MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) Which of the following is NOT part of the four key project communication processes?  
A) Performance reporting  
B) Communication planning  
C) Information distribution  
D) Information sharing

2) Noise can impact the message transmission and reception through:  
A) visual interference.  
B) environmental interference.  
C) audio interference.  
D) all of the above.

3) One question included in a communication plan is:  
A) when and how written and oral reports will be provided by the team.  
B) where and how written and oral reports will be provided by the team.  
C) where and why written and oral reports will be provided by the team.  
D) when and why written and oral reports will be provided by the team.

4) What messages will be sent to announce project milestones should be addressed during:  
A) communication planning.  
B) milestone planning.  
C) administrative closure.  
D) information distribution.

5) Effective communication is:  
A) fundamental for project success.  
B) not needed.  
C) detailed and time consuming  
D) only done for the higher echelons.

6) A summary of the overall communication plan can be distributed in the form of a:  
A) stakeholder-communication matrix  
B) project communication matrix.  
C) matrix organization.  
D) communication plan summary.

7) Information distribution is the execution of the project communication plan and the response to any ________ requests by stakeholders.  
A) scheduled  
B) exceptional  
C) planned  
D) ad hoc

8) Memos, reports, and letters are examples of:  
A) written communication.  
B) printed communication.  
C) verbal communication.  
D) hardcopy communication.

9) Oral communication:  
A) is fast.  
B) is less formal than written communication.  
C) requires little effort to produce.  
D) all of the above.

10) In nonverbal communication, information is conveyed by:  
A) personal space.  
B) body language.  
C) posture.  
D) all of the above.
11) For which of the following is oral communication least effective?
   A) Awareness campaign  B) Immediate action required
   C) Reprimand a team member  D) General overview

12) Informal communication is bound by all EXCEPT:
   A) culture.  B) custom.
   C) convention.  D) conversion.

13) Routine methods for communication within organizations are called:
   A) vertical communication.  B) written communication.
   C) routine communication.  D) formal communication.

14) Within-team communication is typically viewed as:
   A) horizontal communication.  B) project communication.
   C) formal communication.  D) vertical communication.

15) Performance reports focusing on what the team has accomplished are called:
   A) performance reports.  B) status reports.
   C) progress reports.  D) forecasting reports.

16) Performance reports focusing on current information about the project are called:
   A) progress reports.  B) forecasting reports.
   C) status reports.  D) performance reports.

17) Performance reports focusing on future project status and progress are called:
   A) performance reports.  B) forecasting reports.
   C) progress reports.  D) status reports.

18) Which of the following is NOT a factor contributing to ineffective meetings?
   A) Wrong people in attendance  B) Lack of control
   C) Political pressures and open agendas  D) No agenda

19) Which of the following is an activity to be performed during a meeting?
   A) Circulate finalized minutes  B) Set the ground rules for discussion
   C) Define the meeting purpose  D) Assign action items to participants

20) To make an effective presentation, it must be:
   A) planned.  B) delivered.
   C) designed.  D) all of the above.

21) Which of the following is NOT among the guidelines for preparing successful presentations?
   A) Use bells and whistles  B) Keep it simple
   C) Use variety  D) Be consistent

22) Which of the following is NOT among the guidelines for being a better listener?
   A) Anticipate what will be said  B) Listen without evaluating
   C) Take notes  D) Listen for themes

23) Listening consists of all BUT:
   A) remembering.  B) reciting.
   C) hearing.  D) understanding.
24) Peer group reviews of any product created during the systems development process are called:
   A) progress meetings.  B) walkthroughs.  C) status meetings.  D) administrative closures.

25) All of the following are roles during a walkthrough presentation EXCEPT:

26) The conservative approach of reviewing each major project activity with continuation contingent
on successful completion of the prior phase is called:
   A) walkthrough review.  B) cone of uncertainty.  C) rolling wave planning.  D) incremental commitment.

