

## Intro PM Chapter 1 6e

Test your understanding of Kathy Schwalbe's An Introduction to Project Management, Sixth Edition.

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- 1. According to a study by Pricewaterhouse Coopers, what percent of corporations consistently met their targets for scope, schedule, and cost goals for all types of projects?

- 25%
- 50%
- 2.5%
- 12.5%

Feedback:  
p. 3

Checkbox	
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- 2. A \_\_\_\_\_ is a very large project that typically costs over \$1 billion, affects over one million people, and lasts several years.

- superproject
- program
- portfolio
- megaproject

Feedback:  
p. 15

Checkbox	
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- 3. Even though a company might work on similar projects over and over again, such as building houses, providing training courses, or developing specific types of products, there are unique challenges because all projects involve \_\_\_\_\_.

- people

- competition
- progressive elaboration
- uncertainty

Feedback:  
p. 6

Checkbox	
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4. \_\_\_\_\_ is the tenth project management knowledge area, according to PMI.

- Project stakeholder management
- Project portfolio management
- Project risk management
- Project integration management

Feedback:  
p. 10

Checkbox	
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5. Which of the following is considered to be a “super tool” or tool that has high use and high potential for improving project success?

- lessons-learned reports
- net present value
- quality metrics
- risk registers

Feedback:  
p. 11

Checkbox	
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6. People using this leadership style focus on relationships and community first and leadership second.

- Transactional
- Servant leader

- Transformational
- Interactional

Feedback:  
p. 21

Checkbox

- 7. Which of the following questions would not be addressed by project portfolio management but by project management?

- Are we working on the right projects?
- Are we working in the right areas?
- Are projects on time and on budget?
- Do we have the right resources to be competitive?

Feedback:  
p. 17

Checkbox

- 8. The CHAOS studies defined project success based on \_\_\_\_\_.

- satisfying the customer/sponsor
- the results meeting its main objectives
- meeting scope, time, and cost goals
- all answers are correct

Feedback:  
p. 13

Checkbox

- 9. There are \_\_\_\_\_ project management process groups.

- four
- five
- eight
- ten

Feedback:  
p. 8

Checkbox ▾

• 10.

\_\_\_\_\_ is a hands-off approach to leadership that lets teams determine their own goals and how to achieve them.

- Laissez-faire
- Agile
- Charismatic
- Democratic

Feedback:  
p. 21

Checkbox ▾

## Intro PM Chapter 2 6e

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

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1.

What does the S stand for in a SWOT analysis?

- strategy
- systems
- solutions
- strengths

Feedback:  
p. 39

Checkbox ▾

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2.

Which of the following is not a category of factors affecting the organization, according to PMI?

- meeting regulatory, legal, or social requirements
- satisfying stakeholders needs or requests
- implementing or changing business or technological strategies
- sustaining the environment

Feedback:

p. 46

Checkbox



3.

The \_\_\_\_\_ is equal to benefits minus costs.

- opportunity cost of capital
- cash flow
- net present value
- breakeven point

Feedback:

p. 48

Checkbox



4.

Assuming the value of a dollar is worth more today than in the future, the net present value of a multi-year project should be \_\_\_\_\_ the sum of its cash flows.

- more than
- less than
- the same as
- double

Feedback:

p. 48

Checkbox



5.

You can use Excel's \_\_\_\_\_ function to find the internal rate of return of a project by setting the NPV to zero and varying the discount rate.

- scenario manager
- solver
- goal seek
- ROR

Feedback:

p. 51

Checkbox

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6.

If a project cost is only \$100 up front and its annual benefits are \$20/year, what is its payback period?

- 3 years
- 4 years
- 5 years
- 6 years

Feedback:

p. 51

Checkbox

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7.

If a weighted score for a project is based on just two criteria, fit with strategy, weighted 60% and ROI, weighted 40%, what would be the weighted score for a project with scores of 80 on fit with strategy and 50 on ROI?

- 71
- 75
- 58
- 68

Feedback:

p. 53

Checkbox

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8.

A \_\_\_\_\_ is a project selection methodology that converts an organization's value drivers to a series of defined metrics.

- balanced scorecard
- project dashboard
- weighted scoring model

- value matrix

Feedback:  
p. 55

Checkbox

- 9. In contrast to the traditional, top-down planning approach, an \_\_\_\_\_ planning approach is much more flexible.

