FRAME WORK CHAPTER 1+2+3

All

Question [1 of 39]:

You are working as a part-time manager at a weak matrix organization. Your functional manager adds to your workload by declaring you the project manager for a new business idea. After reviewing the business case, you understand new personnel will need to be hired to execute the project. What constraint, if any, will you be operating under in terms of hiring additional staff?

o   The functional manager would be responsible for hiring staff.

o   Senior management would be responsible for hiring staff.

o   You, as project manager, would be responsible for hiring staff.

o   All stakeholders would be responsible for hiring staff.

Explanation

Knowing the differences between the types of organizational structures is necessary to answer this **Question** . Understanding your role as a project manager in different organizational structures plays an important part in your project management responsibilities and the decisions you have to make. The project manager's role in a weak matrix organization is part-time and done as part of another job and not a designated job role like a coordinator. In such an organization, the project manager's authority over resources is low, and it is the functional manager who takes on the responsibility of managing resources. Therefore, if you need additional staff for your project, you will be operating under the constraint that hiring staff is typically done by the functional managers who are responsible for most of the project resources. (PMBOK Guide) – Sixth Edition, Page(s) 47

All

Question [2 of 39]:

A project manager has just taken over a project to develop a product using a hybrid life cycle. With this project, the hardware has fixed requirements while the software requirements are still evolving. How should the project manager apply the hybrid life cycle for this project?

- o Both the hardware and software should have their scope defined iteratively
- o Both the hardware and software should have their scope defined during initial project planning
- o Develop the hardware with a predictive life cycle and use an adaptive life cycle for the software
- o Develop the software with a predictive life cycle and use an adaptive life cycle for the hardware

Explanation

The **Question** describes a project which is utilizing a hybrid development life cycle. A hybrid development life cycle is a combination of predictive and adaptive life cycles. In a predictive life cycle, the project scope, time, and cost are determined in the early phases of the life cycle. With an adaptive life cycle, the detailed scope is defined and approved before the start of an iteration. With a hybrid life cycle, those elements of the project that are well-known or have fixed requirements follow a predictive development life cycle, and those elements that are still evolving follow an adaptive development life cycle. In this scenario, the hardware has fixed requirements while the software requirements are still evolving. Therefore, the project manager should develop the hardware with a predictive life cycle and use an adaptive life cycle for the development of the software.(PMBOK Guide)
– Sixth Edition, Page(s) 19

All

Question [3 of 39]:

You are the Project Manager of a project in which team members have a dual reporting structure. In addition to reporting to you, they also report to their functional manager. Also, the team members are expected to do the project work along with department work. You are working in which form of organization?

- o Matrix
- o Projectized
- o Functional
- o Tight Matrix
- o Explanation

These are the characteristics of a matrix organization where team members have dual reporting structure, and the teams work in their respective functional areas while performing project work. Tight matrix has nothing to do with organization structure. It simply denotes keeping the project team in the vicinity. Please refer to PMBOK® Guide - Sixth Edition, page 47.

All

Question [4 of 39]:

Which of the following business documents Justify why the project is authorized?

- o Scope statement of work.
- o Project management plan.
- o Project charter.
- o Business case

Explanation

The business need and the cost-benefit analysis are contained in the business case to justify and establish boundaries for the project. [PMBOK 6th edition, Page 77]

All

Question [5 of 39]:

What is the difference between a predictive lifecycle and an adaptive lifecycle?

- o Predictive lifecycle forecasts project completion; adaptive lifecycle completes the project when the money runs out.
- o Predictive lifecycle is plan-driven; adaptive lifecycle is change-driven.
- o There is no difference
- o The predictive follows the same pattern for each iteration and the adaptive lifecycle changes its approach based upon performance growth of the project results.

Explanation

Predictive lifecycle is plan-driven; adaptive lifecycle is change-driven.

All

Question [6 of 39]:

The decision to move from one phase to another is known as which of the following? (Choose two.)

- o Kill point
- o Go/No go
- o Continuance threshold
- o Phase endpoint
- o Phase gate

Explanation

The decision to move from one phase to another is known as Kill point and Phase gate.

