

Project Management Competency Assessment Results Report

Assessment Name: Project Management Competency Assessment

Participant First Name: John

Participant Last Name: Winter

Participant Group: PMCompTest4 - 081226

Date/Time Started: 2026-08-12 13:24:35.022

Date/Time Finished: 2026-08-12 14:07:53.228

Total Score: 70

Maximum Score: 188

Percentage: 37.2%

0-19% = Unaware: Does not recognize this knowledge or skill dimension

20-49% = Aware: Possess knowledge and is familiar with concepts, but has not applied them to a real situation

50-75% = Functional: Regularly applies knowledge or skills to routine situations, occasionally requiring guidance

76-89% = Proficient: Exercises a breadth of knowledge and skill to address complex situations without guidance

90-100% = Expert: Coaches and supports others utilizing breadth of experience or specialized depth of expertise

Session	Score	Total	Percentage	Rating
Category A – Technical – Integration	5	10	50.0%	Functional
Category A – Technical – Scope	3	10	30.0%	Aware
Category A – Technical – Schedule	3	10	30.0%	Aware
Category A – Technical – Cost	4	10	40.0%	Aware
Category A – Technical – Quality	5	10	50.0%	Functional
Category A – Technical – Resource	4	10	40.0%	Aware
Category A – Technical – Communications	4	10	40.0%	Aware
Category A – Technical – Risk	4	10	40.0%	Aware
Category A – Technical – Procurement	3	10	30.0%	Aware

Session	Score	Total	Percentage	Rating
Category A – Technical – Stakeholder	2	10	20.0%	Aware
Category B - Personal - Communicating	3	7	42.9%	Aware
Category B - Personal - Leadership	7	10	70.0%	Functional
Category B - Personal - Management	2	7	28.6%	Aware
Category B - Personal - Cognitive Ability	2	7	28.6%	Aware
Category B - Personal - Effectiveness	2	6	33.3%	Aware
Category B - Personal - Professionalism	1	7	14.3%	Unaware
Category C - Business & Leadership - Enterprise View	5	18	27.8%	Aware
Category C - Business & Leadership - Business Acumen	4	8	50.0%	Functional
Category C - Business & Leadership - Organizational Savvy	2	6	33.3%	Aware
Category C - Business & Leadership - Productive Work Environment	5	12	41.7%	Aware

Block	Question wording	Answer given	Result
Category A – Technical – Integration	You have been asked to determine if your firm should embark on a project that carries a substantial amount of risk but is of great strategic importance to the firm. This new project would divert resources from another project in progress. Your first step should be to:	Consult the business case for new project and the impacted project.	✓
Category A – Technical – Integration	Company XYZ considers itself a "project-based organization." Each project manager is responsible for the success of his or her project and reports directly to executive management. Once assigned to a project, team members are supervised by and take assignments from the project manager. Project managers participate in evaluations and performance reviews of employees who have been team members of their project(s). Functional units are tasked with providing technical expertise and resources for projects. Once a project is finished, resources return to their functional units, whose heads also report to executive management. The functional units offer employees a clear career path and an opportunity to excel in technical areas. Which type of organizational structure is described?	Balanced matrix	✓
Category A – Technical – Integration	During the execution of a project, which of the following are you likely to use to manage your project effectively?	Benefits management plan	✗

Block	Question wording	Answer given	Result
Category A – Technical – Integration	You are trying to create a culture of learning and knowledge sharing on your project. Which of the following should you use to accomplish this objective?	Work performance data	✗
Category A – Technical – Integration	You are a project manager in a strong matrixed organization. Your project plan has been approved, and therefore you have management backing to execute. A stakeholder notifies you of critical functionality for the end product, which is missing in the design document. Your next step is to:	Notify the stakeholder that this would require a new project.	✗
Category A – Technical – Integration	John has been assigned to collect work performance data for the project he is working on. John's project manager wants to use the results in a report. John should collect information concerning all of the following, EXCEPT:	Complete and incomplete deliverables	✗
Category A – Technical – Integration	The customer for the project that you are managing has requested a shortening of the project schedule to move up the product delivery date. The customer has offered to increase the price paid for the product to offset the cost of shortening the schedule. As a result, the project's Change Control Board (CCB) has approved the change and directed you to implement it. To implement the changes to the project management plan, which of the following should you do first?	Ensure that the baseline is updated to reflect work going forward.	✓
Category A – Technical – Integration	The project charter is created for which of the following reasons?	To document high-level information on the project and product	✗
Category A – Technical – Integration	You have been selected to lead a large, costly, and important project for your organization. Naturally, you are quite anxious to begin planning the project work. At what point do you have formal authority to begin utilizing your organization's resources for your planning activities?	After the project charter has been issued	✓
Category A – Technical – Integration	In closing out a project with respect to any one of what the PMBOK® Guide refers to as the Knowledge Areas (integration, scope, schedule, cost, etc.), the project manager must:	All of the above.	✓
Category A – Technical – Scope	Collecting requirements for defining project scope may entail conducting a variety of activities with project stakeholders. Activities such as brainstorming, benchmarking, and focus groups are considered part of which of the following techniques?	Data analysis	✗
Category A – Technical – Scope	You have recently been hired to take over a new project, which has been formally approved. After meeting with the stakeholders, one of them takes you aside and quietly mentions that your project will be "especially successful" if you include some "extras" not included in the charter. After thanking the stakeholder for the advice, what should you do first?	Review the WBS.	✗

Block	Question wording	Answer given	Result
Category A – Technical – Scope	You are a project manager new to your company. You are defining the scope of a major initiative. Which of the following would you do as part of this process?	Create an outline of the project management plan.	✗
Category A – Technical – Scope	To guard against "scope creep" or gaps in performance against the scope statement, the project manager should do which of the following?	Conduct inspections and variance analysis, determine that work products are completed correctly, and document product acceptance by stakeholders.	✓
Category A – Technical – Scope	To ensure scope control, a project manager should do which of the following?	Perform stakeholder analysis.	✗
Category A – Technical – Scope	A new requirement for a project component has been approved. Which project management plan and project documents should you update?	Requirements traceability matrix	✗
Category A – Technical – Scope	You have been assigned to develop more accurate cost and duration estimates for a new project that is currently in the early planning phase. In order to do this accurately and efficiently, one of your first steps should be to do which of the following?	Clearly articulate the project justification.	✗
Category A – Technical – Scope	You have been asked by your project manager to direct the scope validation process at the completion of the phase. Which of the following best characterizes the objectives that you should attempt to meet during scope validation?	Obtain formal acceptance of the project deliverables and work results by stakeholders.	✓
Category A – Technical – Scope	As part of project planning, you are assigned to write the scope management plan. Which of the following is LEAST likely to be addressed in this plan?	Techniques for developing opportunities to augment project scope	✓
Category A – Technical – Scope	Where would you find information on the process to prioritize requirements?	The scope baseline	✗
Category A – Technical – Schedule	You are ready to develop the schedule for the project. The first step you will take is to:	Estimate the cost for each activity.	✗
Category A – Technical – Schedule	You are at the point in planning a project where you need to estimate each activity's duration. Which of the following is the best source of information for the likely duration?	Historical information	✓