- adaptive
- agile
- iterative
- informal

Feedback:  
p. 43

Checkbox

- 10. What should be the last stage in the planning project for project selection?

- strategic planning
- business area analysis
- project planning
- resource allocation

Feedback:  
p. 43

Checkbox

## Intro PM Chapter 3 6e

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

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- 1. Which of the following is not a project management process group?

- initiating
- planning

- costing
- executing

Feedback:  
p. 73

Checkbox	
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- 2. In which process group do you normally produce the main deliverables of a project?

- planning
- executing
- initiating
- closing

Feedback:  
p. 73

Checkbox	
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- 3. In which knowledge area do the best or alpha project managers spend almost twice as much time as typical project managers?

- controlling
- analyzing
- planning
- executing

Feedback:  
p. 76

Checkbox	
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- 4. What project management methodology is the defacto standard in the U.K. and is used in over 50 countries?

- Six Sigma
- PRINCE2
- RUP

Agile

Feedback:  
p. 79

Checkbox

• 5. Based on a 2016 study, approximately what percent of large U.S. organizations have project management offices?

- 75%
- 85%
- 95%
- 65%

Feedback:  
p. 86

Checkbox

• 6. What pre-initiating document can be written to justify investing in a project?

- a project charter
- a loan application
- a business plan
- a business case

Feedback:  
p. 91

Checkbox

• 7. \_\_\_\_\_ is the leading agile development model for completing projects with a complex, innovative scope of work.

- Scrum
- Lean
- Six Sigma
- RUP

Feedback:

p. 82

Checkbox

8.

How should you manage stakeholders with a high interest in your project and a high amount of power?

- manage closely
- keep informed
- keep satisfied
- monitor

Feedback:

p. 97

Checkbox

9.

The \_\_\_\_\_ section of a project charter is important because it acknowledges stakeholder agreement on the need for a project.

- objectives
- success criteria
- sign-off
- justification

Feedback:

p. 99

Checkbox

10.

What document is created during the initiating process?

- an assumptions log
- an initiation plan
- a lessons-learned log
- an issues log

Feedback:

p. 101

Checkbox

## Intro PM Chapter 4 6e

Test your understanding of Kathy Schwalbe's An Introduction to Project Management, Sixth Edition.

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- 1. How many of the ten project management knowledge areas include planning tasks?

- 9
- 8
- 7
- 10

Feedback:  
p. 113

Checkbox 

- 2. A project management plan is the main output of the project \_\_\_\_\_ knowledge area.

- integration
- scope
- communications
- planning

Feedback:  
p. 114

Checkbox 

- 3. A \_\_\_\_\_ is a condition or capability that must be met by the project or present in the product, service, or result to satisfy an agreement or other formally imposed specification.

- requirement
- scope statement
- quality checklist

WBS

Feedback:  
pp. 119

Checkbox

• 4. The level under the entire project is called level \_\_\_\_\_ in a WBS.

- 0
- 1
- 2
- 3

Feedback:  
p. 126

Checkbox

• 5. You develop a WBS by analyzing a similar project. You are using the \_\_\_\_\_ approach.

- copy-cat
- guidelines
- SMART
- analogy

Feedback:  
p. 134

Checkbox

• 6. Which of the following is not part of a scope baseline?

- work package
- WBS
- WBS dictionary
- scope statement

Feedback:  
p. 119

Checkbox

- 7. A \_\_\_\_\_ is a table that lists requirements, various attributes of each requirement, and the status of the requirements.

- risk register
- requirements register
- milestone list
- requirements traceability matrix

Feedback:  
p. 121

Checkbox	▼
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- 8. What is the first process in project scope management?

- plan scope management
- collect requirements
- define scope
- create WBS

Feedback:  
p. 114

Checkbox	▼
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- 9. The project management plan should not be \_\_\_\_\_.

- dynamic
- flexible
- receptive to change
- static

Feedback:  
p. 116

Checkbox	▼
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- 10. Which of the following is good wording for items on a WBS?

- clear construction site
- construction site clearing
- pour cement
- cement poured

Feedback:  
p. 131

Checkbox 

## Intro PM Chapter 5 6e

Test your understanding of Kathy Schwalbe's An Introduction to Project Management, Sixth Edition.

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- 1.  
A project schedule network diagram is an output of the \_\_\_\_\_ time management planning process.

