trends to effect process improvements”?

- a) Controlling
- b) Monitoring
- c) Executing
- d) Closing

48. The upper and lower \_\_\_\_\_ are often  $\pm 3$  standard deviations (3 sigma) around a process (mean (average))

- a) Specification limits
- b) Tolerances
- c) Thresholds
- d) Control limits

49. The “methodology that combines scope, schedule, and resource measurements to assess project performance and progress” is called

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- e) Cost management (CM)
- f) Funding limit reconciliation
- g) Triple constraint management
- h) Earned value management (EVM)

50. Terminations for \_\_\_\_\_ often result from a problem with the project’s cost, schedule or performance.

- a) Convenience
- b) Completion
- c) Default
- d) Confidence

51. At the end of the project or phase, lessons learned are finalized and transferred to the company knowledge base for future use. These lessons learned can include all of the following **EXCEPT**:

- i) Project issues log
- j) Individual performance reviews
- k) Project risk register
- l) Which techniques did and did not work well

52. The new management team at a large company has re-evaluated ongoing initiatives and has identified new goals and objectives for the year. They direct that all contracts in progress be terminated immediately. This is an example of -----.

- m) Management by objectives
- n) Termination for cause
- o) Termination for convenience
- p) Decision by consensus

53. The personal values of team members on high-performing teams can be enhanced through which of the following team behavior practices?

- q) independent efforts and emphasis on the individual
- r) constant focus on improvement
- s) unilateral initiatives and personal competition
- t) adherence to formal procedures

54. Project teams often adopt ground rules to address which of the following relationship topics?

- a) manage sponsors and senior leaders
- b) manage customers and clients
- c) protect confidentiality
- d) protect the project sponsor

55. All of the following are among the common task-related sources of project conflict EXCEPT:

- a) schedule
- b) project priorities
- c) technical approach
- d) personalities

56. Which party to a contract absorbs the preponderance of cost risk when a Firm-Fixed-Price (FFP) contract is used?

- u) the seller
- v) the buyer
- w) the cost risk is equally shared.
- x) the insurer

57. Which quality tool provides a crisp definition of what and how to measure specific performance?

- a) voice of the customer
- b) root cause analysis
- c) quality metrics
- d) benchmarking

58. Which of the following documents describes how the project team will implement the performing organization's quality policy?

- a) quality benchmarking plan
- b) quality control plan
- c) quality management plan
- d) quality audit plan

59. When a project team elects to purchase insurance, or adopts a fixed price contract with a vendor, or hires an expert, it is demonstrating which of the following risk response strategies?

- a) avoid a threat
- b) transfer a threat
- c) mitigate a threat
- d) assume a threat

60. Project managers must often face the challenge of compressing the project schedule. All of the following actions can be taken to reduce the duration of the critical path EXCEPT:

- a) Reduce the project scope and /or quality.
- b) Overlap sequential activities using finish-to-finish, start-to-start, or start-to-finish relationships.
- c) Use the float in critical path activities
- d) Partially overlap sequential activities by using time leads.

61. Work Breakdown Structures typically include one or more intermediate levels. Which of the following statements correctly describe the nature of these intermediate levels?

- a) They generally represent items that need to be created in order to create the final deliverables.
- b) They generally represent the raw materials required to create the final deliverables.

- c) They generally represent the resource assignments to create the final deliverables.
- d) They generally represent the sequence and timing of work packages

62. The approved set of procedures that describe how modifications to the project deliverables and documentation will be managed and controlled are collectively known by which of the following terms?

- a) scope statement
- b) change control system
- c) configuration management plan
- d) scope management plan

63. The process of “systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project” is called:

- a) develop project management plan
- b) stakeholder analysis
- c) communications management
- d) i.d. stakeholders

64. Which of the following activities can be used to build relationships within the core project team?

- a) emphasize individual learning opportunities
- b) establish independent agendas
- c) regularly celebrate small successes
- d) use conflict resolution techniques

65. Which of these is not one of the primary types of information captured in a project meeting?

- a) action items agreed to.
- b) evaluation of the meeting.
- c) new issues raised and old issues closed.
- d) assumptions and constraints.

66. Which of the following organizational structures runs contrary to the unity of command principle - that each employee works for a single supervisor?

- a) functional organization
- b) projectized organization
- c) matrix organization
- d) siloed organization

67. Many writers have stated that effective objectives should be:

- a) broad - to cover many dimensions of the business
- b) measurable - to track progress
- c) unachievable - to inspire maximum performance
- d) resource based - to focus on the inputs

68. Which of the following statements correctly describes a weakness associated with the financial project selection model?

- a) The benefit-to-cost models favor projects which generate the smallest absolute return over a specified period.
- b) Payback period models do not consider the profit to be realized after the costs are paid.
- c) The Net Present Value (NPV) method does not consider the time value of money.
- d) The Internal Rate of Return (IRR) method is difficult to use when a project has conventional cash flows.

69. Which of the following actions will likely cause a project to fail?

- a) dedicating valuable team member time to identify risk events
- b) spending project funding to procure needed tools and spare parts
- c) unclear or conflicting stakeholder expectations
- d) conducting a project audit to evaluate performance

70. PERT and Gantt charts are essentially the same:

T      F