Block	Question wording	Answer given	Result
Category A – Technical – Schedule	You are planning the sequence of project activities. You are working with two team members and trying to find a way to compress the schedule. In the past Xavier has waited until Aminah completes her work before starting on his deliverable. However, to save time Xavier suggests that he can start about three weeks after Aminah starts without too much risk of rework. Aminah agrees that this approach should work. You note in the activity attributes that the relationship is _____, and that the type of dependency is _____.	Start-to-start with a 3 week lag, discretionary	✓
Category A – Technical – Schedule	Your team has constructed activity lists, determined interdependencies, and ascertained that all deliverables are in sync with the project scope. You realize that you have several activities that rely on team and physical resources that are not part of the project. What kind of dependencies do these represent?	Mandatory dependencies	✗
Category A – Technical – Schedule	Project Blue Sky exists with the following sequence and dependencies. Task Preceding Activity Estimate in Weeks Start 0 A Start 2 B A 1 D A 5 C B 2 E C 4 D C 5 F D 2 G F 1 What is the length of the project and the total float of Task D?	10 weeks; 3	✗
Category A – Technical – Schedule	You are the project manager who is in the midst of schedule control activities. Being proactive, you realize that you may be faced with a schedule that needs to be expedited by fast tracking and crashing. Since management and team members often confuse these terms, you attempt to clarify by making these four statements. Which one is NOT correct?	Crashing increases scope.	✓
Category A – Technical – Schedule	A colleague asks if you can explain what an agile release is. Although you have not used agile methods to manage projects, you've done some personal study and answer with confidence. Which statement do you make?	Agile is a schedule analysis technique that is used for software development.	✗
Category A – Technical – Schedule	A member of your project team has recently asked whether a pair of project activities can be performed in a different order than that prescribed by the project schedule. Which of the following documents should you consult to determine whether the dependencies among project activities are compatible with the change?	Milestone chart	✗

Block	Question wording	Answer given	Result
Category A – Technical – Schedule	You are part-way through the project and have been directed by external stakeholders who have the appropriate authority to compress the project schedule. There will be no change to project scope, and project cost cannot be increased. In addition to accepting the increase in project risk, the stakeholders are willing to accept the possibility that rework will be necessary. Which of the following techniques is the most appropriate for compressing the project's schedule?	Crashing	✗
Category A – Technical – Schedule	You have been asked to create multiple project duration simulations. Each simulation will involve a different set of assumptions about the probable outcomes of each of the project's activities and will yield a probable outcome for the project as a whole. What is the name of the technique that you should use to perform this task?	Analogous estimating	✗
Category A – Technical – Cost	What are some of the resources the project manager should obtain in order to develop a budget?	Compensation and training plans	✗
Category A – Technical – Cost	You are developing cost estimates for your project. In this effort, you are mainly concerned with:	Identifying staff assignments and matching skills to appropriate tasks	✗
Category A – Technical – Cost	Cost budgeting is best defined by which of the following?	Developing the time-phased cost baseline for performance measurement	✓
Category A – Technical – Cost	You are currently managing a project with the following cost factors: Planned value 6000 Earned value 4500 Actual cost 8000 Budget at completion 10,000 What are the cost performance index (CPI), schedule performance index (SPI), and estimate at completion (EAC)?	CPI 0.75; SPI 0.56; EAC \$14,240	✗
Category A – Technical – Cost	You are presenting your cost estimates to a group of management stakeholders. You developed your cost estimates using analogous estimating (also known as top-down estimating). One of the stakeholders asks why you used analogous estimating rather than a different approach. Which of the following should be included among the reasons that you give in your reply?	The high risk of the project necessitated analogous estimating techniques.	✗

Block	Question wording	Answer given	Result
Category A – Technical – Cost	Approximately midway through your project you have been asked to create an estimate at completion (EAC) for the total cost of the project. After analyzing the current variances from the cost baselines, you have decided that the variances are atypical and not likely to recur during the remainder of the project. Which of the following estimation methods should you use to calculate the EAC? AC: Actual cost to date BAC: Budget at completion CPI: Cost performance index CV: Cost variance to date EAC: Estimate at completion ETC: Estimate to complete EV: Earned value to date	$EAC = [AC + (BAC - EV)/CPI]$	✗
Category A – Technical – Cost	The project manager for the project that you are working on has given you the responsibility of controlling costs for the project. All of the following should be your goals while performing the cost control process EXCEPT:	Developing the initial cost baseline for the project	✓
Category A – Technical – Cost	It has been one month since project "Archibald" started. Based on earned value analysis, the planned value (PV) is \$8,000, actual cost (AC) is \$4,000, and earned value (EV) is \$6,000. What are the project's CPI and SPI, respectively?	1.5 and 0.75	✓
Category A – Technical – Cost	You are reviewing an estimate from a contractor to remodel office space. The contractor estimates that it will cost \$150 per square foot to remodel. Since you have 18,000 feet the estimate is \$2,700,000. What technique did the contractor use?	Parametric	✓
Category A – Technical – Cost	You are preparing a progress report concerning your project. As part of this report, you perform an earned value analysis. The analysis uses the following three metrics: PV = Planned Value: The authorized budget assigned to scheduled work AC = Actual Cost: The realized cost incurred for the work performed on an activity during a specific time period EV = Earned Value: The measure of work performed expressed in terms of the budget authorized for that work You calculate the schedule variance (SV) using the formula $SV = EV - PV$ and the most current project data. The resulting value for SV is much less than zero; i.e., it is a large negative number. Which of the following best characterizes the information that this result provides?	The project is currently ahead of schedule.	✗
Category A – Technical – Quality	For each project, what should be the objectives of the planning portion of the quality management process?	Aligning project quality objectives with stakeholder and organizational quality objectives	✓
Category A – Technical – Quality	Training, process documentation, and equipment are examples of what kind of cost?	Prevention costs	✓

Block	Question wording	Answer given	Result
Category A – Technical – Quality	Which of the following is a quality management activity?	Establishing measurement methods	✗
Category A – Technical – Quality	Tomas is designing a custom home theater component ordered from his company by a home electronics retailer. Tomas's supervisor provided him with the requirements that his design should satisfy. These requirements specify that the component will only support a very modest number of features. Tomas believes that designing and building a component with such limited capabilities is inconsistent with the overall quality policy of the company. Tomas protests to his supervisor. Which of the following is the best response that Tomas's supervisor can provide?	Tomas is confusing quality with grade.	✓
Category A – Technical – Quality	Your project manager has asked you to submit an operational definition for a "use zone" around a slide for a child's playground. This definition will be used in the quality management plan. Which of the following provides the best operational definition?	The use zone is the area of the playground in which the slide is situated. It must provide a safe area from which children can access the slide.	✗
Category A – Technical – Quality	You have been asked to prepare a report on the causes of defects in the project on which you are working. Which of the following types of diagrams should you use to display the number of defects resulting from each of the identified causes?	Pareto diagram	✓
Category A – Technical – Quality	The quality assurance department in your organization has informed you that it intends to perform a quality audit on your team's project. Which of the following best characterizes the purpose of the quality audit?	To independently assess whether project activities comply with the organizational and project policies, processes, and procedures	✗
Category A – Technical – Quality	During the quality planning process you must perform cost-benefit analyses that weigh the benefits of meeting quality requirements against the expense associated with such project quality management activities. Which of the following should you note as the primary benefit of meeting quality requirements?	Less rework	✓
Category A – Technical – Quality	To collect and organize information about the frequency of defects, which of the following would you use?	Inspection	✗
Category A – Technical – Quality	You are presenting the project management plan for your project to your supervisors. One of your supervisors expresses skepticism about whether the benefits derived from implementing the quality management plan that you have created outweigh the costs. The supervisor asks you to identify the costs of completing quality deliverables for this project. In your response, you should list all of the following as costs of quality EXCEPT:	Prevention costs	✗

