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test: IPMA Level-D (Multiple Choice New)

surname: Wu name: Simon user: WuSimon1 start time: 2022-01-16 05:42:43 end time: 2022-01-16 07:15:29 time: 01:32:46 points to pass the exam: 60.000 correct: (0%) wrong: (0%) unanswered: (0%) undisplayed: (0%) points: 78.000 / 100.000 (78%) - PASSED	This is part 1 of 2 of the examination for the IPMA Level-D qualification. Administered by the Project Management Association of Canada. Both parts have to be completed within a 24-hour period. To pass the whole exam, a candidate must get a minimum average of 60% in both parts. Multiple Choice Section. You have 100 Minutes (1 Hour, 40 minutes) to complete 100 multiple choice questions. You will see a countdown of minutes remaining in the top right corner of your screen.
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#	points	IP	start [hh:mm:ss]	end [hh:mm:ss]	time [mm:ss]	reaction [sec]
1 S	1.000	281471089972610	05:42:43	05:43:35	00:52	51.042
		Which of the following issues would normally be addressed in a staff management plan?				
	+	1	How project staff will be released when they are no longer needed.			
		2	Prospective vendors who could provide needed training to project staff.			
		3	Procedures for the completion of annual employee reviews.			
2 S	1.000	281471089972610	05:43:40	05:44:18	00:38	37.391
		In an analysis of the network logic, positive float exists when:				
	+	1	ES is earlier than LS.			
		2	ES is equal to LS.			
		3	ES is later than EF.			
3 S	1.000	281471089972610	05:44:24	05:45:18	00:54	54.117
		A quality product or quality process is one which provides:				
		1	zero defects and an extended warranty period.			
	+	2	fitness for use and conformance to the specifications.			
		3	excellent results and superior performance.			
4 S	0.000	281471089972610	05:45:20	07:15:29	30:09	16.207
		Projects and programs tend to require:				
	-	1	a similar focus on long term benefits.			
		2	similar staffing levels.			
		3	similar management skills.			
5 S	1.000	281471089972610	05:46:14	05:46:47	00:33	33.079
		If the project is experiencing increasing levels of conflict due to poor communication, which of the following is least likely to improve the situation?				
		1	Working with the team members to identify the source(s) of the conflict.			
	+	2	Moving the project status meetings from morning to afternoon.			
		3	Scheduling an off-site team-building workshop.			
6 S	1.000	281471089972610	05:46:48	05:48:09	01:21	79.847
		Which of the following would generally be expected to produce the best result when negotiating a contract?				
		1	Tell the truth, but not the whole truth.			
	+	2	Make some concessions to demonstrate your interest in reaching an agreement.			
		3	Accept your counterpart's proposals on condition that your boss approve them later.			
7 S	1.000	281471089972610	05:48:10	05:48:33	00:23	22.356
		Which of the following would not normally be considered a project?				
	+	1	Producing a batch of 10,000 automobile tires.			
		2	Designing a space station with 10,000 square feet of floor space.			
		3	Developing a new software application with 10,000 lines of code.			
8 S	1.000	281471089972610	05:48:36	05:49:06	00:30	30.481
		Adherence to contractual requirements is the responsibility of the:				
	+	1	Project Manager.			
		2	Contracting team member.			
		3	Functional Manager.			
9 S	0.000	281471089972610	05:49:10	07:14:28	25:18	128.14
		Project success criteria are:				
	-	1	changed whenever the scope changes.			
		2	changed if the primary stakeholders agree.			
		3	never changed.			
10 S	1.000	281471089972610	05:51:38	05:55:07	03:29	208.442



