**Test bank (Not all textbook chapters have test bank questions as hands-on assignments are better for some of the chapters):**

**Pool - Chapter 2 Textbook**

1-Which of the following are not on the list of factor rankings for successful projects:

a)user involvement in the project

b)executive management support for the project

c)experienced project management

d)external readiness support

ans. D, pg. 20 (Table 2.1)

2-There are five management groups that consist of the following:

a)Initiating, planning, executing, monitoring and controlling, and closing

b)Initiating, planning, executing, monitoring and controlling, and readiness

c)planning, launching, executing, monitoring and controlling, and closing

d)planning, executing, monitoring and controlling, readiness and closing

ans. A, pg. 20-21

3-25% of all projects are completed on time.

Ans. True, pg. 20

4-50% of projects have late completion dates and/or go over budget.

Ans. True, pg. 20

5-Approximately 75% of all projects undertaken will probably come in late or be canceled.

Ans. True, pg. 20

6-There are seven organizational knowledge management areas in the PMBOK which are project integration, scope, time, cost, quality, risk and communication.

Ans. False, pg. 21

7-What are project requirements definition?

a)initiating a project.

b)breakdown of the client’s deliverables that are described in detail.

c)documenting lessons learned for a project.

d)best practices to improve project methodology.

Ans. B, pg. 22

8-The characteristics of a decision logic table (DLT) is

a)display all the elements of a problem.

b)shows all the conditions affecting the solution.

c)reveals all the relationships that exist among the defined conditions.

d)all of the above.

Ans. D, pg. 27

9-The brown paper is a form of flow-charting used to capture a complete process for evaluation, including highlights of key activities, interfaces, documentation, data sources, strengths and problems.

Ans. True, pg. 24

10-Brainstorming is a requirements gathering group brainstorming exercise that needs to be facilitated by the project manager.

Ans. True, pg. 24

11-A process chart uses the following symbols

a)transportation, inspection, delay, storage and process.

b)operation, transportation, inspection, delay and storage.

c)operation, inspection, delay, storage and process.

d)transportation, inspection, delay, storage and information.

Ans. B, pg. 27

12-Which of the following does “not” apply to RACI charting?

a)illustrates the IF and THEN concept.

b)means of analyzing and assigning roles and responsibilities.

c)enhances communication.

d)correlates functional roles by assigning codes (RACI).

Ans. A, pg. 29

13-The major reason for project failures are not the specifics of what went wrong, but rather the lack of procedures, methodology, and standards for managing a project.

Ans. True, pg. 30

14-A project ranking matrix is used to prevent resource turnover.

Ans. False, pg. 31

15-Quality Management consists of quality assurance and quality control.

Ans. True, pg. 32

16-Sponsor and supplier agreements specify mutual commitments of the involved parties during the life of the project.

Ans. True, pg. 35

17-40% of large-scale projects that IT organizations are working on are no longer relevant to the overall business of the organization.

Ans. True, pg. 31

18-Monitoring and controlling, one of the five management groups, can be defined as monitoring and measuring progress regularly to identify variances within the plan, so corrective actions can be taken if needed.

Ans. True, pg. 21

19-Planning, one of the five management groups, can be defined as finalize all activities/tasks and above processes to close the project.

Ans. False, 21

20-Executing, one of the five management groups, can be defined as activities and related tasks that coordinate resources to carry out the plan.

Ans. True, pg. 21

21-The organizational knowledge management areas are project integration, scope, time, cost, quality, human resources, communication, risk and procurement.

Ans. True, pg. 21

22-Quality assurance describes how to plan to monitor and measure quality performance.

Ans. False, pg. 32

23-Quality control describes how to plan to monitor and measure quality performance.

Ans. True, pg. 32

24-Quality management personnel ensure that the project and related documentation are being developed according to an acceptable process.

Ans. True, pg. 32.

**Pool - Chapter 3 Textbook**

1-Which organizational structure is set up according to major business functions such as aircraft, facilities, logistics, environment or public affairs?

a)functional organization structure

b)centralized organization structure

c)projectized organization structure

d)matrix organization structure

Ans. A, pg. 45

2-The centralized organization is set up according to major business functions.

Ans. False, pg. 43

3-Which organizational structure is set up by different departments that may overlap according to their functions?

a)functional organization structure

b)centralized organization structure

c)projectized organization structure

d)matrix organization structure

Ans. B, pg. 43

4-The functional organization is set up by different departments that may overlap according to their functions.

Ans. False, 45

5- Which organizational structure involves projects that pull employees from various functional units trying to capitalize on the benefits of centralized and functional structures?

a)functional organization structure

b)centralized organization structure

c)projectized organization structure

d)matrix organization structure

Ans. D, pg. 47

6-The projectized organization structure is a project organization that has project managers with full authority where employees report to the project manager.

Ans. True, pg. 46

7-The matrix organization structure involve projects that pull employees from various functional units trying to capitalize on the benefits of centralized and functional structures.

Ans. True, pg. 47

8-Virtual teams consist of groups of people with a shared goal who work together without necessarily any physical interaction.

Ans. True, pg. 49

9-A benefit of virtual teams is that costs can be lower when physical facilities are not needed to house employees.

Ans. True, pg. 49

10-A challenge of the matrix organization is that team members often have to respond to two different managers.