Block	Question wording	Answer given	Result
Category A – Technical – Resource	You are estimating and organizing your resources for a new project. To help you understand all your resource needs, you develop a hierarchy of team and physical resources. This chart breaks down the resources by categorizing them in an increasing level of detail. This type of chart is called:	Responsibility assignment matrix	✗
Category A – Technical – Resource	You have determined the type and quantities of resources you need for each work package. These are then aggregated to show the resources you need to complete the project. You have documented the method you used to develop the estimates along with the assumptions, constraints, and range of estimates. In which of the following is this information documented?	Resource requirements and basis of estimates	✓
Category A – Technical – Resource	The project manager is acquiring staff for project "Nirvana." Of course, he wants the most experienced employees on his project. He had a discussion with the line manager on the subject. Since they have known each other for a long time and have built trust, the line manager was honest and advised the project manager that the "star" employee, Sasha, was available only during the first half of project "Nirvana." Afterward, she will be reassigned to a more visible project with higher revenue expectations. The line manager has also mentioned that he can assign a different employee, Stan, to "Nirvana," and he will guarantee that Stan, a solid performer, will stay on the project until the end. The decision has to be made quickly though, since Stan will be assigned to another project starting shortly after "Nirvana." What would be the best course of action for the project manager if the dominating project constraint is time?	Go around the line manager to executive management and try to get the "star" employee for the whole project.	✗
Category A – Technical – Resource	Which of the following is an example of positive outcomes of successful team development?	All of the above	✓
Category A – Technical – Resource	Which of the following are benefits of a virtual team?	Reduced travel and relocation costs	✗
Category A – Technical – Resource	After the beta testing of a deliverable failed, two employees had a heated argument about who was responsible. The project manager decided to wait and see if the conflict would pass. Which conflict resolution mode did he employ?	Compromising	✗
Category A – Technical – Resource	When interacting with stakeholders, you need to have a high degree of emotional intelligence. Being aware of your team members' emotional state is an example of which of the following?	Social awareness	✓

Block	Question wording	Answer given	Result
Category A – Technical – Resource	You are currently involved in organizational planning for an upcoming project. You need to create a high-level responsibility assignment matrix (RAM). This involves assigning the different project components to the appropriate units and groups within the organization. Which of the following planning documents should you consult to determine the project's components?	Scope statement	✗
Category A – Technical – Resource	You are a project manager acquiring staff for an upcoming project. Management has promised the customer that a particular member of your organization will be assigned to your project team and will be responsible for specific aspects of the project. This person must be included in your staff acquisition plans. Which of the following is the term used to describe this situation?	Procurement	✗
Category A – Technical – Resource	Your team has been working together for over a year on a project. They have overcome many obstacles and they are able to accomplish their work better and faster than many of their peers. They are able to solve most problems on their own and require little management. Which stage of team development are they in?	Performing	✓
Category A – Technical – Communications	Communication is the exchange of information, intended or involuntary. Which of the following is NOT a correct statement about project communication?	Choice of words impacts communication.	✗
Category A – Technical – Communications	Three months into project execution, the project manager finds out that the client has complained to his manager about the lack of transparency in the project progress. The project manager stipulated in his communications management plan that the status report was to be sent to the client periodically and confirmed that it has been done according to the plan. Ensuring that the information needs of the project and its stakeholders are met is the focus of which process?	Conduct Communications	✗
Category A – Technical – Communications	Project "Magnolia" has the following major stakeholders: the client, the executive management of the performing organization, the project team, and the subcontractor. What would be the best way to get started on progress reporting?	Review the stakeholder register, define an information distribution strategy in the communications management plan, and perform progress reporting in accordance with information distribution strategy.	✓
Category A – Technical – Communications	Misunderstandings can be reduced by remembering the five Cs of written communication. Which of the following is NOT one of those 5 Cs?	Clear purpose	✗

Block	Question wording	Answer given	Result
Category A – Technical – Communications	You are assembling a performance report for your project to be presented to the project stakeholders. The report will assess performance with respect to budget, schedule, scope, and quality. In order to assess performance, you need baselines for these categories. In which of the following documents should you look to find this information?	Project records	✗
Category A – Technical – Communications	As project manager, you are responsible for presenting a great deal of information to stakeholders. Therefore, you need good communication skills. Which type of communication are you employing when you modulate your tone of voice to convey meaning?	Interactive	✗
Category A – Technical – Communications	You are facilitating a meeting to finalize the requirements for your project. There is some heated debate between three stakeholders about how a certain requirement should be integrated into the end product. You ask each of the three stakeholders to clearly state their viewpoint and then listen respectfully, without interrupting, while the other stakeholders present their viewpoint. As each stakeholder is talking, you ask clarifying questions, confirm what you have heard, and acknowledge their perspective. Your behavior can best be described as:	Conflict management	✗
Category A – Technical – Communications	You are the project manager on a large, multinational project and are planning the project communications. The most effective way to distribute large volumes of information to a large audience would utilize a method known as:	Pull communication	✓
Category A – Technical – Communications	Sandy is managing project "Borneo" and is thinking about selecting the most appropriate means for communicating sensitive, and in some cases confidential, information. The available technology from which to choose must be carefully assessed so that there is no loss of control of this important information. Which of the following processes is she attempting to perform?	Plan Communications Management	✓
Category A – Technical – Communications	Asha is the project manager for a multinational/multilingual/multicultural project. She was selected for the role because of her experience with multiple languages. Nevertheless, as she is preparing a project briefing, she is having difficulty stating a particular issue in a way that will be clearly understood. Using the theory of a basic communication model, which of the following communications steps is she struggling with?	Encoding	✓
Category A – Technical – Risk	The project manager has conducted risk management planning. He analyzed stakeholders' appetite levels and came to the conclusion that both the project sponsor and the client are risk-averse. Which document is the best choice for recording the project manager's findings?	Project management plan	✗