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The use of "heuristics" in project scheduling means developing estimates:						
	+	1	using rules of thumb.			
		2	reflecting optimal solutions.			
		3	that minimize costs.			
11 S	1.000	281471089972610	05:56:27	05:57:49	01:22	80.814
The project's communication requirements can most often be affected by the:						
	+	1	biases of the stakeholders.			
		2	installation of engineering workstations.			
		3	use of computer aided design tools.			
12 S	1.000	281471089972610	05:58:42	06:00:24	01:42	101.092
Project status review meetings should be:						
		1	focused on problem-solving.			
	+	2	of defined duration and regularly scheduled.			
		3	limited to a discussion of cost and schedule performance.			
13 S	1.000	281471089972610	06:00:29	06:03:10	02:41	161.101
Decision trees may be used to compare alternative decisions:						
	+	1	when the outcomes and likelihoods are uncertain.			
		2	when specialists are available to construct them.			
		3	but only when monetary values can be assigned to the results.			
14 S	0.000	281471089972610	06:03:12	06:06:09	02:57	176.158
In identifying possible solutions to problems, you should do all of the following except:						
		1	Define metrics to evaluate the merits of ideas.			
	-	2	Rely as much on intuition as on logic.			
		3	Involve only those team members with technical expertise in the area of the problem.			
15 S	1.000	281471089972610	06:06:13	06:08:03	01:50	108.888
Which of the following project manager behavior is considered effective?						
		1	Is task-oriented at all times.			
	+	2	Encourages collaboration.			
		3	Avoids informal contact with stakeholders.			
16 S	1.000	281471089972610	06:08:38	06:09:03	00:25	21.636
Which of the following statements regarding change control is correct?						
		1	Fixed price (lump sum) contracts will minimize the need for change control.			
		2	Cost-based contracts will simplify the process of change control.			
	+	3	Fixed price (lump sum) contracts should include procedures to accommodate changes.			
17 S	1.000	281471089972610	06:09:07	06:10:17	01:10	69.378
Which of the following would be least likely to be managed using a project management approach?						
		1	An ad hoc undertaking to support a strategic initiative.			
		2	An undertaking with an unusually complex scope.			
	+	3	An undertaking that is routine and frequently performed by the organization.			
18 S	1.000	281471089972610	06:10:20	06:10:44	00:24	22.878
A Work Breakdown Structure (WBS) is used to:						
		1	eliminate unnecessary activities from the project.			
	+	2	divide the project into manageable work-items.			
		3	depict the project team's work assignments.			
19 S	1.000	281471089972610	06:10:46	06:11:24	00:38	38.487
Which of the following is/are most directly responsible for ensuring that the project's results satisfy the customer?						
		1	Subject matter experts assigned to the project.			
		2	The project team as a whole.			
	+	3	The project manager.			
20 S	0.000	281471089972610	06:11:34	06:13:57	02:23	142.405
'Political sensitivity' is addressed under which competence element?						
		1	Ethics			
		2	Values appreciation			
	-	3	Interested parties			
21 S	1.000	281471089972610	06:14:00	06:14:45	00:45	44.215
Responsibility for quality management of a product:						
		1	is covered by the warranty.			
		2	stops at the point of delivery.			
	+	3	continues after delivery and during operation.			
22 S	0.000	281471089972610	06:14:47	06:16:30	01:43	101.823



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In a work breakdown structure, the product or service that the project was undertaken to develop is shown at level:		
	1	one.
-	2	three.
	3	four.

23 S	0.000	281471089972610	06:16:32	06:19:14	02:42	161.907
Which of the following statements is true with regard to non-critical path activities that were completed late?						
	1	They can safely be ignored regardless of the size of the variance.				
-	2	Corrective action will usually be required even if the variance is small.				
	3	They can be ignored unless the variance is greater than the total float.				

24 S	0.000	281471089972610	06:19:17	06:24:10	04:53	293.261
Which of the following activities is not the responsibility of Quality Control?						
-	1	Defining how results will be measured.				
	2	Comparing actual measurements to expected results.				
	3	Defining the characteristics of the product of the project.				

25 S	1.000	281471089972610	06:24:12	06:24:24	00:12	11.622
Under normal circumstances, if an activity lies on the critical path, the activity's total float, will be:						
+	1	zero.				
	2	greater than zero.				
	3	less than zero.				

26 S	1.000	281471089972610	06:24:25	06:24:39	00:14	13.322
Negotiations are generally most effective when the parties:						
	1	alternate between friendly and hostile.				
	2	continue without a break until agreement is reached.				
+	3	are cordial and cooperative.				