Ans. True, pg. 48

11-A challenge of the virtual organization structure is that team members work with colleagues that are collocated.

Ans. False, pg. 50

12-The \_\_\_\_\_\_\_\_ organizational structure is referred to as the hybrid organization that has units resembling other organizational structures.

a)matrix

b)composite

c)centralized

c)functional

Ans. B, pg. 50

13- The matrix organization structure can be considered as a \_\_\_\_\_\_ matrix.

a)strong, middle or balanced

b)balanced, mild or strong

c)strong, functional or weak

d)weak, balanced or strong

Ans. D, pg. 47

14-The stronger the matrix in a matrix organization, the more it resembles a projectized organization where project managers have administrative staff with a significant amount of authority.

Ans. True, pg. 47

15-In a functional organization structure, organizational units do not have to compete with one another to get the support of their specialty groups because only one group is familiar with aircraft and that eliminates competition within the same organization.

Ans. True, pg. 45

16-The \_\_\_\_\_\_\_\_ organization has the most clear line of authority within the organization as a whole.

a)centralized

b)matrix

c)virtual

d)composite

Ans. A, pg. 44

17-Subject matter experts (SME) are experienced project managers.

Ans. False, pg. 45

18-A benefit of the *matrix organization structure* is that people in a specialty unit have an in-depth understanding of the functional area for which they belong because all of their work revolves around that function.

Ans. False, pg. 45

19-In a virtual organization structure, a benefit is that working relationships tend to be more established.

Ans. False, pg. 44

20-In a \_\_\_\_\_\_\_organization structure, there could be a challenge of slow response times to project requests since there will be internal politics regarding which projects get approved.

a)composite

b)functional

c)centralized

d)matrix

Ans. C, pg. 44

21-In a centralized organization structure, it may be difficult to manage peaks and valleys in staff workloads since there is a smaller pool of labor resources available.

Ans. True, pg. 45

**Pool - Chapter 4 Textbook**

1-Feasability studies evaluate the overall costs and benefits to determine whether the project is worth pursuing.

Ans. True, pg. 55

2-NPV is a time series of cash flows, both incoming and outgoing, which is the sum of the PVs of the individual cash flows.

Ans. True, pg. 57

3-NPV provides a more accurate picture of financial performance than the payback period.

Ans. True, pg. 57

4-Value driver analysis refers to the period of time required for the return on investment.

Ans. False, pg. 57

5-Depreciation is the process of using value drivers to select strategic projects.

Ans. False, pg. 57

6-\_\_\_\_\_\_\_ is the process of allocating an asset’s cost to the accounting periods over which the asset is being used.

a)payback period

b)net present value

c)depreciation

d)feasibility study

Ans. C, pg. 57

Pool - Chapter 5 Textbook

1-A model approach to officially launching a project is to use a formal charter signed by the management and supported by a business case.

Ans. True, pg. 63

2-\_\_\_\_\_\_\_\_ come in many different categories as there will be project sponsors, functional managers, team members,

a)project stakeholders

b)project managers

c)project supporters

d)project planners

Ans. A, pg. 64

3-Organizations focus on the success of producing project deliverables but also need to focus on the growth of successful \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

a)project stakeholders

b)project managers

c)project supporters

d)project planners

Ans. B, pg. 64

4- A \_\_\_\_\_\_\_\_\_\_ is typically a person in the organization who has a significant amount of influence and often will reap the deliverable benefits of the project.

a)project stakeholder

b)project manager

c)project sponsor

d)project planner

Ans. C, pg. 65

5-A project \_\_\_\_\_\_\_\_\_\_\_ is a document that formally authorizes a project and documents the stakeholder’s needs and expectations.

a)scope statement

b)budget

c)deliverable

d)charter

Ans. D, pg. 65

6-A project charter signed is the final plan for the project.

Ans. False, pg. 65

**Pool - Chapter 6 Textbook**

1-The scope planning process yields a \_\_\_\_\_\_\_\_\_\_\_\_.

a)scope management plan

b)scope definition

c)scope statement

d)scope team

Ans. A, pg. 77

2-Scope definition results in which of the following

a)updated scope management plan

b)scope statement

c)requested changes to the project scope

d)all of the above

Ans. D, pg. 77-78

3-A \_\_\_\_\_\_ is a document used to develop and confirm a common understanding of the project scope.

a)scope management plan

b)scope definition

c)scope statement

d)scope team

Ans. C, pg. 78

4-Examples of project \_\_\_\_\_\_\_\_\_\_\_\_\_ are delivering the defined outputs on-time, on-budget and within scope.

a)characteristics

b)objectives

c)risks

d)estimates

Ans. B, pg. 80

5-Examples of a product objective are for the software to be user-friendly or for technical specifications to be met.