Block	Question wording	Answer given	Result
Category A – Technical – Risk	The risk management plan can include each of the following EXCEPT:	Identified and prioritized risks	✓
Category A – Technical – Risk	During the execution of project "Fireworks," the hardware supplier delayed an order. This was never identified as a risk, there was no risk response strategy, and, subsequently, the whole project was being delayed. One of the company employees mentioned that exactly the same thing had happened during a previous project, and he had previously documented it in the company's knowledge base. What did the project manager fail to do?	Review the quality management plan	✗
Category A – Technical – Risk	Which choice would be an example of the risk response strategy known as transfer?	Outsourcing part of the project to a contractor	✓
Category A – Technical – Risk	Software development project "Earth" is nearly complete when the project manager is informed that an outside vendor that was supposed to write some complex software components has declared bankruptcy and ceased operations. This risk event was NOT identified. In order to deliver on time, the project manager procured extra internal resources and negotiated with the performing organization to do an in-house creation of software components. Which of the following did the project manager do?	Avoid risk	✗
Category A – Technical – Risk	The effect of uncertainty on the project as a whole, including individual risks, is known as:	Non-event risk	✗
Category A – Technical – Risk	You have been asked by your project manager to begin identifying project risks. In which of the following documents will you find the project's procedures for identifying project risks?	Project management plan	✗
Category A – Technical – Risk	While creating the risk responses for your project, the sponsor has asked you to develop a plan for paying a third party to assume responsibility for the consequences of a risk event. Which of the following strategies is your team adopting for coping with this particular risk?	Transference	✓
Category A – Technical – Risk	You have been asked to perform a qualitative risk analysis in the event that a vendor fails to deliver a procurement item within the time frame specified in the contract and project schedule. Which of the following describes two principal dimensions of the risk that you need to analyze?	The probability that the vendor will fail to deliver within the specified time frame and the consequences for the project should the vendor fail to deliver within the specified time frame	✓
Category A – Technical – Risk	You are developing the risk management plan for your project. The plan should describe all of the following EXCEPT:	Techniques for identifying risks	✗

Block	Question wording	Answer given	Result
Category A – Technical – Procurement	A project manager is about to start procurement planning for project "Venus." If the project manager wants to minimize the risk of cost growth for the buyer, what type of contract should she use?	Firm fixed price	✓
Category A – Technical – Procurement	After a make vs. buy analysis has been completed, it has been decided that implementation of project "Saturn" will be outsourced. During the procurement planning phase, the buyer has finalized design specifications for "Saturn." Design specifications were included in the statement of work, which was later made part of the contract. Who will bear risk of performance if the design specs were incomplete?	Neither the buyer nor the contractor	✗
Category A – Technical – Procurement	All of the choices below are examples of evaluation criteria employed to rate or score a seller's proposals EXCEPT:	Life-cycle cost	✗
Category A – Technical – Procurement	A project manager and several representatives from the buying organization are preparing for contract negotiations. The seller's representatives will be visiting from out of town to conduct negotiations. What should be done by the buyer to prepare in this case?	Arrange "hygiene" factors — logistical details such as choice of venue, structure for the meeting, and the seating arrangements.	✓
Category A – Technical – Procurement	How can a buying organization protect itself in the case of the cost plus fixed fee contract?	Not worry; the seller assumes all the risks.	✗
Category A – Technical – Procurement	You have been asked by your project manager to write a statement of work (SOW) for an item that the project needs to procure. What should you adopt as your goal for the SOW?	To describe in minute detail the terms and conditions of the contract options that the project manager can consider for obtaining the procurement item	✗
Category A – Technical – Procurement	You have been asked to develop a weighting system to evaluate a set of competing vendor proposals. The goal of the weighting system is to minimize the effects of subjectivity in the source selection process. Which of the following best describes the process of creating a weighting system?	Establishing a ranking of the submitted proposals according to their relative merits	✗
Category A – Technical – Procurement	Your project team is closing out a procurement. Performing a procurement audit is an important part of this process. Your project manager has assigned you the task of leading the procurement audit. Which of the following best describes your goals for the procurement audit?	Compiling all of the contract documentation, including schedules, records of contract changes, financial documents such as invoices and payment records, vendor performance reports, and inspections of all accepted items	✗

Block	Question wording	Answer given	Result
Category A – Technical – Procurement	You are leading the procurement process for a complex, expensive, and vital procurement item. A large number of vendors have expressed interest in submitting bids for the contract. These vendors have been asking numerous questions about the request for proposal (RFP). Answering these questions individually and ensuring that all prospective vendors have the same information has become almost unmanageable. Which of the following is a procurement technique designed to help solve this problem?	Bidder conference	✓
Category A – Technical – Procurement	Your organization contracted with Debbie's Design to provide the interior design scheme and decoration for your new corporate offices. At a weekly status meeting you notice that Debbie did not show up. Upon reflection, you realize you haven't seen her in several days. You call her and the phone is disconnected. You drive by her offices and they are empty and vacant. It appears Debbie's Design is out of business. Which of the following describes the status of the contract?	Terminated for convenience	✗
Category A – Technical – Stakeholder	You have just started a new project and have completed defining a preliminary list of stakeholders. You have determined the vice president of finance as having significant authority but not much concern for your project. Which of the following best describes the vice president of finance?	High ownership, low interest	✗
Category A – Technical – Stakeholder	The stakeholder engagement plan is used to define an approach to:	Increase the support of negative stakeholders and increase their level of participation in the project.	✗
Category A – Technical – Stakeholder	Managing stakeholder engagement includes activities that are directed toward project stakeholders in order to do which of the following?	Meet their expectations, address issues, and foster appropriate involvement.	✓
Category A – Technical – Stakeholder	The project has progressed nicely and is entering its final stages. The project manager is preparing for the final product acceptance and project signoff. Prior to scheduling the final signoff meeting, what should the project manager do to ensure stakeholders' expectations are satisfied and increase the probability of project success?	Address any open or unresolved issues directly with the impacted stakeholders.	✓
Category A – Technical – Stakeholder	Ian is leading his team in project planning. They have performed stakeholder analysis, and there are a variety of concerns with some of the stakeholders. He has determined the need to prepare a stakeholder engagement plan. Which of the following source documents should be the most current and relevant for this task?	Business documents	✗

Block	Question wording	Answer given	Result
Category A – Technical – Stakeholder	Alexandra is performing an analysis of the current engagement level of her project stakeholders with the intention of assessing the desired level of engagement. She is designing an engagement table and has identified five levels of engagement, shown below. In order to be consistent with the five standard levels of engagement, which of the following would you recommend renaming?	Supportive	✗
Category A – Technical – Stakeholder	In order to support the effective monitoring of stakeholder engagement, you have directed your project management staff to implement an issue log and issue management procedures. What is the function of the issue log in this context?	The issue log describes the expected change of stakeholder engagement when closing one project phase and commencing the next phase.	✗
Category A – Technical – Stakeholder	You are developing a table that shows your stakeholders' current and desired levels of engagement. What level of engagement do your customer and sponsor represent?	Unaware	✗
Category A – Technical – Stakeholder	As a result of performing the Monitor Stakeholder Engagement process, you have generated a change request to take corrective action to improve the management strategy for several vital stakeholders. After drafting this change request, which process should be invoked in order to manage the change?	Manage Stakeholder Engagement	✗
Category A – Technical – Stakeholder	Roberto is concerned that a number of people in his organization are attempting to insert themselves as significant stakeholders on his project. Worried that attempting to manage that many stakeholders will distract him from the primary objectives of the project, he expresses his concern to his project sponsor. She reminds him of a classification method for stakeholder analysis that assesses the legitimacy of stakeholders. This method is called:	The Influence/Impact Grid	✗
Category B - Personal - Communicating	You are presenting a project overview to inform various groups of stakeholders about a new project. You have developed a presentation for senior management, the project management team, and the future end users. Each of these presentations is different. One of your co-workers thinks you are working too hard to communicate and asks you why not just have one presentation for everyone. You believe that your approach is better because:	In order to effectively engage each audience, you need to adapt the message to their needs.	✓
Category B - Personal - Communicating	You are initiating a project that has several members that are not on-site. Some work from home and others are in offices in other states. Which of the following is an important aspect for ensuring success with this team?	Develop a robust communications management plan that includes methods for sharing information with on-site and virtual team members.	✓