27) Which of the following communication methods provides the least structure?
   A) Face-to-face  B) Telephone  C) Instant messenger  D) E-mail

28) All of the following are synchronous communication methods EXCEPT:

29) Which of the following communication methods has the lowest richness?
   A) Written mail  B) Synchronous groupware  C) Telephone  D) Instant messenger

30) When using synchronous communication, all parties involved are present:
   A) at different times and different places.  B) at the same time and the same place.
   C) at the same time but not necessarily at the same place.  D) at different times at the same place.

31) _______ environments support the exchange of verbal and nonverbal cues, rapid feedback, and
   are highly personal.
   A) Rich  B) Broad  C) Lean  D) Thick

32) You need a richer environment when your communication is:
   A) non-routine.  B) complex.  C) difficult to accept.  D) all of the above.

33) A live meeting in an electronic meeting facility is an example of _______ group interaction.
   A) same time, different place.  B) different time, same place.
   C) different time, different place.  D) same time, same place.

34) An electronic meeting facility as the home base is an example of _______ group interaction.
   A) different time, different place  B) same time, same place
   C) different time, same place  D) same time, different place

35) A synchronous distributed meeting is an example of _______ group interaction.
   A) same time, different place  B) different time, different place
   C) different time, same place  D) same time, same place
36) A virtual team is an example of ________ group interaction.
   A) different time, different place   B) same time, same place
   C) different time, same place   D) same time, different place

37) All of the following are benefits of groupware EXCEPT:
   A) group processing.   B) group memory.
   C) process structuring.   D) parallelism.

38) Some typical uses for EMS include:
   A) strategic planning sessions.   B) brainstorming sessions.
   C) marketing focus groups.   D) all of the above.

39) What are examples of resources?
   A) Technology and space   B) Money, people, and materials
   C) All of the above   D) None of the above

40) Human resources include:
   A) end users.   B) customers.
   C) support staff.   D) all of the above.

41) In information systems development projects, ________ would be (an) example(s) of capital resources.
   A) the technological platform the software resides on
   B) the development platform
   C) both the development platform and the technical platform the software resides on
   D) the project manager

42) The ________ is a dedicated part of the organization whose purpose is to focus on various aspects of project management and provide services to the rest of the organization along those dimensions.
   A) project management bureau   B) project management office
   C) project support office   D) project maintenance office

43) ________ is the measure of the alternative opportunities forgone in the choice of one good or activity over others.
   A) Opportunity cost   B) Forgone cost
   C) Prospect cost   D) Sunk cost

44) Resource allocation:
   A) is overrated.
   B) does not affect activity duration.
   C) is mostly an easy task.
   D) plays a large role in determining activity duration.

45) Resources:
   A) affect the time to complete a project.
   B) affect both the time and the cost of a project.
   C) do not affect a project much.
   D) affect the cost of a project.
46) The sequence of activities:
   A) cannot be determined without considering resources.
   B) can be determined without considering resources.
   C) can only be determine when considering resources.
   D) none of the above.

47) Managing resources should be considered:
   A) during all stages of a project.
   B) during control and close-out stages of a project.
   C) during execution of a project.
   D) during initiation and planning of a project.

48) The actual time spent working on an activity, not accounting for any breaks, is called:
   A) length.
   B) time.
   C) duration.
   D) effort.

49) The elapsed time between start and finish of an activity is referred to as:
   A) time.
   B) effort.
   C) length.
   D) duration.

50) Inputs into the activity resource estimating process include:
   A) outputs from prior stages of the project.
   B) enterprise environmental factors.
   C) process assets.
   D) all of the above.

51) All of the following are tools and techniques to estimate resources EXCEPT:
   A) alternative analysis.
   B) bottom-up estimating.
   C) expert judgment.
   D) activity-resource analysis.

52) The estimation based on the experience of one or more experts on the particular activity or project is called:
   A) alternatives analysis.
   B) published estimating data.
   C) bottom-up estimating.
   D) expert judgment.

53) Hard data from specific activities carried out on previous projects that may be used to more accurately estimate resource needs is called:
   A) bottom-up estimating.
   B) expert judgment.
   C) alternatives analysis.
   D) published estimating data.