27 S	1.000	281471089972610	06:24:40	06:24:54	00:14	13.583
"Managing by projects" is:						
+	1	using project management as the primary means of running the organization.				
	2	an organizational slogan to motivate project managers.				
	3	a replacement for managing by objectives.				

28 S	1.000	281471089972610	06:24:56	06:25:19	00:23	22.353
Individuals who stand to benefit the most from effective quality management programs are the:						
	1	engineers.				
+	2	customers.				
	3	contractors.				

29 S	1.000	281471089972610	06:25:21	06:25:28	00:07	6.321
The work breakdown structure (WBS) is a key output of project:						
+	1	planning.				
	2	control.				
	3	verification.				

30 S	0.000	281471089972610	06:25:29	06:26:24	00:55	54.628
When there is a complex message to deliver that could easily be misunderstood, the most effective medium to use is:						
-	1	video-conferencing.				
	2	face-to-face contact even though this may cost more.				
	3	email since that will get there quickest and make it easy for the stakeholders to ask follow-up questions.				

31 S	1.000	281471089972610	06:26:26	06:26:53	00:27	26.355
Fixed price (lump sum) contracts require that the buyer clearly specify:						
	1	who may be used to perform the work.				
+	2	what the seller is to provide.				
	3	when each detailed work-item should be completed.				

32 S	1.000	281471089972610	06:26:55	06:27:13	00:18	18.014
To consistently achieve quality in products or services, it is important to have:						
	1	strong management rewards, a strong punishment system, and a large group of quality specialists.				
	2	a strong punishment and rewards system, a large group of quality control specialists, and some management support.				
+	3	strong management support, a well-defined quality management process, and widespread employee involvement.				

33 S	1.000	281471089972610	06:27:14	06:28:18	01:04	62.846
Given that both the cumulative cost variance (CV) and the cumulative schedule variance (SV) are negative, and given that ACWP, BCWS, and BCWP are all project-to-date figures, which of the following statements is true?						
+	1	BCWP is less than ACWP and also less than BCWS.				
	2	ACWP is greater than BCWP which in turn is more than BCWS.				
	3	ACWP is greater than BCWS which is greater than BCWP.				



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34 S	1.000	281471089972610	06:28:19	06:28:41	00:22	21.046
A common approach to getting the project team informed about and started on a project is to:						
	+	1	have the team participate in a project kickoff meeting.			
		2	invite the team to a social gathering and make sure that everyone attends.			
		3	have each member read the contractual requirements.			
35 S	1.000	281471089972610	06:28:43	06:28:57	00:14	13.519
The range of time between an activity's early finish date and its late finish date is called:						
		1	expected duration.			
	+	2	float or slack.			
		3	the most likely delay.			
36 S	1.000	281471089972610	06:29:00	06:29:15	00:15	15.101
One of the primary purposes of a responsibility assignment matrix (RAM) is to show:						
		1	project reporting relationships.			
		2	progress against the quality baseline.			
	+	3	the relationship between work-items and the project team.			
37 S	1.000	281471089972610	06:29:20	06:29:39	00:19	18.587
Involving the project customer in project planning is:						
		1	a necessary evil because customers seldom know what they want.			
	+	2	often an aid in getting the project plan complete and correct.			
		3	meddlesome and will slow down progress.			
38 S	0.000	281471089972610	06:29:40	06:29:55	00:15	14.194
Which criterion is least likely to be relevant when selecting project staff?						
		1	Requirements in terms of qualifications and skills			
	-	2	Number of person hours required			
		3	The type of permanent organization structure			
39 S	1.000	281471089972610	06:29:56	06:30:23	00:27	26.438
A project procedures manual is:						
		1	A supplement to corporate procedures that covers roles and responsibilities of functional and project personnel.			
		2	A brief statement of the overall project policy that covers do's and don'ts for a project			
	+	3	An extension of corporate procedures that covers project organization, and systems/ procedures to be used.			
40 S	1.000	281471089972610	06:30:28	06:30:37	00:09	7.834
Project objectives should be defined through consultation with the:						
	+	1	customer.			
		2	foreman.			
		3	chairman of the board.			
41 S	1.000	281471089972610	06:30:38	06:31:05	00:27	26.319
The project manager must understand business processes to work effectively with:						
		1	other project managers.			
		2	program managers.			
	+	3	other departments.			
42 S	1.000	281471089972610	06:31:07	06:31:59	00:52	52.187
A good listener:						
		1	nods frequently to show interest and enthusiasm.			
		2	takes lots of notes to demonstrate the importance of what the speaker is saying.			
	+	3	restates some of the things said to confirm understanding.			
43 S	1.000	281471089972610	06:32:01	06:32:22	00:21	20.302
Project control techniques should be implemented:						
		1	only if the customer requires them.			
	+	2	before expending any substantial effort on the project.			
		3	only for major projects.			
44 S	1.000	281471089972610	06:32:23	06:32:51	00:28	27.066
Which of the following project manager behaviors is considered effective?						
		1	Is pessimistic to keep expectations low.			
		2	Communicates on the basis of "need to know."			
	+	3	Listens carefully to others.			
45 S	1.000	281471089972610	06:32:53	06:33:13	00:20	20.162
Of the following, the best definition for "program" would be:						
	+	1	a group of projects coordinated in support of organizational objectives.			
		2	any combination of functional work and project activities with a common manager.			
		3	a group of independently managed projects which produce similar products.			