All

Question [7 of 39]:

Which of the following describes the most common phase-to-phase relationship in multi-phase projects?

- o   Finish-to-start
- o   Sequential
- o   Non-overlapping
- o   Orderly
- o   Explanation

The phases may be sequential, iterative, or overlapping. PMBOK 6th edition. page, 19

All

Question [8 of 39]:

In addition to the departments listed in the scenario, your company also has a manager of project management to oversee all of the ongoing projects. As one of the project managers, you report directly to the project management department but share staff with other departments. What type of organizational structure does this describe?

- o   Functional
- o   Composite
- o   Matrix
- o   Projectized

Explanation

Keyword (share staff with other departments.) in matrix organizations there are two managers. Power is shared between the project manager and functional manager.

All

Question [9 of 39]:

Early in the establishment of the project, the project manager spends time looking for historical data that might be helpful in planning the new project. She is looking for examples of project documents in similar projects that have been completed that she might be able to use as templates for the new project. She is also looking for information about established processes and procedures that will help the project run more smoothly. What is the term used to define these?

- o Retrospective
- o Progressive elaboration
- o Organizational process assets (OPAs).
- o Enterprise environmental factors (EEFs)

Explanation

templates, processes, and procedures are an example of Organizational process assets (OPAs).

All

Question [10 of 39]:

A skilled project manager should have the necessary expertise to identify appropriate project management approaches (traditional vs. Agile) and tailor the tools, techniques, and methods for each project. What are these skills called?

- o Leadership skills
- o Strategic and business management skills
- o Technical project management skills
- o Interpersonal skills

Explanation

This is an example of technical project management skills. [PMBOK® Guide, 6th edition, Page 58]

All

Question [11 of 39]:

You are working on a large project that is divided into the following phases: feasibility, conceptual, design, prototype, and build. You want to use the process groups with these different phases. What is the recommended approach?

- o Skip a couple of the process groups since they don't apply to a large project
- o Repeat all the five process groups for each phase
- o Assign one process group to each phase
- o Eliminate your phase structure and rename each phase with one of the process group names

Explanation

Process groups should not be confused with project phases. Each phase should contain all of the process groups. [PMBOK® Guide 6th Edition, Page 19]

All

Question [12 of 39]:

Which of the following statements most accurately describes a typical project scenario?

- o Changes in project scope during the initial phases of the project are very expensive.
- o The influence of the stakeholders is the same all through the project.
- o Staffing peaks during the execution phase of a project.
- o The next phase of a project should never start until the deliverables for the previous phase are completely reviewed and approved.

Explanation

Staffing is typically highest during the execution phase of the project. The other three responses may not hold true. Projects can move forward into subsequent phases without the deliverables of the prior phase being completely approved; this is known as fast tracking. Changes during the initial phases of the project are the least expensive. The influence of the stakeholders is highest during the start of the project and declines as the project moves to completion. [PMBOK® Guide 6th edition, Page 549]

All

Question [13 of 39]:

You have recommended developing a business case for each of the organizational projects followed by the development of a project benefits management plan. Who would you recommend to be the owner of the business case?

- o Project sponsor
- o Project manager
- o Change Control Board
- o Project team

Explanation

The project sponsor is generally accountable for the development and maintenance of the project business case document. The project manager is responsible for providing recommendations and oversight to keep the project business case, project management plan, project charter, and project benefits management plan success measures in alignment with one another and with the goals and objectives of the organization. [PMBOK® Guide, 6th edition, Page 29]

All

Question [14 of 39]:

The traditional project management approaches place the project manager at the center of coordination for the project and makes them responsible for the project tracking and reporting. However, this approach is not suitable for:

- o Low-change projects where detailed scope has been provided by the client organization.
- o Projects where detailed schedules are required to be developed and approved by the clients.
- o Projects that require front-loaded planning work.
- o High-change projects where there is more complexity than one person can manage

Explanation

Agile approaches are recommended for high-change projects. Such projects require cross-functional teams to coordinate their own work because usually such projects have more complexity than one person can manage. [Agile Practice Guide, 1st edition, Page 38]