54) ________ is an estimating technique in which trade-offs between the time needed, the resources invested, and the desired quality of the final deliverable are examined.
   A) Bottom-up estimating
   B) Expert judgment
   C) Alternatives analysis
   D) Published estimating data

55) ________ is an estimating technique in which complex activities are further decomposed to a point where more accurate estimates can be made.
   A) Expert judgment
   B) Alternatives analysis
   C) Bottom-up estimating
   D) Published estimating data

56) The ________ is a very detailed listing of the resource requirements for the individual activities.
   A) activity list
   B) bill of resources
   C) activity resource requirements
   D) resource breakdown schedule
57) A(n) ________ is a hierarchical, graphical representation of all needed resources ordered by type or category.
   A) resource breakdown schedule  
   B) resource graph  
   C) activity resource requirements  
   D) bill of resources  

58) ________ is the process of estimating the duration of the project activities using both project scope and resource information.
   A) Resource estimation  
   B) Scope duration estimation  
   C) Project duration estimation  
   D) Activity duration estimation  

59) All of the following are techniques for estimating activity duration EXCEPT:
   A) psychometric estimating.  
   B) analogous estimating.  
   C) reserve analysis.  
   D) expert judgment.  

60) The estimation of activities’ durations based upon the duration of similar activities is called:
   A) psychometric estimating.  
   B) parametric estimating.  
   C) analogous estimating.  
   D) similarity estimating.  

61) The estimation of activities’ durations using some type of mathematical process is called:
   A) psychometric estimating.  
   B) econometric estimating.  
   C) mathematical estimating.  
   D) parametric estimating.  

62) The estimation of activities’ durations by averaging optimistic, pessimistic, and most likely estimates is called:
   A) OPL—method.  
   B) three-point estimates.  
   C) likelihood procedure.  
   D) duration averaging.  

63) ________ is a technique used to establish contingency reserves during a project to guard against potential risks.
   A) Contingency planning  
   B) Reserve analysis  
   C) Contingency analysis  
   D) Buffering  

64) The process of determining start and finish dates for project activities is called:
   A) network diagramming.  
   B) start-finish analysis.  
   C) schedule development.  
   D) time management.  

65) Dates imposed to meet some type of development deadline are called:
   A) imposed dates.  
   B) mandatory dates.  
   C) external dependencies.  
   D) none of the above.  

66) The process of calculating expected, early, and late start and finish dates of a project is called:
   A) reserve analysis.  
   B) EEL analysis.  
   C) PERT analysis.  
   D) schedule network analysis.  

67) The critical path method determines the sequence of task activities that directly affect the completion of a project by:
   A) determining the longest path through a network diagram.  
   B) subtracting the shortest path from the longest path in a network diagram.  
   C) determining the shortest path through a network diagram.  
   D) adding all activities in a network diagram.
68) The longest path through a network diagram is the:  
A) longest path.  
B) critical path.  
C) network path.  
D) critical chain.

69) The shortest time in which a project can be completed is shown by the:  
A) addition of all paths.  
B) longest path.  
C) crucial path  
D) shortest path.

70) The critical path in a network diagram illustrates the:  
A) importance of resource leveling.  
B) shortest time in which a project can be completed.  
C) longest time in which a project is completed.  
D) effect of accumulated slack.

71) Any activity on the critical path:  
A) contains total slack.  
B) contains free slack.  
C) is called critical activity.  
D) is represented in blue in Microsoft Project.

72) The time an activity can be delayed without affecting the immediately following activity is called:  
A) lead time.  
B) lag time.  
C) free slack.  
D) total slack.

73) The time an activity can be delayed without affecting the overall completion date of a project is called:  
A) lead time.  
B) total slack.  
C) free slack.  
D) lag time.

74) ______ is a technique that is used to estimate project duration when individual activity duration estimates are uncertain.  
A) Three-point estimate  
B) PERT  
C) OPR–method  
D) Likelihood procedure

75) Crashing and fast-tracking are _______ techniques.  
A) path adjustment  
B) schedule shortening  
C) schedule adjustment  
D) schedule compression

76) The use of mathematical techniques to shorten a project's duration is called:  
A) crashing.  
B) schedule compression.  
C) fast-tracking.  
D) PERT.