- define activities
- estimate activity resources
- sequence activities
- estimate activity durations

Feedback:  
p. 149

Checkbox 

- 2.  
A(n) \_\_\_\_\_ is a distinct, scheduled portion of work performed during the course of a project.

- activity
- work package
- task
- all answers are correct

Feedback:  
p. 150

Checkbox 

- 3.

There is usually no \_\_\_\_\_ or duration associated with a milestone.

- cost
- resource
- verb
- dependency

Feedback:  
p. 154

Checkbox	▼
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- 4. Which number should be shortest when creating a three-point estimate?

- the optimistic time
- the most likely time
- the pessimistic time
- the critical path

Feedback:  
p. 161

Checkbox	▼
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- 5. If you have only two paths through a project network diagram where path 1 has a length of 20 weeks and path 2 has a length of 30 weeks, what is the estimated duration of the project?

- 20 weeks
- 30 weeks
- 25 weeks
- There is not enough information to answer.

Feedback:  
p. 163

Checkbox	▼
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- 6. Project teams often create a \_\_\_\_\_ to ensure that all major activities are accounted for.

- Gantt chart
- milestone list
- project steering committee
- checklist

Feedback:  
p. 154

Checkbox 

- 7. What activity was on the critical path for building Disney's Animal Kingdom theme park?

- obtaining funding
- acquiring animals
- building the tree of life
- growing grass

Feedback:  
p. 165

Checkbox 

- 8. What is the formula for determining a PERT weighted average?

- (optimistic time + 4 x most like time + pessimistic time)/6
- (optimistic time + 6 x most like time + pessimistic time)/4
- (optimistic time + 4 x most like time + pessimistic time)/4
- (optimistic time + 6 x most like time + pessimistic time)/6

Feedback:  
p. 161

Checkbox 

- 9. A cost baseline is a time-phased \_\_\_\_\_ that project managers use to measure and monitor cost performance.

- estimate
- variance

- critical path
- budget

Feedback:  
p. 178

Checkbox

- 10. Which cost estimating technique would you be using if you estimate the cost of materials based on the number of square feet?

- analogous
- top-down
- parametric modeling
- bottom-up

Feedback:  
p. 174

Checkbox

## Intro PM Chapter 6 6e

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

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- 1. You bought a laptop assuming it had application software loaded so you could use it right away, but it did not. What quality consideration did the laptop not meet?

- conformance to requirements
- fitness for use
- quality control
- quality metric

Feedback:  
p. 193

Checkbox

- 2.

Who determines what quality level is acceptable on a project?

- the sponsor
- the customer
- the project manager
- the project team

Feedback:  
p. 193

Checkbox	▼
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- 3.  
Achieving an average course evaluation of at least 3.0 on a 5.0 scale is an example of one of these.

- requirement
- dashboard
- metric
- outcome

Feedback:  
p. 192

Checkbox	▼
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- 4.  
On a RACI chart, which letter can only appear once for a task?

- R
- A
- C
- I

Feedback:  
p. 197

Checkbox	▼
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- 5.  
What document graphically shows how many and what type of resources are estimated to be needed on a project over time?

- staffing management plan
- project organizational chart
- RACI chart
- resource histogram

Feedback:  
p. 198

Checkbox ▼

- 6. Most project \_\_\_\_\_ use red, yellow, and green to indicate the status of each metric.

- control charts
- dashboards
- control panels
- risk registers

Feedback:  
p. 196

Checkbox ▼

- 7. What section of a communications management plan describes how issues should be resolved?

- issue log
- revision procedures
- escalation procedures
- arbitration procedures

Feedback:  
p. 207

Checkbox ▼

- 8. \_\_\_\_\_ reserves are funds held for unknown risks that are not included in the cost baseline.

- Emergency
- Fallback

- Contingency
- Management

Feedback:  
p. 213

Checkbox

- 9. A \_\_\_\_\_ is a document created when planning resource management to help promote teamwork and clarify team communications based on the 2017 PMBOK Guide.

- team charter
- team communications plan
- teamwork plan
- communications management plan

Feedback:  
p. 202

Checkbox

- 10. The \_\_\_\_\_ Acquisition Regulation provides uniform policies for acquisition of supplies and services by executive agencies in the U.S.

- Government
- Federal
- Procurement
- National

Feedback:  
p. 226

Checkbox

## Intro PM Chapter 7 6e

Test your understanding of Kathy Schwalbe's **An Introduction to Project Management, Sixth Edition.**

- 1.