All

Question [15 of 39]: correct

An organization has established a controlling project management office (PMO). The first task of the PMO is to update the guidelines for project compliance in the organization. Which of the following could the PMO enforce? (Choose three)

Use of particular project management methodologies

Adoption of specific templates, forms, and tools

Assignment of project managers by the PMO

Conformance to governance frameworks

Adherence to local health regulations

Explanation

There are several types of PMOs in an organization, with varying degrees of influence: supportive, controlling, and directive. A controlling PMO provides support, but also require compliance. Compliance may involve the adoption of project management frameworks or methodologies; the use of specific templates, forms, and tools; and conformance to governance frameworks. However, neither a controlling PMO nor any other type of PMO for that matter enforces local health regulations. A controlling PMO does not decide on the use of management reserves either. It is the directive, not controlling PMO, that assigns project managers and take control of the projects by directly managing them

Question [16 of 39]: correct

What level of authority will the project managers have in each type of organizational structure? (Drag and drop the items from left to right)

• Functional	• **Low to moderate**
• Balanced matrix	• **Low**
• Weak matrix	• **High to almost total**
• Strong matrix	• **Little or none**
• Projectized	• **Moderate to high**

Explanation

The level of authority afforded to a project manager is highly dependent upon the organizational structure type. With a functional organization, the staff is grouped by areas of specialization and the project manager has limited authority to assign work and apply resources. A matrix organization is an organizational structure in which the project manager shares responsibility with the functional managers for assigning priorities and for directing the work of individuals assigned to the project. The matrix organization type can be broken down to weak, moderate, or strong, depending on how much of the shared responsibility is provided to the project manager. In projectized organizational structure, work groups are arranged around the project, and the project manager controls the budget and has high to almost total authority over the project and its resources.

Correct Answers

Functional	Little or none
Balanced matrix	Low to moderate
Weak matrix	Low
Strong matrix	Moderate to high
Projectized	High to almost total

All

Question [17 of 39]:

A project has just been initiated to transform an organization from a functional organizational structure to Projectized. If the project is successful in meeting its objectives, what will be the most likely outcome? (Choose three)

- o The role of the project manager(s) will be defined as a project coordinator.
- o The organization will shift from the current state to the desired future state.
- o The project manager(s) will have significantly more authority over projects.
- o The project manager(s) will have control over the project budget.
- o Employees will be grouped by the work being done (engineering, manufacturing, etc.)

Explanation

The purpose of any project is to drive the organization from the current state to a desired future state. In this scenario, the organization currently has a functional or centralized organizational

structure, and the stated goal of the project is to transform the organization to be projectized. With a functional organization, the functional manager will have authority over the project budget and resources, whereas, in a projectized organization, the project manager will have control of the project budget. The   answers represent characteristics that are consistent with a projectized organization. The in answer choices are more indicative of a functional organization. PMBOK 6th edition Page 6 , 47

All

Question [18 of 39]:

During a project review meeting, the project sponsor is worried that the project may not be delivering results as planned. Based on that the project manager is evaluating the project status.

What information should the project manager use as an indicator that the project is actually delivering value?

- o   The project is aligned with the project charter
- o   Stakeholders are satisfied with the current status
- o   The project is under budget and on schedule
- o   The project is aligned with the benefits management plan

Explanation

Keyword (delivering value)

The benefits management plan is used to measure whether the benefits of the project were achieved as planned.

A benefits management plan is a document that describes how and when the benefits of a project will be derived and measured.

It typically includes the following components:

▪ Target benefits—the expected tangible and intangible business value to be realized from the project.

▪ Strategic alignment—how the benefits align with the business strategies of the organization.

▪ Timeframe—when the benefits (short-term and long-term) will be realized, usually by project phase.

▪ Benefits owner—the person or group that monitors, records, and reports the benefits.

▪ Metrics—the direct and indirect measurements of the realized benefits.

▪ Risks—the risks associated with achieving the targeted benefits.

This plan is prepared before the project is initiated, and it is referenced after the project has been completed.