77) The practice of dedicating extra resources to a particular activity in an attempt to finish the activity sooner than the scheduled completion date is called:  
A) crashing.  
B) PERT.  
C) fast-tracking.  
D) schedule compression.

78) The performance of activities in parallel that would normally be performed in sequence in an attempt to shorten the duration of a project is called:  
A) crashing.  
B) PERT.  
C) schedule compression.  
D) fast-tracking.
79) The degree to which a set of inherent characteristics fulfill ________.
   A) a project’s needs   B) a customer’s needs
   C) requirements       D) a company’s needs

80) Who of the following is not known as a quality management pioneer?
   A) W. Edwards Deming    B) Philip B. Crosby
   C) Henry Gantt          D) Joseph Juran

81) Which quality management pioneer is best known for his 14 points of quality?
   A) Kaoru Ishikawa   B) W. Edwards Deming
   C) Philip B. Crosby  D) Joseph Juran

82) Which quality management pioneer is best known for the 80/20 rule?
   A) Kaoru Ishikawa   B) Paul Pareto
   C) W. Edwards Deming D) Joseph Juran

83) What is another name for the 80/20 rule?
   A) Law of diminishing returns   B) Pareto principle
   C) Cost of Quality              D) Golden rule

84) Which quality management pioneer is best known for the book Quality Is Free?
   A) Joseph Juran   B) Kaoru Ishikawa
   C) Philip B. Crosby D) Paul Pareto

85) Which quality management pioneer is best known for the fishbone diagram?
   A) Kaoru Ishikawa   B) Paul Pareto
   C) Joseph Juran     D) W. Edwards Deming

86) Which quality management process is not focus of the Juran Trilogy?
   A) Quality control   B) Quality assurance
   C) Quality improvement D) Quality planning

87) Ishikawa’s cause-and-effect diagram is also known as:
   A) fishbone diagram. B) bone diagram.
   C) skeleton diagram. D) quality diagram.

88) Deming’s model is known as:

89) All of the following are part of Ishikawa’s actionable items EXCEPT:
   A) take appropriate action.
   B) engage in education and training.
   C) determine goals and targets.
   D) check the effects of education and training.

90) Robert Kaplan and David Norton came up with a system called:
   A) balanced scorecard. B) balanced report card.
   C) balanced scoring system. D) balanced reporting.
91) The balanced scorecard approach is:
   A) a reporting system.  
   B) a mandatory report.  
   C) a management system.  
   D) a measurement system.

92) The balanced scorecard suggests viewing organizational activities from the following perspectives EXCEPT:
   A) the business process perspective.  
   B) the customer perspective.  
   C) the financial perspective.  
   D) the stakeholder perspective.

93) Which generic management systems standard is among the most popular in the world?
   A) Total Quality Management  
   B) ISO 9000  
   C) Malcolm Baldridge National Quality Program  
   D) Six Sigma

94) The ISO 9000 standards are primarily concerned with the processes the organization does to:
   A) satisfy regulatory requirements.  
   B) enhance customer satisfaction.  
   C) satisfy customer quality requirements.  
   D) all of the above.

95) All of the following are ISO 9000 principles EXCEPT for:
   A) involvement of stakeholders  
   B) involvement of people  
   C) continual improvement.  
   D) customer focus

96) Six Sigma was first conceived of at:
   A) Motorola.  
   B) Toyota.  
   C) IBM.  
   D) DEC.

97) The purpose of Six Sigma is to:
   A) reduce problems.  
   B) reduce variation.  
   C) reduce competitive threats.  
   D) none of the above.

98) What is the highest level of Six Sigma certification?
   A) Master black belt  
   B) Master  
   C) Grandmaster  
   D) Champion

99) Which of the following is NOT part of the Six Sigma methodology?
   A) Controlling the core business processes  
   B) Measuring the core business processes  
   C) Analyzing the data collected  
   D) Improving the target processes

100) The national quality program was named after U.S. Secretary of Commerce:
    A) Donald Louis Evans.  
    B) Malcolm Baldridge.  
    C) William Daley.  
    D) Carlos Gutierrez

101) The Baldrige National Quality Program recognizes outstanding achievements in _______ areas.
    A) eight  
    B) six  
    C) seven  
    D) five

102) A systematic approach to managing quality that originated in the 1950s is:
    A) CSMA.  
    B) TQC.  
    C) TDMA.  
    D) TQM.
103) The process of identifying relevant quality standards and developing a plan to ensure the project meets those standards is called:

A) quality assurance.  
B) quality improvement.  
C) quality identification.  
D) quality planning.