The majority of a project's time and budget is spent on \_\_\_\_\_.

- planning
- executing
- monitoring and controlling
- change requests

Feedback:  
p. 244

Checkbox	▼
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2.  
What report is often used to summarize work performance data during execution?

- project dashboard
- milestone report
- execution report
- project summary report

Feedback:  
p. 248

Checkbox	▼
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3.  
When should a process for handling change requests be defined for a project?

- during initiating
- during planning
- during execution
- during monitoring and controlling

Feedback:  
p. 249

Checkbox	▼
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4.  
Which of the following is not an example of tacit knowledge?

- books

- mentorships
- workshops
- communities of practice

Feedback:  
p. 255

Checkbox	
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- 5. What is another name for the conflict-handling mode called confrontation?

- problem-solve
- reconcile
- accommodate
- consensus

Feedback:  
p. 253

Checkbox	
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- 6. You get tested at a gym to see how your physical fitness compares to others your age. This is an example of \_\_\_\_\_.

- peer pressure
- standard deviation
- quality control
- benchmarking

Feedback:  
p. 257

Checkbox	
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- 7. What type of diagram, also called a fishbone or Ishikawa diagram, helps find the root cause of a quality problem?

- cause-and-effect diagram
- quality control chart

- benchmarking chart
- Pareto diagram

Feedback:  
p. 258

Checkbox

- 8. People with a high need for \_\_\_\_\_ need regular feedback and often prefer to work alone or with other people like them.

- achievement
- affiliation
- power
- self esteem

Feedback:  
p. 264

Checkbox

- 9. Which of the following is not considered to be a motivator according to Daniel Pink?

- autonomy
- mastery
- purpose
- money

Feedback:  
p. 266

Checkbox

- 10. If a project team has six people, how many two-way communications channels are there?

- 12
- 15
- 18

20

Feedback:  
p. 283

Checkbox



## Intro PM Chapter 8 6e

Test your understanding of Kathy Schwalbe's **An Introduction to Project Management, Sixth Edition.**

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- 1. Which one knowledge area does not include processes related to monitoring and controlling?

- project communications management
- project human resource management
- project risk management
- They all do.

Feedback:  
p. 300

Checkbox



- 2. \_\_\_\_\_ is the measure of work performed expressed in terms of the budget authorized for that work.

- Planned value
- Actual cost
- Earned value
- Rate of performance

Feedback:  
p. 304

Checkbox



- 3. If the budget at completion for a project is \$200,000 and the cost performance index is .5, what is the estimate at completion?

- \$180,000
- \$100,000
- \$300,000
- \$400,000

Feedback:  
p. 303

Checkbox ▼

- 4. If a project is running behind schedule and over budget, where will the estimate at completion point be on the earned value chart relative to the budget at completion point?

- above and to the right
- above and to the left
- below and to the right
- below and to the left

Feedback:  
p. 308

Checkbox ▼

- 5. Scope \_\_\_\_\_ involves formal acceptance of the completed project deliverables by the project customer or designated stakeholders.

- verification
- acceptance
- completion
- validation

Feedback:  
p.312

Checkbox ▼

- 6. People with this Myers-Briggs dimension prefer detailed schedules and focus on task completion.

- E (extrovert)
- I (introvert)
- J (judgment)
- P (perception)

Feedback:  
p. 315

Checkbox 

- 7. A \_\_\_\_\_ chart compares planned and actual project schedule information.

- Gantt
- tracking Gantt
- comparison Gantt
- performance Gantt

Feedback:  
p. 316

Checkbox 

- 8. You want to see if there is a relationship between two variables, like time of day and worker productivity. What type of quality control tool could you use to visualize this information?

- control chart
- run chart
- scatter diagram
- Pareto diagram

Feedback:  
p. 323

Checkbox 

- 9. If seven data points in a row are all below the mean, above the mean, increasing, or decreasing, it is a violation of \_\_\_\_\_.

- the seven run rule
- the seven points rule
- a normal distribution
- standard deviation

Feedback:  
p. 321

Checkbox	
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- 10. You can control \_\_\_\_\_ resources assigned to projects.

- human
- physical
- all
- most

Feedback:  
p. 326

Checkbox	
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## Intro PM Chapter 9 6e

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

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- 1. An example of closing a project by \_\_\_\_\_ is when a project is successful and achieves its goals, and there is no need for further work.

- completion
- extinction
- integration
- addition

Feedback:  
p. 340

Checkbox	
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- 2.

