Project Scope Management

1. **A structured product development process which translates what the market requires into a program create, manufacture and deliver it, is called:**
   A. Joint Application Development
   B. Quality Function Deployment
   C. Mind Maps
   D. Decomposition

2. **All of the following are Tools and Techniques used in Scope Definition accept:**
   A. Product Analysis
   B. Facilitated Workshops
   C. The WBS Dictionary
   D. Expert Judgment

3. **All of the following facts regarding the WBS are true accept:**
   A. Is a deliverable-oriented grouping of project components
   B. It establishing a high-level project time-line
   C. It identifies all the work to be performed
   D. Is a graphical picture of the hierarchy of a project

4. **Lateral Thinking is a tool used during:**
   A. Alternatives Identification
   B. Product Analysis
   C. Stakeholder Identification
   D. Risk Qualification

5. **Due to the high level of complexity associated with the design and manufacture of fighter jets for the US military, several different breakdown structures will be applied within the project. Which of the following would be most beneficial to the factory personnel?**
   A. Organizational Breakdown Structure
   B. Risk Breakdown Structure
   C. Resource Breakdown Structure
   D. Bill of Materials

6. **The project team is in the process of verifying the project's scope. Which of the following best describes what they will need?**
   A. Project Charter, requirements documentation, requirement traceability matrix
   B. Project Management Plan, requirements documentation, validated deliverables, requirement traceability matrix
   C. Project Management Plan, work performance information, requirements documentation, requirement traceability matrix
   D. Project scope statement, requirements documentation, requirement traceability matrix

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7. A new Call Center is being built for a regional Cable television provider. The project to create it is nearing completion and will soon begin the Verify Scope Process. This will involve a number of people, but who will ultimately approve it?

A. The Project Manager
B. The Customer
C. Senior Management
D. The Stakeholders

8. The project to create a new database system is approximately half way complete when a senior manager says that a major change need to occur with the scope of the project or the system will not function in his department when it's rolled-out. He further explains this would delay the anticipated finish date of the project. After he explains the details of the proposed change in Scope, what do you do first?

A. Let him know what the delay to the project would be
B. Implement a Change Control Order to incorporate the new work
C. Tell him no, because it will change the finish date of the project
D. Meet with the team to determine the impact

9. The Project Manager and team are involved in project planning. They are in the process of breaking the work down into the smallest level of the WBS. What are they creating?

A. A To-Do List
B. A Task List
C. Work Packages
D. Activity Definitions

10. A cruise ship manufacturing project is about to come to a close. As the project team prepares for the closing activities they are made aware how Verify Scope will contribute to the success of the project. Which best describes the importance of Verify Scope?

A. Verify Scope should have occurred early in the project but since it wasn't done then it is important to complete this effort before the project is over.
B. Verify Scope validates that the sponsor signed the project's scope statement during Planning.
C. Verify Scope is the process of comparing the project's deliverables to the project's scope statement and produce description in order to ensure that the product will function as intended
D. Verify Scope is used to ensure that the project team understands the scope of the project.

Project Scope Management

ANSWERS

1. **A structured product development process which translates what the market requires into a program create, manufacture and deliver it, is called:**

   B. Quality Function Deployment
   Explanation: (A) - Joint Application Development is a meeting that brings developers and users together to improve the software development process.
   (C) – Mind Maps diagram ideas in order to help generate, classify and record information.
   (D) - Decomposition – is the subdivision of project deliverables into smaller, more manageable components until the work and deliverables are defined to the work package level.

2. **All of the following are Tools and Techniques used in Scope Definition accept:**

   C. The WBS Dictionary
   Explanation: The Dictionary is a companion document to the WBS that details its content and components. All other answers are Define Scope Tools and Techniques.

3. **All of the following facts regarding the WBS are true accept:**

   B. It establishing a high-level project time-line
   Explanation: All other answers are true.

4. **Lateral Thinking is a tool used during:**

   A. Lateral Thinking
   Explanation: An example is Six Thinking Hats. (B) – Product Analysis is a different Define Scope Tool and Technique
   (D) – Qualitative Risk Analysis is a subjective ranking of identified project risks. Such as High – Medium – Low, Red – Yellow – Green, etc.

5. **Due to the high level of complexity associated with the design and manufacture of fighter jets for the US military, several different breakdown structures will be applied within the project. Which of the following would be most beneficial to the factory personnel?**

   D. Bill of Materials
   Explanation: Lists the components, assemblies, and sub-assemblies required to build the product.

Project Scope Management

ANSWERS

6. The project team is in the process of verifying the project's scope. Which of the following best describes what they will need?

B. Project Management Plan, requirements documentation, validated deliverables, requirement traceability matrix as these are all inputs of the verify scope process.
Explanation: The other answers are just there to confuse you.

7. A new Call Center is being built for a regional Cable television provider. The project to create it is nearing completion and will soon begin the Verify Scope Process. This will involve a number of people, but who will ultimately approve it?

B. The Customer.
Explanation: (A) – Wouldn't it be great of the Project Manager approved project deliverables?
(C) – Senior management sounds good and sometimes would indeed participate in the decision making. However, ultimately, the Customer sign's off.
(D) – The Stakeholders – again, the stakeholder will participate in the decision as the Customer, Senior Management and the project manager are all stakeholders. However, only the Customer sign's off.

8. The project to create a new database system is approximately half way complete when a senior manager says that a major change need to occur with the scope of the project or the system will not function in his department when it's rolled-out. He further explains this would delay the anticipated finish date of the project. After he explains the details of the proposed change in Scope, what do you do first?

D. Meet with the team to determine the impact.
Explanation: (A) – You would indeed notify the sponsor of the impacting delays this change will cause. However, you can not do that until your team assesses and documents the impact.
(B) – You will ultimately implement a Change Control Order, but again, not until after the impact is assessed, documented, and approved.
(C) – How cool would it be to "tell him no"?! A good PM would never do this. Changes are work, and more work is our friend. Again, the correct approach is to have the team performing the project understand and assess the change, and document its impact.

Project Scope Management

ANSWERS

9. The Project Manager and team are involved in project planning. They are in the process of breaking the work down into the smallest level of the WBS. What are they creating?

C. Creating Work packages.
Explanation: The work package is the lowest level of the WBS and is where work is performed, assigned, tracked and controlled.

(A) and (B) – To do and task lists are valuable tools and are in part created by a WBS. However, since the question asks for the smallest level of the WBS, the "most correct" answer is Work Packages.

(D) – Activity Definitions are created during Time Management where the specific activities need to satisfy the work to be performance at the Work package level is documented.

10. A cruise ship manufacturing project is about to come to a close. As the project team prepares for the closing activities they are made aware how Verify Scope will contribute to the success of the project. Which best describes the importance of Verify Scope?

C. Verify Scope is the process of comparing the project's deliverables to the project's scope statement and produce description in order to ensure that the product will function as intended.
Explanation: The other answers are designed to confuse the issue.