104) Quality planning is usually performed:

A) after other project planning issues are addressed.  
B) at the same time that other project planning issues are addressed.  
C) at the very beginning of a project.  
D) before other project planning issues are addressed.

105) The set of overall intentions and direction of an organization with regard to quality, as formally expressed by top management is called:

A) quality management plan.  
B) quality policy.  
C) quality rules.  
D) quality guidelines.

106) A quality threshold refers to:

A) a baseline.  
B) a product not being purchased, regardless of quality, if there is no need to be filled.  
C) a product not being purchased because of low quality.  
D) a product not being purchased because the cost of quality is too high.

107) Cost/benefit analyses are:

A) critical to project success.  
B) very accurate.  
C) utterly useless.  
D) sometimes criticized for being too simplistic.

108) An evaluation of the costs and benefits of alternative approaches to a proposed activity to determine the best alternative is called:

A) cost/benefit analysis.  
B) quality planning.  
C) alternative evaluation.  
D) tradeoff evaluation.

109) The study of a competitor’s products or business practices for the purpose of improving a company’s performance is called:

A) industrial espionage.  
B) benchmarking.  
C) comparison.  
D) competitor analysis.

110) A company can assess its capabilities with respect to best practices within a given industry using:

A) CMM.  
B) CPR.  
C) CNN.  
D) CRT.

111) Design of experiments uses ________ to test the efficiency of certain project management approaches by testing factors that may influence a specific variable.

A) a trial-and-error approach  
B) sophisticated tests  
C) evaluative techniques  
D) statistical techniques

112) Capability maturity models have ________ levels.

A) three  
B) six  
C) four  
D) five
113) Which of the following is NOT a software maturity level?
   A) Defined   B) Improving   C) Initial   D) Repeatable

114) Cost of quality includes:
   A) the costs to improve or ensure quality measures.
   B) the costs associated with a lack of quality.
   C) the costs to sell a product.
   D) both A and B.

115) Costs of training staff in design methodologies is an example of:
   A) prevention costs.
   B) external failure costs.
   C) internal failure costs.
   D) appraisal costs.

116) Costs of code inspection and testing is an example of:
   A) appraisal costs.
   B) internal failure costs.
   C) prevention costs.
   D) external failure costs.

117) Costs of rework in programming is an example of:
   A) appraisal costs.
   B) prevention costs.
   C) internal failure costs.
   D) external failure costs.

118) Costs of support and maintenance is an example of:
   A) external failure costs.
   B) internal failure costs.
   C) prevention costs.
   D) appraisal costs.

119) Project risk is an uncertain event or condition that, if it occurs, has a _______ effect on a project objective.
   A) positive or negative
   B) devastating
   C) negative
   D) positive

120) During initiation, risk most often occurs in the _______ stage.
    A) project integration
    B) project selection
    C) project evaluation
    D) project initiation

121) Which of the following is NOT among the four types of risk specifically associated with IS projects?
    A) Finding and assigning skilled personnel
    B) Ongoing changes in technology
    C) Gaining user acceptance
    D) Finishing on time and on budget

122) Which of the following is NOT a risk management process as identified by the PMBOK guide?
    A) Risk transference
    B) Risk management planning
    C) Risk identification
    D) Risk response planning

123) The systematic approach to planning the risk management activities of a given project is called:
    A) risk management planning.
    B) risk response planning.
    C) risk mitigation planning.
    D) risk identification.