Block	Question wording	Answer given	Result
Category B - Personal - Communicating	You are working on a project to replace your current vendor for cloud storage. The team member who functions as the SME in cloud storage recommends a provider that offers significantly lower prices because they are new to the market and are trying to establish clientele. He says that he reviewed their website and their pricing and is comfortable recommending this provider without doing a competitive bid. What should you be concerned about?	Nothing. This is a great solution.	✗
Category B - Personal - Communicating	You developed a project report for senior management that provides details of the project's past progress, current status, and forecasted performance. You spent quite a bit of time explaining the team's current thinking on risks, issues, and opportunities. You feel good about the amount of detail you included in this 15-page report. After you sent it out, one of the senior executives comes by your desk and asks if you are trying to bury him in minutia! He states he is quite upset that you would waste his time slogging through the information. What did you do wrong?	You identified the risks but didn't provide a solution for them.	✗
Category B - Personal - Communicating	You have just finished leading a brainstorming and work session with members of your team to define the WBS for your project. You will be sending out several pieces of correspondence to document the session. You will send out the minutes of the meeting, the WBS that the team agreed on, and a copy of the flipchart notes that shows the team's work. Which of the following is an accurate description of the communications you will be sending out?	The WBS is formal written communication. The minutes and flipchart notes are informal written communication.	✗
Category B - Personal - Communicating	You and your team have been working diligently to decompose the work, develop the schedule, determine the resource requirements, and develop cost estimates. What supporting information should you include with your cost estimates to show how you arrived at them?	Basis of estimates.	✓
Category B - Personal - Communicating	A key resource has left the company. Since there are not available internal resources, you bring on a contractor to fill the position. What are the next appropriate steps?	Update the risk register.	✗
Category B - Personal - Leadership	You are taking over a project with a team that is fractured and unmotivated. The schedule is way behind and the budget has little relationship to reality. You need to update the baselines and get the team to work together productively. Which of the following is the best way to accomplish that?	Engage the team in re-planning the project and seek their input about project issues.	✓
Category B - Personal - Leadership	What is a good way to build and maintain effective professional relationships?	Establish a good rapport with stakeholders based on openness and respect.	✓

Block	Question wording	Answer given	Result
Category B - Personal - Leadership	You want to set up a structure that allows senior team members to share their knowledge with newer team members. You think this will provide a way to keep senior team members engaged and will help the newer members learn the ropes. This is an example of:	Leadership skills.	✓
Category B - Personal - Leadership	Taking accountability for delivering the project includes all of the following EXCEPT:	Staying up to date with the risks and issues.	✗
Category B - Personal - Leadership	Influencing is a technique that can be used to deliver project results. Which of the following is the best description of influencing?	Using data and information from subject matter experts to persuade others.	✓
Category B - Personal - Leadership	A new hire was put on your team. She is young and shows great potential but has very little knowledge of your scheduling tool. In addition, she could use a bit of help in her presentation skills. What is an appropriate response to this situation?	Report the skill deficit to her manager.	✗
Category B - Personal - Leadership	You have taken over a team for a project manager who has left the company. At the first meeting you sent out an agenda, but it seems no one reviewed it, so they weren't prepared for the discussions. You notice that during the meeting there is a lot of interrupting and not a lot of listening. Which of the following options will help you correct the situation?	Work with the team to create a team charter that includes ground rules for meeting etiquette.	✓
Category B - Personal - Leadership	Which of the following is appropriate to cover at a project kickoff meeting?	The strategic value of the project.	✗
Category B - Personal - Leadership	You are coaching a new project manager. You let them know that overall, they are accountable for the success of the project. One way to demonstrate accountability is to:	Establish project reviews.	✓
Category B - Personal - Leadership	You have a very diverse stakeholder pool. The advisory board represents numerous departments with various concerns, the customers seem to want different features, and your team members are geographically dispersed. To achieve the best results you should:	Tailor your approach to meet the needs of different stakeholder groups.	✓
Category B - Personal - Management	Part of managing your team is making sure the expectations and responsibilities are clear and that team members understand their roles and importance to the project. A tool that you can use to do this is:	A responsibility assignment matrix.	✓
Category B - Personal - Management	As part of starting the project, you review the company policies and templates for the various components of the project management plan. You combine some of the components, make others more robust, and add in some additional components. This is an example of which of the following?	Demonstrating a commitment to the project.	✗

Block	Question wording	Answer given	Result
Category B - Personal - Management	Two members of the team, Joshi and Phillip, have a significant disagreement about the best way to design a component of the overall product. Which technique below is likely to have the best result?	Work with them to search for alternatives together and treat the conflict like a problem to solve.	✓
Category B - Personal - Management	You facilitate your team in developing a team charter at the start of the project. There is a section that notes that where possible, conflicts will be resolved collaboratively. Which of the following best describes a collaborative method of resolving conflicts?	Finding a solution that brings some degree of satisfaction to each party.	✗
Category B - Personal - Management	Two months into a six-month project, a team member leaves the team. You need to orient a new team member. What is the best way to orient her?	Have her job-shadow another team member until she is confident.	✗
Category B - Personal - Management	All of the following are resources to help a project manager plan the project in an organized manner EXCEPT:	Information from past projects.	✗
Category B - Personal - Management	A conflict resolution approach where the project manager dictates the outcome is called _____. It can only be used if you have sufficient _____ power.	Assertiveness, position.	✗
Category B - Personal - Cognitive Ability	You are working on a project with a tight timeline and fairly exacting requirements. One of your team members had to unexpectedly withdraw from the team due to an injury that places her on disability for two months. Given the situation, which of the below is the best option?	Find a resource with the same skillset and, ideally, higher proficiency to avoid a schedule slip.	✓
Category B - Personal - Cognitive Ability	You are at the monthly project portfolio review meeting where each project manager shares his or her project process. Your project is on schedule and a bit over budget. Rashida has just finished reporting the status of her project. She is significantly behind schedule, and her project is critical to the organization. What, if anything, should you do?	See if Rashida can relocate some of her budget to you in exchange for some resources.	✗
Category B - Personal - Cognitive Ability	At a recent status meeting with your core team, you asked each of the six team members to provide an update on the work they accomplished in the past two weeks, what they expected to accomplish in the coming two weeks, and to discuss any potential barriers, issues, or risks that would impact work in the coming two weeks. Robin, who usually has a quite positive outlook, seemed disengaged, and when you asked her what she expected to accomplish in the next two weeks, she rolled her eyes and shook her head while saying, "I'll do the best I can to get everything done." You think to yourself that this doesn't sound like Robin. What is the best response?	Ask her if you have offended her in any way, and then explain the importance of meeting team commitments.	✗