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46 S	1.000	281471089972610	06:33:15	06:33:21	00:06	6.095
The critical path is the path through the network logic that has the:						
	1	most costly activities.				
	2	largest number of activities.				
+	3	longest duration.				
47 S	1.000	281471089972610	06:33:22	06:33:33	00:11	10.954
When the project outcomes are not well-defined, the project team tends to:						
	1	grow smaller.				
+	2	lose focus.				
	3	grow larger.				
48 S	0.000	281471089972610	06:33:34	06:36:14	02:40	158.957
Which of the following is not a disadvantage to having a separate design contractor from the implementation contractor?						
-	1	The designer may not have the incentive to ensure the designs are the most cost effective.				
	2	The implementation project manager may blame poor performance on the design and the designer may blame the project manager for lack of competency				
	3	The implementation project manager's organization may sue the design organization for lack of sufficient detail in the design drawings.				
49 S	1.000	281471089972610	06:36:16	06:36:50	00:34	33.843
The cost charged to the project for materials should include the purchase price plus the cost of:						
	1	damage and deterioration.				
	2	time and quality.				
+	3	transportation and storage.				
50 S	1.000	281471089972610	06:36:54	06:37:27	00:33	32.201
During contract close out, the primary concern of the buyer and seller is to determine:						
	1	who needs to be notified that the contract is complete.				
+	2	if the seller met the terms of the contract.				
	3	how the number of change requests could have been reduced.				
51 S	1.000	281471089972610	06:37:35	06:37:43	00:08	7.77
Resource leveling will often:						
	1	have little or no effect on the overall project duration.				
	2	have little or no effect on individual activity durations.				
+	3	increase the most likely duration of the project.				
52 S	1.000	281471089972610	06:37:44	06:38:25	00:41	40.246
With respect to "reliability", which one of the following behaviours require improvements?						
+	1	Works according to the principle of 'laissez-faire'				
	2	Delivers what was agreed, to the required quality, on time and within budget				
	3	Is trustworthy, handles confidentiality discreetly				
53 S	1.000	281471089972610	06:38:27	06:38:54	00:27	26.728
When the scope is poorly defined or poorly understood, there is a greater need for:						
+	1	cooperation and communication among the stakeholders.				
	2	documented dispute escalation procedures.				
	3	daily reporting of actual expenditures.				
54 S	1.000	281471089972610	06:38:56	06:39:20	00:24	24.319
Contingency allowances should be:						
	1	large enough to guarantee that all project objectives will be met.				
+	2	made for both cost and schedule.				
	3	established as soon as the project has been approved.				
55 S	0.000	281471089972610	06:39:22	06:40:08	00:46	45.249
A success-oriented project manager will steer the attention of the team toward the critical success factors. Which two of the following criteria can be directly influenced by the project manager?						
-	1	Risks				
	2	Project objectives				
	3	Companies				
56 S	0.000	281471089972610	06:40:34	06:41:01	00:27	27.179
A project closeout report would normally include all of the following except:						
-	1	A list of any unresolved issues				
	2	Approved change requests				
	3	Post-implementation plans				
57 S	1.000	281471089972610	06:41:07	06:41:30	00:23	22.246
Safety, health, and environmental practices on the project help to ensure that:						
	1	an audit is conducted at the end of the project to correct any errors.				
+	2	there are no adverse consequences as a result of the project's activities.				