124) Risk management planning meetings should be attended by:
    A) project team leaders.
    B) stakeholders.
    C) senior managers.
    D) all of the above.
125) Risk management ________ are used to provide organizational standards for project risk management.
   A) templates  B) matrices  C) plans  D) schedules

126) The overall plan used to outline risks and the strategies used to manage them is called:

127) The process of identifying risks to a project and documenting them is called:

128) The formal record listing all project risks, explaining the nature of the risk, and management of the risk is called:

129) Changing industry standards are an example of:
   A) organizational risks.  B) technical, quality, or performance risks.  C) external risks.  D) project management risks.

130) Poor project planning is an example of:
   A) organizational risks.  B) external risks.  C) technical, quality, or performance risks.  D) project management risks.

131) Inconsistent goals are an example of:
   A) organizational risks.  B) project management risks.  C) technical, quality, or performance risks.  D) external risks.

132) Legal events are an example of:
   A) project management risks.  B) organizational risks.  C) external risks.  D) technical, quality, or performance risks.

133) The review of organizational information to aid during risk identification is called:
   A) risk review.  B) reviews of published information.  C) documentation review.  D) project file review.

134) Information gathering techniques commonly used during risk identification include:
   A) Delphi technique.  B) interviewing.  C) brainstorming.  D) all of the above.

135) Diagramming tools commonly used during risk identification include:
   A) system or process flow charts.  B) cause and effect diagrams.  C) influence diagrams.  D) all of the above.

136) Events that serve as early warnings of risk are called:
   A) triggers.  B) warnings.  C) actuators.  D) risk advisories.
137) ______ is the establishment of probabilities regarding both the impact and the likelihood of specific risk occurrence.
   A) Probability/impact analysis    B) Impact/likelihood analysis
   C) Qualitative risk analysis     D) Quantitative risk analysis

138) Risk ______ is concerned with the likelihood that a certain risk will occur.
   A) likelihood    B) probability    C) strength    D) impact

139) Risk ______ is concerned with the consequences of the occurrence of a certain risk.
   A) likelihood    B) impact    C) strength    D) probability

140) ______ is a technique used to analyze project risk in terms of its probability of occurrence and its impact on project outcomes.
   A) Probability/impact risk rating matrix    B) Quantitative risk analysis
   C) Qualitative risk analysis    D) Impact/likelihood risk rating matrix

141) The assessment of the quality of the data used to assess risk is called:
   A) project assumption testing.    B) risk data quality assessment.
   C) risk data precision estimation.    D) risk assessment data testing.

142) A technique used during qualitative risk analysis to test the assumptions made during risk identification is called:
   A) risk quality assessment.    B) risk assumption testing.
   C) project quality testing.    D) project assumption testing.

143) ______ is the analysis of the probability of occurrence and impact of risk on project objectives using numerical techniques.
   A) Qualitative risk analysis    B) Quantitative risk analysis
   C) Impact/likelihood risk rating matrix    D) Probability/impact risk rating matrix

144) Which of the following is NOT a decision technique used during quantitative risk analysis?
   A) Identifying the most problematic project requirements in terms of scope
   B) Risk quantification in terms of additional scheduling and cost needs
   C) Identifying the most salient risk in terms of the project
   D) Setting realistic targets in terms of scope, cost, and schedule

145) Tornado analysis is a form of:
   A) simulation.    B) sensitivity analysis.
   C) EMV analysis.    D) graphical analysis.

146) ______ is a technique to examine the potential impact of specific risks to a project.
   A) Sensitivity analysis    B) Risk analysis
   C) Impact analysis    D) Decision tree analysis

147) ______ is a statistical technique that captures the average value of potential projects by analyzing the likelihood of possible project outcomes as well as each outcome's financial consequences.
   A) Simulation    B) Decision tree analysis
   C) EMV analysis    D) Tornado analysis
148) ________ is a diagramming technique used to evaluate courses of action in terms of their potential cost and benefits relative to other courses of action.
   A) EMV analysis        B) Decision tree analysis
   C) Tornado analysis     D) Simulation

149) ________ is a technique used to perform what-if analyses to determine the impact of a given situation on a project objective.
   A) Tornado analysis     B) Simulation
   C) Decision tree analysis D) EMV analysis

150) The most well-known simulation technique is called:
   A) Monte Carlo analysis.         B) Venetian analysis.
   C) Monaco analysis.              D) Bellagio analysis.