Which knowledge area includes the closing process called close project or phase?

- project integration management
- project procurement management
- project scope management
- project communications management

Feedback:  
p. 341

Checkbox	▼
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3.  
It is good practice to hold a \_\_\_\_\_ meeting as part of closing.

- kick-off
- field-goal
- close-out
- closed-door

Feedback:  
p. 351

Checkbox	▼
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4.  
Some organizations have the project sponsor complete a \_\_\_\_\_ form to close a project or phase.

- survey
- customer appreciation
- project completion/customer acceptance
- lessons-learned

Feedback:  
p. 343

Checkbox	▼
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5.  
Answering questions like "Reflect on whether or not you met the project success criteria" and "Describe one

example of what went wrong on this project" are found in a \_\_\_\_\_ report.

- final project
- transition
- lessons-learned
- project close-out

Feedback:  
p. 347

 Checkbox ▼

• 6. Some people call a close-out meeting a \_\_\_\_\_ meeting.

- post-project
- post-partem
- post-mortem
- party-time

Feedback:  
p. 351

 Checkbox ▼

• 7. Many organizations are working hard to improve the \_\_\_\_\_ process since human capital is one of their key assets.

- transition
- project closing
- knowledge transfer
- communications transfer

Feedback:  
p. 351

 Checkbox ▼

• 8. Which of the following is not typically part of a final project report?

- summary level description of the project
- summary of negotiated settlements
- scope objectives
- summary of risks encountered

Feedback:  
p. 342

Checkbox 

- 9. A special case of termination by extinction is called termination by \_\_\_\_\_, when there is a sudden end to a project.

- starvation
- murder
- suicide
- failure

Feedback:  
p. 340

Checkbox 

- 10. During closing, the project team should update the lessons learned \_\_\_\_\_.

- report
- template
- repository
- presentation

Feedback:  
p. 342

Checkbox 

## Intro PM Chapter 10 6

Test your understanding of Kathy Schwalbe's An Introduction to Project Management, Sixth Edition.

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- 1.

The Project Management Institute published the Organizational Project Management Maturity Model to describe best practices in \_\_\_\_\_.

- project management
- project and program management
- portfolio management
- project, program, and portfolio

Feedback:  
p. 365

Checkbox	▼
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2. Wikipedia (2009) defines a best practice as the most efficient and effective way of accomplishing a task, based on \_\_\_\_\_ procedures that have proven themselves over time for large numbers of people.

- documented
- repeatable
- simple
- optimized

Feedback:  
p. 363

Checkbox	▼
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3. A \_\_\_\_\_ is a criterion used to determine the degree to which an outcome is achieved.

- capability
- metric
- key performance indicator
- performance gauge

Feedback:  
p. 365

Checkbox	▼
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• 4.

Where does Rosabeth Moss Kanter, a professor at Harvard Business School and well-known author and consultant, suggest that people look to improve best practices?

- deeply in their fields
- at peer-reviewed research
- everywhere
- in their own backyards

Feedback:  
p. 367

Checkbox 

• 5.

What does Andy Crowe call the top 2% of project managers?

- stars
- high potentials
- leaders
- alpha project managers

Feedback:  
p. 368

Checkbox 

• 6.

According to Andy Crowe's research, the best project managers send \_\_\_\_\_ e-mails per day and spend \_\_\_\_\_ time in meetings than typical project managers.

- more, more
- more, less
- fewer, more
- fewer, less

Feedback:  
p. 369

Checkbox 

- 7. William Ibbs, a Professor at the University of California at Berkeley, found that high project management maturity results in \_\_\_\_\_ direct costs of project management.

- lower
- higher
- the same

Feedback:  
p. 376

Checkbox 

- 8. Even though a PriceWaterhouse Coopers' study found that staff development and professional certification enhance overall project performance, they also found that more than \_\_\_\_\_ % of companies surveyed do not regularly offer a development program to their project managers.

- 60
- 70
- 80
- 90

Feedback:  
p. 378

Checkbox 

- 9. In a 2012 PMI study by Crawford and Cook-Davies on project management best practices, the researchers found that \_\_\_\_\_ industry is without room for improvement.

- no
- the aerospace

- the IT/telecommunications
- the education

Feedback:  
p. 377

Checkbox	
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- 10. The author of this text's first real job at the age of 22 was as a project manager \_\_\_\_\_.