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	3	careless team members are reassigned to other projects.				
58 S	0.000	281471089972610	06:41:38	06:42:46	01:08	67.828
		With a fixed price (lump sum) contract, the buyer compensates the seller for the seller's risk:				
	1	by paying the seller's estimated costs to mitigate risk plus a fixed fee.				
-	2	through negotiating an equitable settlement at project completion.				
	3	through an undisclosed amount in the seller's proposed price.				
59 S	1.000	281471089972610	06:42:49	06:43:06	00:17	16.396
		Which of the following project manager behavior is considered effective?				
	1	Creates stress in order to ensure high productivity.				
	2	Uses humor to deflect criticism.				
+	3	Uses "business stories" to reinforce important points.				
60 S	1.000	281471089972610	06:43:08	06:43:50	00:42	41.783
		Benchmarking can help improve the quality of project management. One of the following answers tells us what benchmarking is:				
	1	Causes and effects of certain factors are presented in a diagram				
	2	The client's requirements are recorded precisely and translated into terms the project team can understand				
+	3	Your own way of working is compared with high-performance teams				
61 S	1.000	281471089972610	06:43:53	06:44:24	00:31	30.886
		Which of the following best describes project portfolio management?				
	1	The new term for "managing by objective."				
	2	A management process that emphasizes using subjective project selection criteria.				
+	3	An approach to balancing risk, size, and other factors across multiple projects.				
62 S	1.000	281471089972610	06:44:25	06:45:30	01:05	64.791
		Which of the following statements concerning seller selection is false?				
	1	seller suggestions for modified terms and conditions may benefit the seller.				
	2	bidder conferences can benefit both the buyer and the seller.				
+	3	late proposals should be considered if the price is low enough.				
63 S	1.000	281471089972610	06:45:37	06:46:35	00:58	56.841
		"Fast?tracking" is a method for:				
	1	increasing manpower levels without increasing costs.				
+	2	reducing the project's duration.				
	3	monitoring the state of the network logic.				
64 S	1.000	281471089972610	06:46:36	06:46:45	00:09	9.342
		The first step in problem solving is to:				
+	1	identify the problem.				
	2	determine the root cause.				
	3	document who is to blame.				
65 S	1.000	281471089972610	06:46:46	06:47:16	00:30	29.145
		"Rolling wave planning" helps to deal with the uncertainty of cost estimating by:				
	1	taking the weighted average of the most likely, optimistic, and pessimistic estimates.				
	2	using two or more different cost estimating techniques and taking the average.				
+	3	continually updating the estimates as the project progresses.				
66 S	1.000	281471089972610	06:47:18	06:47:35	00:17	16.575
		Clear, concise, and timely project status information is used to provide project:				
	1	cash flow.				
	2	closure.				
+	3	control.				
67 S	1.000	281471089972610	06:47:37	06:48:00	00:23	23.002
		In international projects, project managers need to be able to calculate:				
	1	cumulative costs in foreign currencies.				
	2	currency value against project costs.				
+	3	currency exchange rates for payments.				
68 S	1.000	281471089972610	06:48:04	06:49:57	01:53	112.446
		Which of the following is least likely to create conflict on a project?				
	1	Development of cost and duration estimates.				
	2	Ambiguity concerning roles and responsibilities.				
+	3	Computation of earned value variances.				
69 S	1.000	281471089972610	06:49:59	06:50:16	00:17	16.825
		When a project's outcomes include organizational change, the effect of the change:				
	1	is not the concern of the project manager.				
	2	will typically last 6-8 months after the end of the project.				