Ans. True, pg. 80

6-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a system, product, service, result, standard, or anything else that is desired by a stakeholder.

a)project boundaries

b)product acceptance criteria

c)product characteristics

d)project requirements

Ans. D, pg. 81

7-\_\_\_\_\_\_\_\_\_\_\_\_\_outlines how the project will be approved and therefore is a definitional guide to measuring success.

a)product acceptance criteria

b)project boundaries

c)product characteristics

d)project requirements

Ans. A, pg. 81

8-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are restrictions that exist such as funds, timelines, contracts in place requiring that purchases be made from certain suppliers, system interfaces produced to be compatible with existing organization’s systems, or even space availability.

a)product acceptance criteria

b)project constraints

c)product characteristics

d)project requirements

Ans. B, pg. 82

9-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a statement that the project manager believes to be true with regard to having access to some defined level of organizational resources such as computer workstations for team members.

a)product acceptance criteria

b)project constraints

c)product assumptions

d)project requirements

Ans. C, pg. 82

10-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are significant events, deliverables or achievements within a project or schedule.

a)product acceptance criteria

b)project constraints

c)product assumptions

d)project milestones

Ans. D, pg. 84

11-\_\_\_\_\_\_\_\_\_\_\_\_\_ is how the entire project is managed from procedures to set-up project documentation to tracking of the project milestones to team interactions.

a)project configuration management

b)project constraints

c)product assumptions

d)project milestones

Ans. A, pg. 85

12-One aspect of configuration management is having a procedure in place for how to handle any additions, deletions, and modifications to the project documentation.

Ans. True, pg. 86

**Pool - Chapter 7 Textbook**

1-A \_\_\_\_\_\_\_\_ divides overall project scope requirements into a tree structure of work units that are created by decomposing the project scope statement into smaller segments until all work and required deliverables are defined.

a)charter

b)WBS

c)milestone

d)assumption

Ans. B, pg. 91

2-Work package dimensions include

a)project goal

b)major subsets of the project goal

c)fundamental work units of the project

d)all of the above

Ans. D, pg. 92-93

3-A WBS \_\_\_\_\_ is data repository to capture all project information.

a)scope

b)statement

c)dictionary

d)assumption

Ans. C, pg. 93

4-Traceability, affordability, feasibility, usability, producibility are examples of the nine ibilities.

Ans. True, pg. 95

5-Maintainability, operability, scalability, simplicity and readability are examples of the nine ibilities.

Ans. False, pg. 95

6-There are various schemes that can be used to label the WBS boxes; however, in most of these, a decimal point-type numbering approach is used to reflect the hierarchical layers.

Ans. True, pg. 102

7-The initial project scope baseline represents overall project deliverables and work definition specification has been formally agreed upon by the customer and the management as representing the project requirements.

Ans. True, pg. 110

8-\_\_\_\_\_\_\_ is defined as the ability to describe and follow the life of a requirement through the life cycle.

a)Traceability

b)Affordability

c)Feasibility

D)Producibility

Ans. A, pg. 96

9-\_\_\_\_\_\_\_\_ relates to a match of the design approach to the budget constraints.

a)Traceability

b)Affordability

c)Feasibility

D)Producibility

Ans. b, pg. 96

10-\_\_\_\_\_\_\_\_\_ involves how the process or product functions in the hands of the future user.

a)Traceability

b)Affordability

c)Usability

D)Producibility

Ans. C, pg. 96

11-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_is an attribute related to how the actual item will be constructed.

a)Traceability

b)Affordability

c)Feasibility

D)Producibility

Ans. D, pg. 96

12-\_\_\_\_\_\_\_\_\_\_\_\_\_ deals with the item in production relating to the level of effort to keep the device ready to perform its function.

a)Maintainability

b)Affordability

c)Feasibility

D)Producibility

Ans. A, pg. 96

13-\_\_\_\_\_\_\_\_involves the future user’s ability to easily and safely use the product or device.

a)Traceability

b)Operability

c)Feasibility

D)Producibility

Ans. B, pg. 96

14-\_\_\_\_\_\_\_ connotes the ability of the product or process to handle higher level of activity.

a)Traceability

b)Affordability

c)Scalability

D)Producibility

Ans. C, pg. 96

15-\_\_\_\_\_\_\_\_\_\_ is an overarching concept with a goal being to find ways to achieve complex output as simple as possible.

a)Traceability

b)Affordability

c)Feasibility

D)Simplicity

Ans. D, pg. 96

**Pool - Chapter 8 Textbook**

1-The basic direct work unit estimating cost drivers are primarily linked to

a)associated labor work component

b)associated materials

c)other miscellaneous costs

d)all of the above

Ans. D, pg. 119

2-High-level estimates can be performed based on

a)analogous estimates based on similar previous efforts, expert guess based on past experience and external consultants who have been involved in this class of effort.

b)analogous estimates based on similar previous efforts, expert guess based on past experience and material costs.

c)analogous estimates based on similar previous efforts, labor costs and material costs.

d)analogous estimates based on similar previous efforts, labor costs and external consultants who have been involved in this class of effort.

Ans. A, pg. 122

3-\_\_\_\_\_\_\_\_ is used by an estimator that relies on his/her expertise and is guided by historical information and experience.

a)expert judgment

b)analogous

c)heuristic

d)Delphi

Ans. A, pg. 125

4-62% of cost estimators in the software industry use \_\_\_\_\_\_\_\_\_\_\_\_.

a)heuristic

b)expert judgment

c)analogous

d)Delphi

Ans. B, p g. 125

5-Using expert judgment has the advantage of requiring little data collection simply uses experience past projects.

Ans. True, pg. 125

6-\_\_\_\_\_\_\_ estimating is based more on data and less on raw scope definition but is based on prior experiences with and from similar type projects.

a)heuristic

b)expert judgment

c)analogous

d)Delphi

Ans. c, pg. 126

7-Analogous estimating is best used in the early phases a project before significant details are available.