151) The process of developing methods for responding to project risks is called:
   A) risk management.             B) risk response planning.
   C) risk mitigation planning.    D) risk reaction planning.

152) Project team members responsible for specific risk activity decisions are called:
   A) risk owners.                 B) risk mitigators.
   C) risk managers.               D) risk deciders.

153) ________ is a risk response strategy designed to avoid potential project risks.
   A) Risk mitigation              B) Risk acceptance
   C) Risk avoidance               D) Risk transference

154) ________ is a risk response strategy designed to transfer risk to another party, often through the use of contracts.
   A) Risk transference           B) Risk related contractual agreements
   C) Risk removal                D) Risk mitigation

155) ________ is a risk response strategy in which steps are taken to mitigate risks.
   A) Risk mitigation             B) Risk minimization
   C) Risk avoidance              D) Risk reduction

156) ________ is a risk response strategy in which risks are simply accepted and contingency strategies are planned.
   A) Risk adoption               B) Risk acceptance
   C) Risk contingency planning.  D) Risk response

157) A ________ is a documented plan for risk response.
   A) risk response register      B) risk document
   C) risk management plan        D) risk response plan

158) All of the following are elements of a risk response plan EXCEPT:
   A) budget and schedule information in terms of risk response.
   B) the roles and responsibilities of any risk owners.
   C) the roles and responsibilities of project stakeholders.
   D) a list of actions to be used to implement the risk response strategies.
159) _______ are risks that remain after avoidance, transfer, or mitigation strategies have been applied.
A) Remaining risks  B) Outstanding risks  C) Residual risks  D) Enduring risks

160) _______ are risks resulting from the application of a risk response strategy.
A) Secondary risks  B) Resultant risks  C) Derived risks  D) Resulting risks

161) All of the following are types of examples of organizations from which software or its components can be procured EXCEPT:
A) on-demand computing providers.  B) IT services firms.  C) packaged software providers.  D) hardware companies.

162) _______ help companies develop custom information systems for internal use, or they develop, host, and run applications for customers.
A) Packaged software providers  B) Vendors of enterprise-wide solution software  C) IT services firms  D) On-demand computing providers

163) Off-the-shelf software systems that cannot be modified to meet specific needs are called:
A) turnkey systems.  B) off-the shelf systems.  C) shrink-wrapped systems.  D) ready-to-go systems.

164) A(n) _______ is a system that integrates individual traditional business functions into a series of modules so that a single transaction occurs seamlessly within a single information system rather than several separate systems.
A) MRP  B) ERP  C) MRP II  D) SAP

165) ERP systems:
A) are very complex.  B) can be very expensive to implement.  C) are very flexible because of the use of modules.  D) all of the above.

166) Using different products from different vendors is referred to as:
A) best-of-breed strategy.  B) benchmarking.  C) satisficing.  D) compromising

167) Another term for on-demand computing is:

168) Open-source software is different than other types of software because:
A) it is always free.  B) it is developed by employees of a particular company.  C) the source code is freely available.  D) none of the above.
169) When the task requires custom support, companies should turn to:
   A) packaged software producers.  
   B) enterprise-wide solutions. 
   C) open-source software. 
   D) IT services firms.

170) When the supported task is generic, companies should turn to:
   A) open-source software. 
   B) enterprise-wide solutions. 
   C) IT services firms. 
   D) packaged software producers.

171) For complete systems that cross functional boundaries, companies should turn to:
   A) IT services firms. 
   B) packaged software producers. 
   C) enterprise-wide solutions. 
   D) open-source software.

172) When the supported task is generic, but cost is an issue, companies should turn to:
   A) open-source software. 
   B) packaged software producers. 
   C) IT services firms. 
   D) enterprise-wide solutions.

173) The practice of turning over the responsibility for developing or running a computer application to another organization is called:
   A) sourcing. 
   B) procurement. 
   C) outsourcing. 
   D) offshoring.

174) Which of the following is a reason for outsourcing?
   A) It can increase the revenue potential of the organization. 
   B) It may be cost-effective. 
   C) It can reduce time to market. 
   D) All of the above.