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	+	3	should generally be considered "in scope."			
70 S	1.000	281471089972610	06:50:17	06:50:29	00:12	11.102
	Prior to signing a contract for goods or services, a project manager should:					
		1	read the fine print.			
	+	2	seek legal opinion on the document.			
		3	strike through any objectionable clauses.			
71 S	1.000	281471089972610	06:50:33	06:51:04	00:31	30.181
	Risks are prioritized in order to:					
	+	1	decide which risks to accept and which to respond to.			
		2	assign a risk owner to accepted risks.			
		3	calculate the correct values for risk triggers.			
72 S	0.000	281471089972610	06:51:05	06:51:44	00:39	38.951
	As a seller, the price that you will bid for a project is:					
		1	essentially the same as the cost estimate.			
	-	2	equal to the cost estimate plus a percentage allowance for profit.			
		3	a business decision that uses the cost estimate as one of many inputs.			
73 S	1.000	281471089972610	06:51:46	06:52:01	00:15	14.9
	Which of the following should be done early in the project in order to enhance the probability of success?					
		1	Controlling			
	+	2	Planning			
		3	Scheduling			
74 S	0.000	281471089972610	06:52:05	06:52:48	00:43	43.076
	The project baselines include the original project plan:					
		1	plus approved changes.			
	-	2	plus proposed changes.			
		3	less any work omitted in order to meet the schedule target.			
75 S	1.000	281471089972610	06:53:04	06:53:26	00:22	21.558
	Which of the following statements about float is true?					
	+	1	Positive float may be a useful guide in making resource assignments.			
		2	Negative float is not of concern as long as there is enough positive float to overcome it.			
		3	Negative float can be reduced by reducing the activity's budget.			
76 S	1.000	281471089972610	06:53:29	06:54:18	00:49	48.64
	Which of the following subjects is least likely to require interpretation by a qualified legal expert?					
	+	1	Technical standards			
		2	Contracts			
		3	Government regulations			
77 S	1.000	281471089972610	06:54:20	06:55:28	01:08	67.204
	Which one of the following features does not characterize good discussions?					
		1	When preparing, always ask yourself what you want to achieve			
		2	Taking the people you conduct discussions and negotiations with seriously and treating them as partners			
	+	3	Imposing your own good ideas on others			
78 S	1.000	281471089972610	06:55:32	06:57:28	01:56	61.747
	Each project's quality program plan should address all of the following except:					
	+	1	Personal responsibility for defects			
		2	The documentation requirements for actions (e.g., testing, inspections)			
		3	The types of test to be conducted			
79 S	1.000	281471089972610	06:57:33	06:58:01	00:28	28.012
	Which of the following risk events is most likely to cause a budget overrun?					
	+	1	Contract disputes that generate higher than expected claims.			
		2	A request to generate more documentation than what was initially specified.			
		3	A wage rate increase whose date and amount was known during project planning.			
80 S	0.000	281471089972610	06:58:06	06:59:06	01:00	59.72
	The project's performance measurement baselines:					
		1	should change only in response to approved scope changes.			
	-	2	document the quality standards that the project must meet.			
		3	include only scope and quality.			
81 S	1.000	281471089972610	06:59:23	06:59:49	00:26	26.159
	Use of a neutral third party to help resolve differences on a project is called:					
		1	collective bargaining.			
		2	negotiations.			