- at IBM
- in the U.S. Air Force
- at Microsoft
- at General Electric

Feedback:  
p. 380

Checkbox	
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## Intro PM Chapter 1 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

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- 1. The most important attribute employers want is strong technical skills.

- True
- False

Feedback:  
p. 2

- 2. Projects must involve more than one person.

- True
- False

Feedback:  
p. 4

- 3.  
A project has a unique purpose.

True  
 False

Feedback:  
p. 5

- 4.  
The triple constraint refers to scope, schedule, and quality constraints.

True  
 False

Feedback:  
p. 6

- 5.  
Project management includes ten knowledge areas, according to PMI.

True  
 False

Feedback:  
p. 8

- 6.  
Project management tools and techniques refer mainly to software used to aid in managing projects.

True  
 False

Feedback:  
pp. 11-13

- 7.  
Project portfolio management focuses on meeting tactical goals in an organization.

True  
 False

Feedback:  
p. 17

- 8.  
The PMI talent triangle includes skills related to scope, time, and cost management.
  - True
  - False
- 9.  
A servant leader focuses on relationships and community first and leadership is secondary.
  - True
  - False
- 10.  
Between 2010 and 2020, 15.7 million new project management roles will be created globally across seven project-intensive industries.
  - True
  - False

Feedback:  
p. 20

Feedback:  
p. 21

Feedback:  
p. 25

## Intro PM Chapter 2 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

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- 1.  
A SWOT analysis can be used to help identify potential projects.
  - True
  - False

Feedback:  
p. 39

- 2. Business area analysis is at the bottom of the pyramid for the project planning process.

True  
 False

Feedback:  
p. 42

- 3. Projects with a positive net present value are generally good investments.

True  
 False

Feedback:  
p. 45

- 4. The net present value of a project is usually less than the sum of its non-discounted cash flows.

True  
 False

Feedback:  
p. 48

- 5. If you invested \$100 dollars one year ago and it is worth \$120 today, its return on investment (ROI) is \$20.

True  
 False

Feedback:  
p. 51. The ROI is 20%.

- 6. A short payback period is better than a long one.

True

False

Feedback:  
p. 51

- 7.  
A weighted scoring model is a tool that provides a systematic process for selecting projects based on many criteria.

True

False

Feedback:  
p. 52

- 8.  
Opportunities are new requirements imposed by management, government, or some external influence.

True

False

Feedback:  
p. 56

- 9.  
One of the potential benefits of a program is increased authority.

True

False

Feedback:  
p. 58

- 10.  
The first level in project portfolio managing is to prioritize your projects.

True

False

Feedback:  
p. 62

## Intro PM Chapter 3 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

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- 1. The planning process focuses on producing the deliverables of the project or phase.

True  
 False

Feedback:  
p. 73

- 2. Executing includes processes in each of the ten knowledge areas.

True  
 False

Feedback:  
p. 78

- 3. In 2011, PMI introduced a new certification called Agile Certified Practitioner (ACP).

True  
 False

Feedback:  
p. 80

- 4. Scrum is the leading agile development method for completing simple projects.

True  
 False

Feedback:  
p. 82

- 5.

Identifying project stakeholders, creating the project charter and assumptions log, and holding a kick-off meeting are the main processes involved in project planning.

- True
- False

Feedback:  
p. 94

- **6.**  
The project charter should describe the project success criteria.

- True
- False

Feedback:  
p. 99

- **7.**  
Project charters are normally short documents, and they should be signed by key project stakeholders.

- True
- False

Feedback:  
p. 99

- **8.**  
An assumptions log should be created during initiation and used throughout the project life cycle.

- True
- False

Feedback:  
p. 101

- **9.**  
During initiating, you should perform a stakeholder analysis to determine which stakeholders' interests to focus

on and how to increase stakeholder support for the project.

- True
- False

Feedback:  
p. 97

- **10.**  
If stakeholders have low interest and low power, your strategy should be to keep them satisfied.

- True
- False

Feedback:  
p. 97

## Intro PM Chapter 4 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

---

- **1.**  
Project planning includes tasks for every single knowledge area.

- True
- False

Feedback:  
p. 113

- **2.**  
Project documents are all part of the project management plan.

- True
- False

Feedback:  
p. 116

- **3.**  
A baseline is a starting point, a measurement, or an observation that

is documented so that it can be used for future comparison.