It is not a subsidiary component of the project management plan, but instead is a

business document.

A benefits management plan:

explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program.

All

Question [19 of 39]: skipped

A project manager acquired information from the market that would reduce the business value being delivered by an ongoing project. Based on that information, the project manager believes the project should be stopped. How should the project manager handle the situation?

- o Have a discussion with the sponsor and recommend the project business value be reassessed.
- o Continue working on the defined scope and review the risk matrix.
- o Remove the items no longer applicable from the backlog and present the backlog to the project team.
- o Have a discussion with the project sponsor and cancel the project.

Explanation

The answer is: Have a discussion with the sponsor and recommend the project's business value be reassessed.

The project sponsor is generally accountable for the development and maintenance of the project business case document. The project manager is responsible for providing recommendations and

oversight to keep the project business case, project management plan, project charter, and project benefits management plan success measures in alignment with one another and with the goals and objectives of the organization.

All

Question [20 of 39]:

You are a project manager in a construction project. What should you do to ensure the successful delivery of the project?

- o   Establish a management reserve to handle the unknown risks when occurs
- o   Identify the project's risks and necessary success criteria.
- o   Conduct a team-building activity
- o   Meet with stakeholders to communicate the schedule budget, and cost impact in the event of a project delay.

Explanation

Identify the project's risks and the necessary success criteria.

All

Question [21 of 39]:

A multiphase project that has been executed with internal resources has reached a phase gate. The key project stakeholders want to determine if the phase has met its success criteria, and whether or not the project should progress to the next phase. In addition to the project management plan, which documents will be required?

- o   Agreements including procurement contracts
- o   Risk register and risk report
- o   Lessons learned register and lessons learned repository
- o   Business documents and project charter

Explanation

The business documents and project charter are needed to determine whether or not the project should progress to the next phase. The project charter will provide the project's success criteria. The business documents include the business case and benefits management plan. The business case documents the business need and the cost-benefit analysis that justifies the project. The benefits management plan is used to measure whether the benefits of the project are being achieved as planned. [PMBOK 6th edition, Page 21]

All

Question [22 of 39]:

A project manager is asked to contribute to a document to describe what is intended to be achieved with a project once it is successfully finished, and how this will be measured. What could be the name of that document?

- o   Project management plan
- o   Benefits management plan
- o   Change management plan
- o   Statement of work

Explanation

The project benefits management plan is the document that describes how and when the benefits of the project will be delivered, and describes the mechanisms that should be in place to measure those benefits. A project benefit is defined as an outcome of actions, behaviors, products, services, or results that provide value to the sponsoring organization as well as to the project's intended beneficiaries. [PMBOK 6th edition, Page 33]

All

Question [23 of 39]:

Which of the following techniques can ensure that the stakeholders are engaged at appropriate project phases and to obtain or confirm their continued commitment to the success of the project?

- o   Managing project team
- o   Setting ground rules
- o   Performance audits
- o   Stage gate meetings

Explanation

Stage-gate or phase review meetings give to project stakeholders a chance to review project progress and planned future actions. This gives them a chance to have their voice heard and recorded. The rest of the choices are techniques that are internal to a project. [PMBOK 6th edition, Page 21]

All

Question [24 of 39]:

You are the project manager of the HDM Project. Your project must be completed by September 11 and cannot exceed $10,000. $10,000 is an example of which one of the following?

- o   Constraint
- o   Scheduled completion date
- o   Management reserve
- o   Assumption

Explanation

because the Constraints are limitations placed upon the project that the project manager and team must work within. there are scope, schedule and cost constraints.i. cost constraint (how much funding has been allocated). and the three constraints are commonly called the triple constraints.

All

Question [25 of 39]:

Your team members told you they are overloaded with many tasks. They are saying they have many tasks assigned to them besides the main tasks in the project. You promised them that you would clear the overloaded tasks. You are a Project manager in:

- o   Strong Matrix Organization
- o   Balanced Matrix Organization
- o   Projectized Organization
- o   Weak Matrix Organization

Explanation

it's clear that the project manager has full power to remove the overloaded tasks from team members, and because team members have many tasks besides the main tasks in the project so it's Strong Org.