175) How many processes does the project procurement management knowledge area include?
   A) Four 
   B) Six 
   C) Five 
   D) Three

176) Which of the following is not a process in the project procurement management knowledge area?
   A) Contract closure 
   B) Contract management 
   C) Contract administration 
   D) Planning contracting

177) Planning purchases and acquisitions and planning contracting are part of the ________ process group.
   A) monitoring and controlling 
   B) executing 
   C) initiation 
   D) planning

178) Contract administration is part of the ________ process group.
   A) executing 
   B) planning 
   C) initiation 
   D) monitoring and controlling

179) Request seller responses and select sellers belong to the ________ process group.
   A) executing 
   B) planning 
   C) initiation 
   D) monitoring and controlling

180) The process ________ involves determining which project needs can best be met by going outside the project organization to obtain them.
   A) purchase and acquisition planning 
   B) planning purchases and acquisitions 
   C) planning contracting 
   D) planning external acquisitions
181) Which of the following is another name for an RFP?
A) Invitation for negotiation  
B) Invitation to bid  
C) Request for quotation  
D) All of the above

182) The key technique used in procurement planning is:
A) risk analysis.  
B) decision tree analysis.  
C) cost/benefit analysis.  
D) make-or-buy analysis.

183) A contract type in which the supplier is bound to the price of the contract is called:
A) fixed-price contract.  
B) time-and-materials contract.  
C) incentive-based contract.  
D) cost-reimbursable contract.

184) Another term for lump sum contract is:
A) time-and-materials contract.  
B) incentive-based contract.  
C) cost-reimbursable contract.  
D) fixed-price contract.

185) A contract type that involves payment for the actual cost of the product plus a fee that represents the vendor's profits is called:
A) fixed-price contract.  
B) cost-reimbursable contract.  
C) incentive-based contract.  
D) time-and-materials contract.

186) Under a ________, vendors provide an hourly rate and an estimate about the time and material needed.
A) cost-reimbursable contract.  
B) incentive-based contract.  
C) fixed-price contract.  
D) time-and-materials contract.

187) Only when the requirements are sufficiently detailed, suppliers feel comfortable using a:
A) incentive-based contract.  
B) cost-reimbursable contract.  
C) time-and-materials contract.  
D) fixed-price contract.

188) For a ________, it is often recommended that contract requirements specify review points and progress assessments.
A) time-and-materials contract.  
B) fixed-price contract.  
C) incentive-based contract.  
D) cost-reimbursable contract.

189) ________ costs are those incurred by the vendor in the provision of the product or service.
A) Actual  
B) Direct  
C) Fixed  
D) Indirect

190) ________ costs are part of the vendor's cost of doing business.
A) Fixed  
B) Indirect  
C) Actual  
D) Direct

191) ________ costs is another term for overhead costs.
A) Fixed  
B) Indirect  
C) Actual  
D) Direct

192) A(n) ________ addresses evaluation criteria, how multiple vendors would be managed, and so on.
A) statement of work  
B) acquisition management plan  
C) procurement management plan  
D) purchase management plan
193) A(n) ________ is a document prepared for potential vendors that describes the service or product being sought.
A) SAP    B) SOW    C) RFP    D) RPM

194) Statements of work:
A) are not used much in the procurement process.
B) are on a very high level.
C) tend to be revised as they move through the procurement process.
D) are rather static.

195) Which of the following is NOT an output from the planning purchases and acquisition process?
A) Request for proposal    B) Statement of work    C) Requested changes    D) Procurement management plan

196) The most common procurement document is the:
A) RFP.    B) RPM.    C) SOW.    D) SAP.

197) An RFP:
A) allows buyer and supplier to communicate using the same rules.
B) often becomes a part of the final contract.
C) is unimportant.
D) all of the above.

198) There are ________ basic parts to a Request for Proposals.
A) seven    B) nine    C) six    D) eight

199) Which of the following is NOT part of an RFP?
A) Management requirements section    B) Stakeholder section    C) Supplier's section    D) Technical requirements section

200) Evaluation criteria can be:
A) objective.    B) included in the RFP.
C) subjective.    D) all of the above.