Ans. True, pg. 126

8-\_\_\_\_\_\_\_\_\_\_\_ is called a “rule-of-thumb” estimate based on empirical parameters derived from past experiences.

a)heuristic

b)expert judgment

c)analogous

d)Delphi

Ans. A, pg. 126

9-\_\_\_\_\_\_\_\_\_\_\_ estimating is most effective when making high-level estimates in the early stages of projects where there are many unknowns and a single expert would bring too much bias to the solution.

a)heuristic

b)expert judgment

c)analogous

d)Delphi

Ans. D, pg. 126

10-\_\_\_\_\_\_\_\_\_\_ estimating is a technique that uses statistical relationships between historical data and resulting work levels.

a)phased

b)effort distribution (top-down)

c)parametric

d)bottom-up

Ans. C, pg. 128

11-\_\_\_\_\_\_\_\_\_estimating involves an incremental approach to the process with the main benefit is that it allows the effort to move forward quicker with less pre-definition.

a)phased

b)effort distribution (top-down)

c)parametric

d)bottom-up

Ans. a, pg. 129

12-\_\_\_\_\_\_\_\_\_\_\_\_ estimating the project as a whole and then apportions the total estimate into high-level groupings based on a historical resource or cost distribution pattern.

a)phased

b)effort distribution (top-down)

c)parametric

d)bottom-up

Ans. b, pg. 131

13-\_\_\_\_\_\_\_\_\_\_ estimating is considered by experts to the most accurate of all the techniques since it is directly linked to the WBS work packages.

a)phased

b)effort distribution (top-down)

c)parametric

d)bottom-up

Ans. d, pg. 133

14-Business travel, office expenses, support equipment, miscellaneous charges and other support costs are considered

a)miscellaneous direct expenses

b)reserve accounts

c)overhead

d)profit

Ans. A, pg. 136

15-The parametric checklist represents a set of questions that should be reviewed as part of the work estimating process.

Ans. False, pg. 138

**Pool - Chapter 9 Textbook**

1-Every project has a logical sequence for performing its defined work.

Ans. True, pg. 150

2-The predecessor network diagram sequencing option \_\_\_\_\_\_\_\_\_\_\_\_\_\_ indicates that the two liked activities would start at the same time.

a)Start/Start (SS)

b)Finish/Finish (FF)

c)Start/Finish (SF)

d)Finish/Start (FS)

Ans. A, pg. 152

3- The predecessor network diagram sequencing option \_\_\_\_\_\_\_\_\_\_\_\_\_\_ indicates that the named activity would need to finish at the same time as its reference activity.

a)Start/Start (SS)

b)Finish/Finish (FF)

c)Start/Finish (SF)

d)Finish/Start (FS)

Ans. B, pg. 152

4- The predecessor network diagram sequencing option \_\_\_\_\_\_\_\_\_\_\_\_\_\_ indicates that the successor task cannot be completed until the predecessor begins.

a)Start/Start (SS)

b)Finish/Finish (FF)

c)Start/Finish (SF)

d)Finish/Start (FS)

Ans. C, pg. 152

5- A lag is a linked task that can start before the predecessor is finished.

Ans. False, pg. 153

6-The predecessor coding activity has the potential to stretch or compress a schedule depending upon the lead, lag, or other predecessor code.

Ans. True, pg. 153

7-To allocate specific resources necessary to produce the defined output for each unit, the following must take place:

a)allocate human resource skills required to execute each defined work unit in the WBS.

b)material resource estimates are defined for each work unit based on the technical specifications.

c)other supplementary costs are estimated for each work unit.

d)all of the above

8-The four decision variables necessary to create a first cut schedule are

a)WBS code ID, work unit name, estimated duration (work days) and predecessor code

b)resource unit, work unit name, estimated duration (work days) and predecessor code

c)WBS code ID, resource unit, estimated duration (work days) and predecessor code

d)WBS code ID, work unit name, resource unit and predecessor code

Ans. A, pg. 154

9-Activities that have positive total slack would generally require less rigorous monitoring since a slippage in these will not affect the planned completion date as long as the slack remains.

Ans. True, pg. 158

10-Understanding both critical path and slack concepts is vital for effective time management.

Ans. True, pg. 159

11-The calculation rule for the forward pass is to take the lower value of the two revers paths and record that as the nodal T(L) time.

Ans. False, pg. 158-159

12-The calculation rule for the backward pass is to take the highest value for multiple input paths at the node.

Ans. False, pg. 158-159

**Pool - Chapter 10 Textbook**

1-The more common visible resource items in creating the project budget are

a)direct labor, material, and expenses

b)level of effort (LOE) expenses

c)third-party contractual expenses and overhead

d)all of the above

Ans. D, pg. 169-170

2-Direct costs are linked to specific project work units, whereas indirect resource charges are allocated in various ways and may be less visible to a specific project work unit.