All

Question [26 of 39]:

After a high-level management meeting, the manager chairing the meeting asks the Project Manager to document and communicate the action items to all the stakeholders. The Project Manager is part of a _ _ _ _ _ _ _ _ _ _ _ _ _ _ organization

- o Strong Matrix
- o Weak Matrix
- o Balanced Matrix
- o Tight Matrix

Explanation

The Project Manager is part of a weak matrix organization and is playing the role of project expeditor. The project expeditor acts primarily as a staff assistant and communication coordinator. The expeditor personally cannot make or enforce decisions.

All

Question [27 of 39]:

You are always struggling with resource supply for your project as they are shared across various projects. Who should you escalate this issue to?

- o The HR department
- o The organization's PMO
- o The Procurement manager
- o The sponsor

Explanation

Shared resources are usually administered by the PMO. Note that portfolio management (not listed as an option) is responsible to ensure resource supply in an organization, therefore, will also prioritize and allocate (plan) overall resources.[PMBOK 6th edition, Page 48]

نطاق المعرفة للاستشارات الإدارية

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All

Question [28 of 39]:

Some of your project management peers are of the opinion that leadership and project management software usage skills are some of the important skills a project manager should have. As per PMI Talent Triangle. which of the below reflects all the competencies of a project manager?

- o Knowledge, performance, personality

- o Project management, people management, Business and strategy

- o Technical project management, leadership , strategic and business management

- o Management experience, process expertise, domain experience

Explanation

This is the   answer as per PMI Talent Triangle.[PMBOK 6th edition, Page 56]

All

Question [29 of 39]:

Your organization's PMO is periodically asking for project artifacts from all projects and checking whether corporate standards of project management are being adhered to or not. They are also supportive in providing templates and guidelines related to project management when asked. Which type of PMO are we referring to here?

- o Governing PMO

- o Directing PMO

- o Controlling PMO

- o Supporting PMO

Explanation

Explanation: Though the PMO is assisting with templates and guidelines like a supportive PMO, they are playing the bigger role of a controlling PMO here.

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All

Question [30 of 39]:

A customer is frequently asking for scope changes though a product vision and roadmap have been

established at the start of the project. What type of development lifecycle is this likely to be?

- o Adaptive
- o Waterfall
- o Hybrid
- o Predictive

Explanation

Explanation: Answer = B. Adaptive or agile lifecycle, as the scope is change driven. This is not a hybrid

lifecycle as that is a mix of predictive and adaptive. The waterfall is another name for predictive.

All

Question [31 of 39]:

A collection of related projects that are managed in a coordinated way to obtain benefits is called a:

- o Program
- o Suite
- o Colocation
- o Portfolio

Explanation

Explanation: Answer = . Program. The PMBOK Guide defines a Program as: "a group of related

projects, subsidiary programs, and program activities managed in a coordinated manner to obtain

benefits not available from managing them individually".

All

Question [32 of 39]:

The Project Manager to build a concrete waterfall at a theme park likes to plan everything upfront and follow the waterfall method. However, the customer doesn't want everything fixed from the beginning, as she may change her mind in a number of areas once the project is underway, and needs to be sure that the Project Manager can allow for flow-on effects. What sort of project life cycle should the Project Manager use?

- o Adaptive
- o Predictive
- o Explicit
- o Tacit

Explanation

Explanation: Answer = . Adaptive. "In an adaptive or agile life cycle, the deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration when it begins". PMBOK Guide pg131

All

Question [33 of 39]:

You have recently joined an organization as the Marketing Manager. You have been told that a new product has just been created and you will need to get it into the market within the next month. This means press released, TV, Radio, Internet and newspaper adverts, a big launch, with at least one local celebrity. You request a meeting with a project manager for advice on initiating the project, but you are told the organization doesn't have a Project Manager, it just has a part-time Project Coordinator. What is the organizational structure of the organization?

- o Balanced matrix
- o PMO
- o Project-oriented
- o Strong matrix

Explanation

Explanation: Answer = . Balanced matrix. (See Table 2-1. Influences of Organizational Structures on Projects. PMBOK Guide pg47).