- True
- False

Feedback:  
p. 115

- 4.  
Several methods for collecting requirements include interviews, questionnaires, and prototypes.

- True
- False

Feedback:  
p. 122

- 5.  
Not all work packages are part of a control account.

- True
- False

Feedback:  
p. 125

- 6.  
A work breakdown structure can be shown in chart form, like an organizational chart, or tabular form, like an indented list.

- True
- False

Feedback:  
p. 126

- 7.  
A WBS for building a house should contain the same number main deliverables.

- True
- False

Feedback:  
p. 128

- 8.  
It is incorrect to show activities on the WBS.

- True
- False

Feedback:  
p. 131

- 9.  
A WBS dictionary is a document that describes the deliverables on the WBS in more detail.

- True
- False

Feedback:  
p. 132

- 10.  
The bottom-up approach to creating a WBS is similar to mind mapping.

- True
- False

Feedback:  
p. 135

## Intro PM Chapter 5 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

---

- 1.  
Analogous estimates use information like cost per square foot.

- True
- False

Feedback:  
p. 174

- 2.  
A cost baseline shows costs by WBS.

True  
 False

Feedback:  
p. 178

- 3.  
PERT is based on Monte Carlo simulation.

True  
 False

Feedback:  
p. 161

- 4.  
There can be more than one critical path for a project.

True  
 False

Feedback:  
p. 166

- 5.  
Multitasking should be used as much as possible to reduce project schedules.

True  
 False

Feedback:  
p. 168

- 6.  
Defining activities is a process for planning project schedule management.

True  
 False

Feedback:  
p. 149

- 7.  
A mandatory dependency is inherent in the nature of the work, such as digging a hole before planting a tree.
  - True
  - False
- 8.  
The most common type of dependency is start-to-start.
  - True
  - False
- 9.  
A burst occurs on a network diagram when two or more nodes precede a single node.
  - True
  - False
- 10.  
Project cost budgeting involves allocating the project cost estimate to activities over time.
  - True
  - False

Feedback:  
p. 156

Feedback:  
p. 159

Feedback:  
p. 158

Feedback:  
p. 178

## Intro PM Chapter 6 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

---

1.

Conformance to requirements means that a product can be used as it was intended.

- True
- False

Feedback:  
p. 193

2.

A project control chart is a graphical screen summarizing key project metrics.

- True
- False

Feedback:  
p. 195

3.

A responsibility assignment matrix is a graphical representation of how authority and responsibility is distributed within the project.

- True
- False

Feedback:  
p. 199

4.

A RACI chart shows responsibility, accountability, consultation, and informed roles for people working on projects.

- True
- False

Feedback:  
p. 199

5.

A staffing management plan graphically shows the number of

resources required for or assigned to a project over time.

- True
- False

Feedback:  
p. 200

• 6.  
Escalation procedures should be included in a communications management plan.

- True
- False

Feedback:  
p. 207

• 7.  
Risks in the high/high section of a probability/impact matrix normally get the least amount of attention.

- True
- False

Feedback:  
p. 211

• 8.  
Contract clauses can help manage project risks.

- True
- False

Feedback:  
p. 221

• 9.  
A make-or-buy analysis involves estimating the internal costs of providing a product or service and comparing that estimate to the cost of outsourcing.

- True

False

Feedback:  
p. 223

•

10.

You should issue an RFP if you want to solicit quotes or bids from prospective suppliers for standard items that have been clearly defined by the buyer.

True

False

Feedback:  
p. 229

## Intro PM Chapter 7 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

---

True

False

Feedback:  
p. 244

•

2.

The main executing outputs for project quality management are deliverables.

True

False

Feedback:  
p. 245

•

3.

Tacit knowledge is difficult to express and highly personal, such as beliefs, insight, and experience.

- True
- False

Feedback:  
p. 255

- 4.  
The confrontation mode of conflict management should be used when a conflict is low in both task and relationship importance.

- True
- False

Feedback:  
p. 253

- 5.  
Kanban boards help project teams visualize and improve their workflow.

- True
- False

Feedback:  
p. 258

- 6.  
Intrinsic motivation causes people to do something for a reward or to avoid a penalty.

- True
- False

Feedback:  
p. 261

- 7.  
Projects are more likely to succeed when project managers focus on work challenge and expertise to influence people.