Ans. True, pg. 170

3-\_\_\_\_\_\_\_\_\_\_\_ include human resources, material resources, and other expenses for its execution.

a)direct costs

b)indirect costs

c)plant costs

d)overhead costs

Ans. A, pg. 170

4-\_\_\_\_\_\_\_\_\_\_\_ include enterprise machinery, plant, and other indirect expenses associated with the organization support of the project.

a)direct costs

b)indirect costs

c)human resources costs

d)material costs

Ans. B, pg. 171

5-Miscellaneous budget components consist of

a)material, scope change, management reserve (MR), risk and overhead

b)Level of effort (LOE), scope change, management reserve (MR), risk and machinery

c)Level of effort (LOE), scope change, management reserve (MR), risk and overhead

d)material, scope change, management reserve (MR), risk and machinery

Ans. C, pg. 172-173

6-A common example of the \_\_\_\_\_\_\_\_\_\_\_\_ cost category is support services that are allocated to various levels within the project WBS.

a)level of effort (LOE)

b)scope change

c)management reserve (MR)

d)risk

Ans. A, pg. 172

7-\_\_\_\_\_\_\_\_\_\_ is used for unanticipated events that occur that require funding.

a)level of effort (LOE)

b)scope change

c)management reserve (MR)

d)risk

Ans. C, pg. 173

8-\_\_\_\_\_\_\_\_\_\_\_ costs are used to process the handling of scope changes.

a)level of effort (LOE)

b)scope change

c)management reserve (MR)

d)risk

Ans. B, pg. 173

9-\_\_\_\_\_\_\_\_\_\_\_ costs are for events that have a probability of occurrence and if they occur would require extra resources to resolve.

a)level of effort (LOE)

b)scope change

c)management reserve (MR)

d)risk

Ans. D, pg. 173

10-Budget overruns of 50% and higher are common.

Ans. True, pg. 173

11-Cost overruns occur from:

a)technical factors

b)psychological factors

c)political-economic explanations

d)all of the above

Ans. D, pg. 174

12-Cost accuracy estimates evolve through the following three stages

a)rough order of magnitude (ROM), definitive and budget

b)rough order of magnitude (ROM), definitive and final

c)estimate, definitive and budget

d)estimate, definitive and final

Ans. A, pg. 175

13-A \_\_\_\_\_\_\_\_\_\_\_\_\_\_ is an estimate based on general knowledge of the requirement, but little specific knowledge regarding detailed requirements.

A)estimate

b)rough order of magnitude (ROM)

c)definitive

d)final

Ans. B, pg. 175

14-A \_\_\_\_\_\_\_\_\_\_\_\_ is an estimate based on reasonable requirements resulting from a scope defining WBS, but a yet incomplete analysis related to such areas as risk, resource availability and capacity.

A)estimate

b)rough order of magnitude (ROM)

c)definitive

d)budget

Ans. C, pg. 175

15-A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the normal goal for a project budget formulated at the completion of a formal planning phase should strive for an accuracy level within 5-10%.

A)estimate

b)rough order of magnitude (ROM)

c)definitive

d)budget

Ans. D, pg. 175

16-The three critical management components associated with resource management are

a)resource pool, resource capacity analysis and cost baseline

b)resource pool, resource capacity analysis and cost capture process

c)budget pool, resource capacity analysis and cost baseline

d)budget pool, resource capacity analysis and cost capture process

Ans. A, pg. 177

17-The \_\_\_\_\_\_\_\_\_\_ provides a definition of human resources available for the project.

A)resource capacity analysis

b)resource pool

c)cost baseline

d)cost capture process

Ans. B, pg. 177

18-The \_\_\_\_\_\_\_\_\_\_ are the mechanics related to comparing a project plan to actual available resources.

A)resource capacity analysis

b)resource pool

c)cost baseline

d)cost capture process

Ans. A, pg. 177

19-The \_\_\_\_\_\_\_\_\_ is the resultant status of the human resource allocations to work units resulting in a process that creates a direct linkage through the project schedule to produce a life cycle cost view.

A)resource capacity analysis

b)resource pool

c)cost baseline

d)cost capture process

Ans. C, pg. 177

**Pool - Chapter 11 Textbook**

1-\_\_\_\_\_\_\_\_\_\_\_\_ can be thought of as unplanned events in the future that could occur.

a)management

b)costs

c)projects

d)risk

Ans. D, pg. 201

2-\_\_\_\_\_\_\_\_\_\_\_ is formally defined as the systematic process of planning for, identifying, analyzing, responding to, and monitoring project risks involving processes, tools, and techniques to help the PM maximize the probability of a predictable outcome.

a)risk management

b)risk identification

c)qualitative risk analysis

d)quantitative risk analysis

Ans. A, pg. 201

3-\_\_\_\_\_\_\_\_\_\_\_ are risks that are logically expected to occur and for which some general probabilities and impacts can be estimated.

a)deliverables

b)known risks

c)unknown risks

d)outcomes

Ans. B, pg. 202

4-\_\_\_\_\_\_\_\_\_\_\_\_\_ are not predictable events and are not generally anticipated in terms of the formal risk evaluation process.

a)deliverables

b)known risks

c)unknown risks

d)outcomes

Ans. C, pg. 202

5-The six risk management processes are

a)approve risk process, plan risk action, perform qualitative risk analysis, perform quantitative risk analysis, plan risk responses, and monitoring and control risks.

b)plan risk management, plan risk action, perform qualitative risk analysis, perform quantitative risk analysis, plan risk responses, and monitoring and control risks.

c)approve risk process, identify risk, perform qualitative risk analysis, perform quantitative risk analysis, plan risk responses, and monitoring and control risks.

d)plan risk management, identify risk, perform qualitative risk analysis, perform quantitative risk analysis, plan risk responses, and monitoring and control risks.