All

Question [34 of 39]:

You are working with a couple of research associates to determine if implementing a WiFi system in the neighborhood is going to benefit residents. As part of this effort, you will be working with authorities to get related government documents. Also, you will do an extensive survey on how people will be using the system and create reports from the survey. What do you call this effort?

- o   A Survey
- o   A Project
- o   A Research Study
- o   An Operation

Explanation

Every project generates a unique product, service, or result. This is a project because it is generating a unique result (knowledge and documentation) and it is temporary. Although not stated explicitly in the **Question** description, the project time-constrained or there is a timeline wherein project tasks will be considered completed (i.e. WiFi system implemented, obtained government-related documents, survey complete, and reports created.)

All

Question [35 of 39]:

Your project team is making significant progress. You want to prepare Work Performance Information and distribute it to the stakeholders so that they are aware of project progress. Which of the following can be included as Work Performance Information?

- o   Number of Team Members
- o   Number of Defects
- o   Actual Costs
- o   Status of Deliverables

Explanation

Work performance information. The performance data collected from various controlling processes analyzed in context and integrated based on relationships across areas. Examples of performance

information are status of deliverables, implementation status for change requests, and forecast estimates to complete.[PMBOK 6th edition, Page 26]

All

Question [36 of 39]:

Which of the following best describes the role of a project sponsor?

- o   Project Sponsor is responsible for managing the project
- o   Project Sponsor is responsible for identifying key stakeholders
- o   Project Sponsor is responsible for providing funding for the project
- o   Project Sponsor is responsible for managing the quality of deliverables

Explanation

The project sponsor is not responsible for managing the project nor the quality of deliverables; it is the role of the project manager. While the sponsor can aid in identifying key stakeholders, the key area a sponsor plays a part in is providing funding. The sponsor provides funding directly or indirectly and is responsible for approving or denying the budget. The project sponsor is also generally the one who approves the Project Charter, but that is not mentioned in the **Question**.

All

Question [37 of 39]:

You have been appointed a project manager within an information systems organization. You are not aware of the organization's policies and procedures. If you want to know more about the organization's general issues management procedures, which of the following should you review?

- o   Organizational Process Assets (OPA)
- o   Project Management Plan
- o   Issue Log
- o   Enterprise environmental factors (EEF)

Explanation

Organizational process assets are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization. They include any artifact, practice, or knowledge from any or all of the organizations involved in the project that can be used to perform or govern the project. The process assets also include the organization's knowledge bases such as lessons learned and historical information.

All

Question [38 of 39]:

A project manager is leading a project to design and develop a new cutting edge computer system, which is in the second of five phases. The project is running behind schedule and significantly over budget due to a force majeure. The project is being conducted internally to maintain control over the proprietary technology which will provide a competitive advantage. The project has reached a phase gate. What is the purpose of performing the phase gate?

- o   Adjust the schedule and cost baselines based on past performance
- o   Obtain customer acceptance of project deliverables
- o   The project's performance is compared to the business documents to determine if the project should be Continue to the next phase, End the project, or Repeat the phase
- o   Determine how many resources are required to complete the project according to the project baseline

Explanation

A phase gate is a review point at the end of a phase to determine if the project will continue to the succeeding phase, end the project, repeat the phase, or continue with some modifications. The business documents and project charter are needed to determine whether or not the project should progress to the next phase.(PMBOK Guide 6th Edition, page 21)

All

Question [39 of 39]:

The business case documents the business needs and the cost-benefit analysis that justifies the project. Which of the following best describes the responsibility of the project manager within the Project business case?

- o   Making changes on the business case if necessary
- o   The project manager may make recommendations to keep the project business case in alignment with the goals and objectives of the organization.
- o   Update the business case at the end of each phase
- o   Development of the project business case

Explanation

The project manager does not update or modify the business documents since they are not project documents; however, the project manager may make recommendations to keep the project business case in alignment with the goals and objectives of the organization. [PMBOK 6th edition, Page 78]