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	+	3	arbitration.				
82 S	1.000	281471089972610	06:59:51	07:00:05	00:14	14.205	
	How could you shorten the schedule without increasing the cost?						
		1	Plan to work overtime.				
	+	2	Examine the critical path to see if there are some activities that could be done in parallel.				
		3	Schedule all critical path activities to start on their early start dates.				
83 S	1.000	281471089972610	07:00:06	07:00:21	00:15	14.505	
	Which of the following is part of project planning?						
	+	1	Cost estimating				
		2	Status reporting				
		3	Corrective action				
84 S	1.000	281471089972610	07:00:22	07:00:41	00:19	18.944	
	"Management by projects" means that an organization is:						
		1	training all employees to be project team members.				
		2	using project management techniques on any work over eight hours in duration.				
	+	3	applying project management to work that is not traditionally managed as a project.				
85 S	1.000	281471089972610	07:00:43	07:00:56	00:13	12.244	
	Which of the following project manager behaviors is considered effective?						
	+	1	Stays calm in a crisis.				
		2	Provides immediate feedback in all settings.				
		3	Discourages failure.				
86 S	0.000	281471089972610	07:00:58	07:01:43	00:45	44.656	
	Quality assurance, from a project manager's viewpoint involves:						
		1	controlling the project to be sure that work is performed according to specified standards.				
		2	economic studies to price the types of materials and methods to be used in the product.				
	-	3	ensuring the design is in accordance with all applicable laws, ordinances, and regulations.				
87 S	1.000	281471089972610	07:01:51	07:02:02	00:11	10.614	
	One key purpose of a project kickoff meeting is to:						
	+	1	introduce the project to the team.				
		2	assign individuals to different project positions.				
		3	determine which team member will serve as project manager.				
88 S	1.000	281471089972610	07:02:03	07:02:23	00:20	18.816	
	Which statement is not correct?						
	+	1	Ethics limits professional freedom				
		2	Social and cultural differences can reveal differences in ethics				
		3	Ethics should be respected to allow people to function without moral conflict in the project and in relation to interested parties and society				
89 S	1.000	281471089972610	07:02:24	07:02:35	00:11	10.811	
	The project manager's authority is defined in the:						
		1	project plan.				
		2	project kick-off meeting.				
	+	3	project charter.				
90 S	1.000	281471089972610	07:02:37	07:04:13	01:36	96.113	
	An authoritarian management style can be identified by which one of the following criteria?						
	+	1	Strict checks				
		2	Animated process or negotiation				
		3	Absolute permissiveness				
91 S	0.000	281471089972610	07:05:24	07:07:47	02:23	143.172	
	Which of the following is a potential advantage (to the project) of the various forms of matrix organization over a purely functional organization?						
		1	Team members know who they are responsible to.				
		2	Single point of customer contact for the project.				
	-	3	Clear delineation of authority between project managers and functional managers.				
92 S	1.000	281471089972610	07:07:53	07:08:39	00:46	45.589	
	Which of the following project manager behaviors is considered effective?						
	+	1	Encourages new ideas.				
		2	Makes limited use of open-ended questions.				
		3	Requires proven solutions at all times.				
93 S	1.000	281471089972610	07:08:41	07:08:52	00:11	10.678	
	Closeout of a project entails:						
		1	wrap up of all contracts.				
	+	2	all of the above.				



School name

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	3	writing a final report.
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94 S	1.000	281471089972610	07:08:57	07:09:18	00:21	20.688
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Which of the following would normally be recorded as an indirect cost on a project?

	1	Salary paid to a full-time project manager.
	2	Supplies and materials used by the project team to prepare management reports and briefings.
+	3	Worker's compensation insurance paid to a private insurer.

95 S	1.000	281471089972610	07:09:21	07:10:11	00:50	49.77
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Taking a "systems approach" to project management means:

+	1	considering feedback loops when developing corrective action.
	2	treating the project as a standalone entity.
	3	applying Value Engineering to each design component.

96 S	0.000	281471089972610	07:10:12	07:10:28	00:16	15.266
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Better teamwork can be encouraged by:

-	1	giving individuals assignments based on their desire to lead the team.
	2	rewarding desired group behavior.
	3	comparing the current team to previous teams that you have worked with.

97 S	1.000	281471089972610	07:10:30	07:11:34	01:04	63.79
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Which of the following is considered primarily a motivating factor?

	1	Interpersonal relationships
+	2	The work itself
	3	Working conditions