Ans. D, pg. 203-204

6-\_\_\_\_\_\_\_\_\_\_\_ consists of details outlining how to approach, plan, and execute the risk management activities for a project with the main output of this process being the risk management plan.

a)plan risk management

b)identify risk

c)plan risk responses

d)monitoring and control risks

Ans. A, pg. 203

7-\_\_\_\_\_\_\_\_ defines the risk events that are likely to affect a project.

a)plan risk management

b)identify risk

c)plan risk responses

d)monitoring and control risks

Ans. A, pg. 203

8-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ prioritizes the identified events for subsequent further analysis or action by assessing their probability of occurrence and impact with the main output being to update the risk register.

a)perform qualitative risk analysis

b)perform quantitative risk analysis

c)plan risk responses

d)monitoring and control risks

Ans. A, pg. 204

9-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ provides a quantification of the selected events to establish a measure of impact.

a)perform qualitative risk analysis

b)perform quantitative risk analysis

c)plan risk responses

d)monitoring and control risks

Ans. B, pg. 204

10-\_\_\_\_\_\_\_\_\_\_\_\_\_ develops options and actions to enhance opportunities and to reduce threats for the selected events.

a)perform qualitative risk analysis

b)perform quantitative risk analysis

c)plan risk responses

d)monitoring and control risks

Ans. C, pg. 204

11-\_\_\_\_\_\_\_\_\_\_\_\_ is designed to track both identified and unidentified new events with the process’ main outputs are recommended corrective and preventive actions, requested changes, updates to the risk register, and revisions to the project management plan.

a)perform qualitative risk analysis

b)perform quantitative risk analysis

c)plan risk responses

d)monitoring and control risks

Ans. D, pg. 204

12-\_\_\_\_\_\_\_\_\_\_\_\_ can be defined as an early warning sign that a risk has occurred or is about to occur.

a)trigger

b)risk register

c)risk mitigation

d)tools

Ans. A, pg. 211

**Pool - Chapter 12 Textbook**

1-\_\_\_\_\_\_\_\_\_\_\_\_ is reducing the project overall life cycle time as the technique shortens the project schedule, usually to meet constrained target dates.

a)reducing scope

b)fast tracking2

c)resource capacity

d)crashing

Ans. B, pg. 217

2-The process of reducing task time by \_\_\_\_\_\_\_\_\_\_ simply means adding resources to a critical path task to finish the project quicker.

a)reducing scope

b)fast tracking

c)resource capacity

d)crashing

Ans. D, pg. 218

3-\_\_\_\_\_\_\_\_\_\_\_ is a technique to produce products under a scarcity of materials situation or attempting to engineer equivalent output using materials that were more readily available.

a)reducing scope

b)fast tracking

c)value engineering

d)crashing

Ans. C, pg. 221

**Pool - Chapter 13 Textbook**

1-\_\_\_\_\_\_\_\_\_\_\_\_ are planned contingency reserves for risk, scope change and management.

a)reserve funds

b)scope reserve

c)risk reserve

d)management reserve

Ans. A, pg. 230

2-\_\_\_\_\_\_\_\_\_\_\_ is for scope changes approved by the project board to fund the amount of additional project resources needed to execute the new work.

a)reserve funds

b)scope reserve

c)risk reserve

d)management reserve

Ans. B, pg. 231

3-\_\_\_\_\_\_\_\_\_\_allowances for unplanned but potentially required changes that can result for realized risks identified in the risk register.

a)reserve funds

b)scope reserve

c)risk reserve

d)management reserve

Ans. C, pg. 231

4-\_\_\_\_\_\_\_\_\_\_ budgets reserved for unplanned changes to project scope and cost.

a)reserve funds

b)scope reserve

c)risk reserve

d)management reserve

Ans. D, pg. 232

5-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ will store documents created during the project such as the project charter, scope statement, WBS, etc.

a)project repository

b)risk register

c)risk mitigation plan

d)communications management plan

Ans. A, pg. 237

6-The \_\_\_\_\_\_\_\_\_\_\_\_\_ will be the official point of origin for capturing actual resource costs.

a)project repository

b)budget

c)enterprise accounting system

d)WBS control structure

Ans. C, pg. 228

**Pool - Chapter 14 Textbook**

1-A \_\_\_\_\_\_\_\_\_\_\_\_\_\_ is an indicator to the organization or the project manager that some specific area is below, above, or on track.

a)Key Performance Indicator

b)Key Performance Question

c)Metric

d)Critical Success Factor

Ans. A, pg. 247

2-A \_\_\_\_\_\_\_\_\_\_\_\_ is identified to determine what is the end-goal of the project or organization.

a)Key Performance Indicator

b)Key Performance Question

c)Metric

d)Critical Success Factor

Ans. B, pg. 247

3-A \_\_\_\_\_\_\_\_\_\_\_\_ represents defined attributes of a process or product whose possible values are numbers or grades, whereas a measure is a value of a metric.

a)Key Performance Indicator

b)Key Performance Question

c)Metric

d)Critical Success Factor

Ans. C, pg. 249

4-A \_\_\_\_\_\_\_\_\_\_\_\_\_ is related to activities that need to occur for the project to successfully produce its deliverables.