Block	Question wording	Answer given	Result
Category B - Personal - Cognitive Ability	There is a resource manager that you have consistently had problems working with. He is unresponsive and usually only gets you the promised resources after being approached several times. You decided that this time before you meet with him, you would fill out a WBS dictionary form indicating all the details of what you need and where it fits in the overall project. You put in signature lines at the bottom for both you and him to sign to indicate that you both agree with the scope of work and the required resources and dates needed. This seemed to work really well. The resources were available when needed, and things went a lot smoother using this process. What is your next step?	Note the approach in the lessons learned register so you can remember to use it in the future.	✓
Category B - Personal - Cognitive Ability	You have been given a process improvement project to improve the customer satisfaction results from a help desk line. One of the first steps you take is to identify the reasons for dissatisfaction and then rank them by frequency. What are the best techniques to accomplish this?	A root cause analysis and a scatter diagram.	✗
Category B - Personal - Cognitive Ability	You are developing a new online employee benefits portal for your company. Part of your project scope is to provide documentation and training for the new portal. You will need to provide training to the people who will support the application as well as an online tutorial for all employees. The project sponsor has asked you to evaluate three options for developing the documentation and training. She wants you to look at outsourcing the development and delivery, having the developers put it together, and having the benefits department put it together. She wants you to evaluate the cost, the likely quality of the end product, and the timeliness of when it can be rolled out. Which techniques would be the most appropriate to evaluate these options?	Cost of quality.	✗
Category B - Personal - Cognitive Ability	You have determined that if you collaborate with another project to purchase material, you can reduce the rate from \$120 per cubic yard to \$108 per cubic yard. You approach the other project and manager, and the two of you sync up your schedules to determine the best time to order, arrange with accounts payable to split the cost of goods, and ensure that you have available warehouse space to store the material until needed. This is an example of:	Accepting the opportunity.	✗
Category B - Personal - Effectiveness	The executive management team has just added a large amount of work to your project. You have been given a month of schedule relief to accommodate the work. However, the situation involves some rework, rethinking the approach, and identifying and scheduling new activities for the additional scope. Where should you document this?	Issue log and change log.	✓

Block	Question wording	Answer given	Result
Category B - Personal - Effectiveness	The executive management team has just added a large amount of work to your project. You have been given a month of schedule relief to accommodate the work. However, the situation involves some rework, rethinking the approach, and identifying and scheduling new activities for the additional scope. You have decided to treat this like a problem to be solved. You define the problem as: "Due to new scope, we need to analyze the amount of rework and re-plan the remaining work, while not incurring more than one month of schedule slip." Which steps would you take next?	Brainstorm alternatives and identify risks with the proposed solutions.	✗
Category B - Personal - Effectiveness	Your project is on a tight timeline for delivery. Prior to the final customer demonstration, your quality department is going to perform an audit and a walkthrough of the final product. You know that if there are issues in the walkthrough, it will be challenging to fix them before the final customer demonstration. You and your team decide to do a mock audit and walkthrough two weeks prior to the quality audit to identify potential defects or issues prior to the quality audit. In addition, you propose sharing the results with the quality department in an effort to reduce some of their work for the audit. These actions demonstrate which of the following?	Taking initiative and assuming calculated risks to expedite project delivery.	✓
Category B - Personal - Effectiveness	You are working on a project where the design work has been steadily falling behind. You meet with your team members to identify the cause of the problem. It turns out that while the design work is not that difficult, the people working on it have only been out of school an average of three years. The people who estimated the work have 10 – 15 years of experience. Therefore, you articulate the problem as: Due to inexperienced team members, work is taking longer to complete. You state that you want to regain the 2 weeks of schedule slip and eliminate any future schedule deterioration. The design team lead wants to make sure that the resolution does not include any negative fallout for the team members. In fact, ideally he would like to see the team members come out with an improved skill set if possible. The finance person is comfortable releasing some reserves to address the problem, but no more than \$8,000. Given this information, what is the next step?	Select the criteria you should use to address the problem.	✗

Block	Question wording	Answer given	Result
Category B - Personal - Effectiveness	You are working on a large civic project to renovate and revitalize a rundown section of town. The storefronts are getting new facing and the streets will be repaved and striped. The median will have flowers and plants, and there will be pocket parks on every block. During this project there will be several times where traffic will be re-routed. You need to make sure that the public knows about the street closures and that business owners are aware so they can inform their staff and customers. You decide to create a website that shows mock-ups of the new downtown, identifies milestones, lists closure dates, and communicates other relevant information. You also set up a project billboard on each end of the impacted zone that provides the latest information. This is an example of:	Identifying opportunities.	✗
Category B - Personal - Effectiveness	You are working on a large civic project to renovate and revitalize a rundown section of town. The storefronts are getting new facing and the streets will be repaved and striped. The median will have flowers and plants, and there will be pocket parks on every block. One way to maintain positive stakeholder relations is to:	Develop a stakeholder engagement assessment matrix.	✗
Category B - Personal - Professionalism	Which of the below documents show the alignment of the project to the organization's mission and goals?	Team charter and project charter.	✗
Category B - Personal - Professionalism	Your organization is transitioning to a new project management methodology. A group of consultants has been brought in to roll out the methodology, train users, and facilitate the first few project kickoff meetings that will employ the new methodology. There has been quite a bit of grumbling from some of the project managers who have been with the organization for a long time. They are familiar with the current processes and are not pleased with the change. You have your doubts, but mostly because you are not familiar with the new approach. A few of your project management colleagues ask what you think about his new methodology. How should you reply?	Stand firm with your team; they are the people you have to work with every day.	✗
Category B - Personal - Professionalism	You are a new hire at a firm. You are part of a proposal team that is bidding on a large piece of business for the government. You find out that your prior firm is also bidding on this business. What is the best approach?	Use what you know from your previous firm to help your current firm win the bid.	✗
Category B - Personal - Professionalism	You asked a team member to put together a presentation for what will be available for download from your website explaining your new product. You plan to eventually turn it into a video presentation as well. You are very pleased with the presentation as it has numerous charts, graphics, and pictures. You ask her where she got the graphics, and she replies that she just did an image search on the web. Is this a problem?	Yes, your company will need to pay royalties.	✗