- True
- False

Feedback:  
p. 265

- 8.  
The mirroring technique can be used to help establish rapport.
  - True
  - False
- 9.  
The second stage of team development, storming, refers to team members brainstorming together.
  - True
  - False
- 10.  
In face-to-face interaction, 58 percent of communication is through the content or words that are spoken.
  - True
  - False

Feedback:  
p. 268

Feedback:  
p. 274

Feedback:  
p. 281

## Intro PM Chapter 8 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

---

- 1.  
Change requests are outputs of every knowledge area involved in monitoring and controlling.
  - True
  - False

Feedback:  
p. 301-302

2.

In earned value management, a baseline includes scope, time, and quality information.

- True
- False

Feedback:  
p. 303

3.

If the earned value of an activity is higher than its actual cost, the cost variance will be positive, which is usually good.

- True
- False

Feedback:  
p. 304

4.

If the cost or schedule performance index is less than one, then the project is under budget or ahead of schedule.

- True
- False

Feedback:  
p. 305

5.

To calculate the estimate at completion for a project, you need to divide the BAC by the SPI.

- True
- False

Feedback:  
p. 304

6.

Performance reports include status reports, progress reports, and forecasts.

- True
- False

Feedback:  
p. 309

- 7. Project managers often cite schedule control as one of their biggest challenges because schedule problems often cause more conflict than other issues.

- True
- False

Feedback:  
p. 315

- 8. A milestone chart graphically displays bars for planned and actual project schedule information by task.

- True
- False

Feedback:  
p. 316

- 9. Pareto analysis is sometimes referred to as the 80/20 rule.

- True
- False

Feedback:  
p. 322

- 10. Stratification is a technique used to separate data to see patterns in the data.

- True
- False

Feedback:  
p. 324

## Intro PM Chapter 9 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

---

- 1. Project closing often includes a final presentation and report.

True  
 False

Feedback:  
p. 340

- 2. Project integration and procurement management are the only two knowledge areas with closing processes.

True  
 False

Feedback:  
p. 341

- 3. Project sponsor are usually most interested in making sure that organizational process assets are updated when a project closes.

True  
 False

Feedback:  
p. 342

- 4. A transaction plan includes information related to what work should be done by operations after the project is completed.

True  
 False

Feedback:  
p. 341

- 5. Reflecting on questions like what you would do differently on the next project based on your experiences working on this project should be documented in a lessons-learned report.

True  
 False

Feedback:  
p. 347

- 6. A close-out meeting is also called a post-partem.

True  
 False

Feedback:  
p. 351

- 7. Mentoring is the process of communicating knowledge that was developed by one person or in one part of an organization to another person or other parts of an organization.

True  
 False

Feedback:  
p. 351

- 8. A project can end by starvation by decreasing its budget or suddenly ending funding.

True  
 False

Feedback:  
p. 340

- 9.  
You should plan for project closing by having tasks related to closing in the WBS.

- True
- False

Feedback:  
p. 353

- 10.  
It is inappropriate to have a celebration at the end of a project.

- True
- False

Feedback:  
p. 353

## Intro PM Chapter 10 6e True/False

Test your understanding of Kathy Schwalbe's *An Introduction to Project Management, Sixth Edition*.

---

- 1.  
Most organizations find it easy to practice good project management practices.

- True
- False

Feedback:  
p. 361

- 2.  
The term best practices is unique to the field of project management.

- True
- False

Feedback:  
p. 362

- 3.

KPI stands for key performance indicator, which can be used to determine the degree to which an outcome is achieved.

- True
- False

Feedback:  
p. 364

- 4.  
Companies like IBM and NASA are known as being outstanding in project management.

- True
- False

Feedback:  
p. 366

- 5.  
The best or "alpha" project managers do not enjoy their work more than their counterparts, but they get paid more.

- True
- False

Feedback:  
p. 369

- 6.  
Most of the traits of the best project managers can be learned.

- True
- False

Feedback:  
p. 370

- 7.  
A maturity model is a framework for helping organizations improve their processes and systems, such as the Capability Maturity Model Integration

(CMMI) used for software development.

- True
- False

Feedback:  
p. 371

8.  
Companies with high maturity levels spend more money on project management.

- True
- False

Feedback:  
p. 376

9.  
Most organizations are satisfied with their current project management maturity level.

- True
- False

Feedback:  
p. 377

10.  
A 2015 study by PMI found that about 2 percent of organizations are high performers, and their projects meet their scope, time, and cost goals over 80 percent of the time.

- True
- False

Feedback:  
p. 374