a)Key Performance Indicator

b)Key Performance Question

c)Metric

d)Critical Success Factor

Ans. D, pg. 249

5-\_\_\_\_\_\_\_\_\_\_\_\_\_ is a way to model complex problems in a simple way, which assists decision-makers in the selection of different decisions ranging from selection of projects for an organization to selection of Key Performance Indicators.

a)Analytical Hierarchy Process (AHP)

b)Critical Success Factor

c)Performance Measures

d)Graphics

Ans. A, pg. 251

6-Key Performance Indicators (KPI) \_\_\_\_\_\_\_\_\_\_ is a powerful tool as it provides the project manager with a quick way to see trends in data and outliers.

a)Analytical Hierarchy Process (AHP)

b)Critical Success Factor

c)Performance Measures

d)Graphics

Ans. D, pg. 252

**Pool - Chapter 15 Textbook**

1-Earned value management provides one of the most effective and meaningful project status analysis tools available today to measure and report cost, schedule, and performance.

Ans. True, pg. 257

2-WBS is the fundamental technique for defining and organizing total project scope into a hierarchical tree structure.

Ans. True, pg. 258

3-The \_\_\_\_\_\_\_\_\_\_\_\_\_ incurred for the planned work packages up to the status point.

a)actual cost (AC)

b)earned value (EV)

c)planned value (PV)

d) budget at completion (BAC)

Ans. A, pg. 259

4-The \_\_\_\_\_\_\_\_\_\_\_\_ is a measure of completed work units and partially completed portions of work units up to the status point.

a)actual cost (AC)

b)earned value (EV)

c)planned value (PV)

d) budget at completion (BAC)

Ans. B, pg. 259

5-The \_\_\_\_\_\_\_\_\_\_ is the current baseline cost value to status point.

a)actual cost (AC)

b)earned value (EV)

c)planned value (PV)

d) budget at completion (BAC)

Ans. C, pg. 264

6-The \_\_\_\_\_\_\_\_\_\_ is the total direct work unit cost for the full project.

a)actual cost (AC)

b)earned value (EV)

c)planned value (PV)

d)budget at completion (BAC)

Ans. D, pg. 264

7-The \_\_\_\_\_\_\_\_ is the estimated direct cost of total project at completion.

a)estimate at completion (EAC)

b)estimate to complete (ETC)

c)planned value (PV)

d)budget at completion (BAC)

Ans. A, pg. 264

8-The \_\_\_\_\_\_\_\_ is the estimate of incremental direct costs from status point.

a)estimate at completion (EAC)

b)estimate to complete (ETC)

c)planned value (PV)

d)budget at completion (BAC)

Ans. B, pg. 264

9-\_\_\_\_\_\_\_\_\_\_ = EV – AC

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Cost Variance (CV)

d)Cost Performance Index (CPI)

Ans. C, pg. 265

10- \_\_\_\_\_\_\_\_\_\_\_\_ = EV/AC

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Cost Variance (CV)

d)Cost Performance Index (CPI)

Ans. D, pg. 265

11- \_\_\_\_\_\_\_ = EV – PV

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Cost Variance (CV)

d)Cost Performance Index (CPI)

Ans. A, pg. 265

12- \_\_\_\_\_\_\_ = EV/PV

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Cost Variance (CV)

d)Cost Performance Index (CPI)

Ans. B, pg. 265

13-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the difference in the dollar value of work that should have been completed in a given time period compared to the work actually completed.

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Cost Variance (CV)

d)Cost Performance Index (CPI)

Ans. A, pg. 268

14-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the dollar value by which the project is either overrunning or under running its baselined cost plan as of the status point.

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Cost Variance (CV)

d)Cost Performance Index (CPI)

Ans. C, pg. 268

15-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the ratio of budgeted cost of work performed (EV) to actual cost cost (AC).

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Cost Variance (CV)

d)Cost Performance Index (CPI)

Ans. D, pg. 268

16-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the ratio of work accomplished (EV) versus work planned (PV), for a specific time period.

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Cost Variance (CV)

d)Cost Performance Index (CPI)

Ans. B, pg. 268

17-The \_\_\_\_\_\_\_\_\_\_\_\_ is used to evaluate the combination of cost and time and can be computed by multiplying CPI\*SPI.

a)Schedule Variance (SV)

b)Schedule Performance Index (SPI)

c)Critical Ratio (CR)

d)Cost Performance Index (CPI)

Ans. C, pg. 269

18-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the most accurate mathematical calculation of accomplishment if one can make the assumption that the measurement can be done accurately and honestly.

a)Percentage of work completed

b)Level of effort

c)Internal work unit milestones

d)Units complete

Ans. A, pg. 281

19-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the class of resource charge that is normally either allocated to the work package as defined in the support agreements or as billed to the project based on actual charges.

a)Percentage of work completed

b)Level of effort

c)Internal work unit milestones

d)Units complete

Ans. B, pg. 281

20-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_ are key events within the work unit.

a)Percentage of work completed

b)Level of effort

c)Internal work unit milestones

d)Units complete

Ans. C, pg. 281

21-The \_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the work that is produced such as physical items (number of drawings completed).

a)Percentage of work completed

b)Level of effort

c)Internal work unit milestones

d)Units complete

Ans. D, pg. 281

22-\_\_\_\_\_\_\_\_\_\_\_\_ is allocating completion credit for various key events.