Block	Question wording	Answer given	Result
Category B - Personal - Professionalism	Your project was running behind due to a late vendor delivery. You raised this as a risk on your register and was told that you needed to find a way to deliver on time. You decided to reduce the number of quality reviews from three to two. The product was released on time, but there are a number of quality issues. The sponsor has set up a meeting with you about the quality issues. What should your approach be at the meeting?	Point out that the vendor was late and this impacted the critical path.	✗
Category B - Personal - Professionalism	You are working with an international team. You feel it is important to have teleconferences at least monthly so you can relay information, bring up issues for consideration and discussion, and maintain team cohesiveness. What is a good approach to accomplish this?	Set up two call times so that no one has to be on the phone after 9 p.m. or before 7 a.m..	✓
Category B - Personal - Professionalism	You turned in your initial schedule showing a delivery date 10 months from now. The sponsor looked at it and asked you if you were serious. She indicated that any junior project manager would be able to deliver this in 8 months, and that she expected you to present a better schedule by end of business tomorrow. Back at your desk you get a note that your lead engineer has been pulled off for a different project. They are looking for someone to replace him, but it will probably be 3 weeks before they get that person. You go by one of your team member's desks to see if he can find a way to reduce his time frames, and he look at you with loathing and says, "Honestly, you project managers are all the same, it's never enough, you always ask us to do it faster and cheaper. NO! I can't do it faster and stop bugging me!" What is the most appropriate response?	Reduce all the durations by 20% and state that the project is at risk.	✗
Category C - Business & Leadership - Enterprise View	You have taken over a project in the middle of the development phase, and you notice that various team members are confused about the project objectives. You should:	Meet with the team members and articulate the project objectives.	✓
Category C - Business & Leadership - Enterprise View	Several of the more experienced members of your project team have openly expressed a difference with the stated objectives of your project. They feel that the organization is changing too quickly and they don't feel appreciated. You should:	Address the issue openly at a team meeting and reinforce the project's objectives.	✓
Category C - Business & Leadership - Enterprise View	You are the project manager for a six-month process improvement for your organization. At the first team meeting, you introduce the project charter, high-level scope, and roles and responsibilities of the team. A team member, who last year worked on a similar project at his former company, suggests that a completely different approach and focus be explored and implemented. You should:	Remind the team member that the project scope is already fixed and that they need to concentrate on the work at hand.	✗

Block	Question wording	Answer given	Result
Category C - Business & Leadership - Enterprise View	A team member who is working on several projects within the organization asks how your current project, an inventory-tracking system, will impact a customer-billing program on which she is working. Your answer:	Should include a discussion of the organization's strategic goals and project interdependencies	✓
Category C - Business & Leadership - Enterprise View	You have been asked to evaluate the existing process of capturing sales leads, classifying their importance, and passing the leads on to a sales force that is dispersed nationwide. As part of this process, you would do all BUT:	Evaluate the current process strengths and weaknesses.	✗
Category C - Business & Leadership - Enterprise View	During some research on customer satisfaction within your industry, you discover that there is a need for your organization to revamp the whole customer experience. You realize that the current processes are NOT user-friendly and that your staff has the ability to re-engineer the whole process. As team leader, you should:	Take your idea to a competitor.	✗
Category C - Business & Leadership - Enterprise View	At a company meeting, the vice president of marketing mentions that she is unhappy with the results of a recent campaign and would like you to do a feasibility study regarding the use of more web-based tools. As part of this study, she has asked that you develop a draft scope statement. She has identified three key stakeholders to be part of the group that sets the goals. Your process for this will include:	Preparing an RFP and sending it to vendors of web-based marketing products	✗
Category C - Business & Leadership - Enterprise View	You have been named as a project manager for a conference on medical technology. As part of your stakeholder analysis, you would do all of the following EXCEPT:	Work with stakeholders in crafting the desired conference agenda.	✗
Category C - Business & Leadership - Enterprise View	One of the activities in your project is falling behind, and a team member asks if he can have a resource from another project. The other project is a mission-critical, government-mandated one that is already on a tight schedule, and the resource identified is already fully utilized. You decide to:	Create a change request to reduce the scope of the project in order to meet the project timeline.	✗
Category C - Business & Leadership - Enterprise View	You are a project manager who is currently managing three projects with resources shared amongst the three projects. Project A is a higher priority than Projects B or C. Your boss, and sponsor of Project A, asks you to expedite the completion of this project. You decide that the best response is to:	Re-allocate some of the resources from their tasks in Projects B and C to Project A in order to crash that project's schedule.	✓
Category C - Business & Leadership - Enterprise View	One of the activities in your project is falling behind, and a team member asks if he can have a uniquely skilled resource from another project. The other project is less critical than yours, although the resource identified is already fully utilized. You decide to:	Talk to your customer and find out if they can utilize their leverage in getting you the resource.	✗

Block	Question wording	Answer given	Result
Category C - Business & Leadership - Enterprise View	You are the leader of a cross-functional team composed of members internal and external to the organization. To avoid a potential conflict among the different groups represented in the team, you might:	Make a rule that when disagreements arise at team meetings, each member is allowed five uninterrupted minute to present their point of view.	✗
Category C - Business & Leadership - Enterprise View	One of your staff members, a website designer, is grossly underutilized in your current project. Other projects within your organization have a need for his skill set but already have resources devoted to these tasks. Given the five choices below, which represents the BEST solution to the problem?	Fill up the schedule of activities for the resource with non-web design tasks.	✗
Category C - Business & Leadership - Enterprise View	Which of the following would BEST fit the competency that project managers create synergy by streamlining and standardizing processes and tools that have implications across multiple disciplines?	Having each project manager create a list of the ways in which they have streamlined and standardized processes and tools in their project areas	✗
Category C - Business & Leadership - Enterprise View	At a status meeting, it is reported that a previously unidentified risk has been triggered. The key criteria in determining which workaround to use in this case is MOST dependent on:	The customer's risk tolerance for the triggered risk	✗
Category C - Business & Leadership - Enterprise View	At the kickoff meeting, you announce that the goal of your project is to develop a manufacturing process for a new line of products that customers have requested. The team members, who have some experience in new product development, immediately start listing all the things that need to be done as part of the project schedule. You should:	Take notes on the activities, as the team already knows the best way to proceed.	✗
Category C - Business & Leadership - Enterprise View	Which statement BEST exemplifies the role of project manager with respect to working with suppliers and vendors?	Project managers should only deal with a group of approved vendors and suppliers.	✗
Category C - Business & Leadership - Enterprise View	The chief financial officer (CFO) of your company is the sponsor of your project, which seeks to enable web-based purchasing of products in your catalog. She is particularly interested in the security of the system, verifying the customers' identity before letting them shop, and preserving the privacy of customer data. The sales vice president wants to make sure that the system allows him to market directly to customers, and the shipping department wants to make sure that their overnight courier has access to all orders. You decide that the system should:	Be as secure as the CFO requires regardless of the wishes of the sales and shipping departments.	✓
Category C - Business & Leadership - Business Acumen	One month into the implementation of a database system for a new financial service, you find out that a recent federal regulation regarding the privacy of financial data has been released. Your system does not comply entirely with the regulation. You should:	Go to the senior management team and ask that the project be terminated.	✗