a)Percentage of work completed

b)Level of effort

c)Internal work unit milestones

d)Weighted milestones

Ans. D, pg. 281

23-\_\_\_\_\_\_\_\_\_ = EV Cumulative Hours/EV Cumulative Dollars

a)Bid Rate

b)Actual Rate

c)Rate Variance

d)Use Variance

Ans. A, pg. 282

24-\_\_\_\_\_\_\_\_\_\_\_ = AC Cumulative Hours/AC Cumulative Dollars

a)Bid Rate

b)Actual Rate

c)Rate Variance

d)Use Variance

Ans. B, pg. 282

25- \_\_\_\_\_\_\_\_\_\_\_\_ = (Bid rate – Actual rate) X AC (Cumulative hours)

a)Bid Rate

b)Actual Rate

c)Rate Variance

d)Use Variance

Ans. C, pg. 282

26- \_\_\_\_\_\_\_\_\_\_\_\_ = (EV hours – AC hours) X Bid rate

a)Bid Rate

b)Actual Rate

c)Rate Variance

d)Use Variance

Ans. D, pg. 282

27- \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ = Rate Variance + Use Variance

a)Cost Variance

b)Actual Rate

c)Rate Variance

d)Use Variance

Ans. A, pg. 282

**Pool - Chapter 18 Textbook**

1-The \_\_\_\_\_\_\_\_\_\_\_\_ process is a formal control process whereby changes are considered to be made, regarding the project management plan, project scope statement, deliverables, etc.

a)Integrated Change Control

b)Risk Management

c)Earned Value Management

d)Configuration Management

Ans. A, pg. 323

2- \_\_\_\_\_\_\_\_\_\_ system provides a standardized and efficient means to manage project changes.

a)Integrated Change Control

b)Risk Management

c)Earned Value Management

d)Configuration Management

Ans. D, pg. 323

3-A \_\_\_\_\_\_\_\_\_\_\_\_\_ purpose is to deliver management support to the change management process by approving changes and assisting in the assessment and prioritization of changes for the project.

a)Integrated Change Control

b)Configuration Control Board

c)Earned Value Management

d)Configuration Management

Ans. B, pg. 320

4-A Configuration Control Board and Change Advisory Board are different names for the board that supports the change management process for the project.

Ans. True, pg. 320

5-A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the name given to the standard form used to formally submit a proposed change to the project scope.

 a)Integrated Change Control

b)Risk Management

c)Change Request

d)Configuration Management

Ans. C, pg. 320

6-Change requests (CRs) often result in a cost decrease to the project.

Ans. False, pg. 325

**Pool - Chapter 22 Textbook**

1-\_\_\_\_\_\_\_\_\_\_\_\_\_ consists of how to approach, plan and execute the risk management activities for a project with the main output of this process being the risk management plan.

a)plan risk management

b)identify risk

c)plan risk response

d)monitoring and controlling risks

Ans. A, pg. 387

2-\_\_\_\_\_\_\_\_\_\_\_\_\_\_ determines the risks that are likely to affect a project and documents the characteristics of each with the main output of this process being the risk register.

a)plan risk management

b)identify risk

c)plan risk response

d)monitoring and controlling risks

Ans. B, pg. 387

3-\_\_\_\_\_\_\_\_\_\_\_\_\_ prioritizes risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact with the main output being to update the risk register.

a)plan risk management

b)identify risk

c)perform qualitative risk analysis

d)perform quantitative risk analysis

Ans. C, pg. 387

4-\_\_\_\_\_\_\_\_\_\_\_\_\_ estimates numerically the effects of risks on project objectives with the main output also involving updates to the risk register.

a)plan risk management

b)identify risk

c)perform qualitative risk analysis

d)perform quantitative risk analysis

Ans. D, pg. 387

5-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ develops options and actions to enhance opportunities and to reduce threats to project objectives.

a)plan risk management

b)identify risk

c)plan risk response

d)monitoring and controlling risks

Ans. C, pg. 387

6-\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ tracks identified risks, monitoring residual risks, identifying new risks, executing risk response plans, and evaluating their effectiveness throughout the project cycle.

a)plan risk management

b)identify risk

c)plan risk response

d)monitoring and controlling risks

Ans. D, pg. 388

7-The purpose of risk analysis is to continuously assess the risk situation throughout the project in the ever-changing business environment.

Ans. True, pg. 388

8-Qualitative risk analysis is a way to prioritize risks based on the consequences that could occur should the risk occur.

Ans. True, pg. 388

9-Common quantitative risk assessments use decision tree analysis, sensitivity analysis, and simulation modeling.

Ans. True, pg. 390

10-Risk response planning tracks identified risks, monitoring residual risks, identifying new risks, executing risk response plans, and evaluating their effectiveness throughout the project cycle.

Ans. False, pg. 394

11-The four different risk strategies are accept risk, avoid risk, mitigate risk and transfer risk.

Ans. True, pg. 397

12-Accepting a risk occurs when a project team is aware of risks and develops a plan of action to reduce the impact a risk will on the project should the risk occur during the project.

Ans. False, pg. 398

13-Avoiding a risk occurs when a project team is aware of a risk and decides not to reduce the likelihood of the risk occurring or the impact it would have if it does occurs.

Ans. False, pg. 399

14-Mitigating a risk occurs when a project team is aware of a risk that could occur and decides to identify a plan of action to reduce the likelihood of the risk occurring.

Ans. False, pg. 400