Block	Question wording	Answer given	Result
Category C - Business & Leadership - Business Acumen	You have some doubts as to the manner and method of maintaining product quality for your project. As project manager for a new line of industrial equipment, you should do all of the following EXCEPT:	Change the product scope to exceed the product quality.	✓
Category C - Business & Leadership - Business Acumen	You are the project manager of an IT project using new, unproven technology. Due to the evolving technical environment, you decide to:	Terminate the project due to the risky nature of unproven technology.	✗
Category C - Business & Leadership - Business Acumen	You are managing a project with the lowest priority in your organization. A higher-priority project is falling behind schedule and could benefit from a highly skilled resource on your project team. However, if you were to lose that resource, your project would definitely slip. You should:	Offer your resource and either ask for an extension on your project, reduce the scope, or recommend early termination.	✓
Category C - Business & Leadership - Business Acumen	Your project is a process improvement project that will completely remap all the procedures for ordering and billing for your company's products. The project team worked on a similar project last year, a project that was terminated early due to a shift in priorities. At the first team meeting, the team's motivation is low, as they remember the previous project. The best response to their inertia would be to:	Review the history and position of the current project in light of the organization's strategic objectives.	✓
Category C - Business & Leadership - Business Acumen	Halfway through the planning process, you begin to realize that your project will NOT deliver the business value that it was chartered to do. Your company has been going through a downsizing effort for the last two quarters. As project manager, you should:	Brainstorm with the team and develop a plan that will crash the project's schedule.	✗
Category C - Business & Leadership - Business Acumen	The vice president (VP) of sales wants you to build a website that will double the current company revenue. During your initial meeting, you would want to:	Remind the VP that you can create the environment that will allow sales to double, but cannot control the actual sales numbers.	✓
Category C - Business & Leadership - Business Acumen	You have successfully implemented an upgrade to the sales database system for your organization, and the chief information officer (CIO) has asked that you do the same for inventory control. You know that a new software product that combines the functionality of the sales database system with the desired inventory control procedures is due to be released. One of the first things you should do is:	Look for a way to take the data out of the old system and feed it into the new software.	✗
Category C - Business & Leadership - Organizational Savvy	You have been brought into an organization to serve as the head of its Program Management Office (PMO). You want to create a community of practice around project management but have been told that there was an initiative several years back to set up formal project management culture and policies and that it was considered by many to be a failure. The most effective demonstration of your political and environmental judgment would be to:	Look for a consulting organization to write a formal methodology for you.	✗

Block	Question wording	Answer given	Result
Category C - Business & Leadership - Organizational Savvy	Your organization is an established firm with staff members who are experienced in print advertising. You have been asked to draft a proposal exploring the potential market for internet-based marketing and advertising and are expected to use the in-house advertising expertise to assist in the evaluation. Your boss expects the report in a week and has given no budget for external resources. At this point, your most effective decision would be to:	Write the report as best you can, even though you know it will not be of value.	✗
Category C - Business & Leadership - Organizational Savvy	The project manager of a high-profile, high-impact project within your organization asks to borrow some key resources from your project. Your project, although technically on schedule, has a number of high schedule-risk activities on the horizon, and you feel that if you release the resources, you'll definitely fall behind schedule. At this point, your best alternative is to:	Release the resources since senior management will assign them anyway, and you'll have a case to ask for more time.	✗
Category C - Business & Leadership - Organizational Savvy	The vice president (VP) of sales asks that you work with him as an unscheduled resource for an estimated 10 hours over the next month on a product line that will provide the basis for a complete online store, the prototype of which you are currently working on for the chief information officer (CIO). You should:	Agree to limited participation based upon mutual schedule availability.	✓
Category C - Business & Leadership - Organizational Savvy	The application development (AD) staff in your organization is complaining about the amount of documentation required by the technology staff for the current network infrastructure upgrade. As head of the Project Office, your best alternative of the following is:	To form a committee composed of members from both groups and force a long-term solution that they both can support	✓
Category C - Business & Leadership - Organizational Savvy	You've just been assigned to take over a project during plan execution, and you notice that the team members escalate all issues and problems to you regardless of scope. Which of the following policies would most likely yield the longer-lasting solution?	A policy that allows them to act on any team issue except for schedule or cost	✗
Category C - Business & Leadership - Productive Work Environment	All of the following assist in systematically launching a new team effort EXCEPT:	Team norms.	✗
Category C - Business & Leadership - Productive Work Environment	Which activity below is essential in systematically launching team effort?	Asking the individual team members to make effort estimates for the activities assigned to them	✓
Category C - Business & Leadership - Productive Work Environment	Your project team has just been assigned, and you are about to address them for the first time. Your leadership style should:	Be very directive, as the team is still learning its roles and responsibilities.	✓

Block	Question wording	Answer given	Result
Category C - Business & Leadership - Productive Work Environment	After several months of working on your project, your team has managed to get the project status on time, on budget, and within the scope and quality standards. A team leader suggests that team members be re-allocated to tasks that would promote their professional development without compromising their performance on project activities. Your reaction should be:	"Although I can see the benefits, this decision is outside the scope of your responsibilities."	✗
Category C - Business & Leadership - Productive Work Environment	The effort estimates on your project, which were developed by the team members, turn out to contain an excess of "buffer time." As you are halfway through the execution of your project, you decide to reset your schedule baseline. The project team is nervous, as they perceive that you are putting them on a more aggressive schedule. An appropriate response would include:	A comment that the customer will be delighted with the early delivery date	✗
Category C - Business & Leadership - Productive Work Environment	Rajit, a team member, has been exceeding expectations regarding his performance as a software developer. He has asked to be a part of the code review team, which is typically composed of developers at Level 2 or higher. Other members of that team are not sure that adding Rajit to the team would be a good idea at this time. As project manager, an appropriate action to take would be to:	Add Rajit to the team as part of his ongoing development.	✓
Category C - Business & Leadership - Productive Work Environment	Which of the following actions would have the most impact in promoting a shared stake in the project team's success?	Creating an incentive program for meeting project objectives	✓
Category C - Business & Leadership - Productive Work Environment	Your project team consists of many individuals new to your organization. They are very skilled but have never worked within a project environment. Which leadership behavior would best fit this situation?	Letting them work at their own pace and using the experienced staff to pick up the slack	✗
Category C - Business & Leadership - Productive Work Environment	Two members of your project team are not getting along and are causing turmoil with the rest of the team. One activity on the critical path is tracking late as a result of their friction. As project manager, an appropriate response would be to:	Talk with each resource individually and work out a compromise with each.	✗
Category C - Business & Leadership - Productive Work Environment	As a team, you decide to meet each Friday for lunch to go over any team issues and conduct some team building. After six months, you notice that only half the team attends these lunch meetings. You should:	Abandon the meetings, as they are not effective.	✗

Block	Question wording	Answer given	Result
Category C - Business & Leadership - Productive Work Environment	A team member mentions to you that he can get a copy of a web development tool for free by illegally copying software from a friend. Your budget does not allow for the purchase of this tool, and you are already on a tight schedule. Your management will never know that you used this tool to meet your schedule baseline. As project manager, you should:	Reject the offer, as you would be sending an inappropriate message to the team.	✓
Category C - Business & Leadership - Productive Work Environment	At a project status meeting, you recognize that the programming activities are taking longer than planned. A team leader suggests that the time be made up by reducing the amount of testing done by delivering a reduced version of the agreed-upon feature set. Your response should include:	Complimenting the team leader and implementing the suggestion	✗