# CertMaster for Project+ Practice Exam (Sample)

## Study Guide

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# Questions

1. **Which document do sellers use when deliverables are commodities and price is the main factor?**
   - A. Request for quote
   - B. Request for proposal
   - C. Request for bid
   - D. Request for information

2. **Which request should a project manager make to gather more information about a product before starting the procurement process?**
   - A. RFB
   - B. RFQ
   - C. RFP
   - D. RFI

3. **What is the best source for a systems engineer to find information about project responsibilities?**
   - A. Time-tracking tool
   - B. RAM
   - C. Stakeholder engagement plan
   - D. RTM

4. **What type of communication occurs during a real-time meeting where minutes are distributed afterward?**
   - A. Synchronous
   - B. Informal
   - C. Formal
   - D. Written

5. **What document is critical for tracking project budget accuracy throughout its lifecycle?**
   - A. Change log
   - B. Project schedule
   - C. Risk report
   - D. Resource allocation chart

**6. What type of software should a project manager use for workflow automation in resource allocation?**

**A. Diagramming**

**B. Scheduling**

**C. Surveying**

**D. Conferencing**

**7. What project management activity involves assessing threats to project completion?**

**A. Risk reporting**

**B. Project meetings**

**C. Gap analysis**

**D. Ad hoc reporting**

**8. After which action should a project designer document change recommendations?**

**A. After escalating change controls**

**B. After implementing change**

**C. After keeping track of approval statuses**

**D. After collecting data**

**9. In a skills matrix, which data should a project manager include to identify needed skills for a new project?**

**A. Cause and effect**

**B. Areas for development**

**C. Total allocation**

**D. Skills gap**

**10. What type of meeting occurs when a project manager provides updates to a CEO without prior scheduling?**

**A. External status reporting**

**B. Progress reporting**

**C. Gap analysis**

**D. Ad hoc reporting**

# Answers

**1. C**
**2. D**
**3. B**
**4. A**
**5. C**
**6. B**
**7. A**
**8. D**
**9. B**
**10. D**

# Explanations

## 1. Which document do sellers use when deliverables are commodities and price is the main factor?

**A. Request for quote**

**B. Request for proposal**

**C. Request for bid**

**D. Request for information**

**In situations where deliverables are commodities and price is the primary concern, sellers typically utilize a Request for Bid (RFB). This document is specifically designed to solicit competitive bids from various suppliers for goods and services, primarily focusing on the price and the fundamental specifications required. The RFB provides a structured format for sellers to present their offers, allowing the buyer to easily compare different bids based on cost. Focusing primarily on the cost aspect, Request for Bid documents streamline the procurement process by laying out clear expectations and requirements. This ensures that sellers provide competitive pricing, as they are aware that buyers will be assessing multiple offers primarily on their monetary value. In contrast, other options such as Request for Quote (RFQ) and Request for Proposal (RFP) may involve more detailed evaluations beyond just pricing, including considerations for quality, delivery timelines, or additional services. A Request for Information (RFI) is generally utilized in earlier stages of procurement for gathering information rather than soliciting formal bids, making it less applicable for scenarios heavily focused on price. Hence, the use of an RFB is essential when the driving factor in supplier selection is price competitiveness for commodity-like deliverables.**

## 2. Which request should a project manager make to gather more information about a product before starting the procurement process?

**A. RFB**

**B. RFQ**

**C. RFP**

**D. RFI**

**A request for information (RFI) is designed to gather detailed information about a product or service from potential suppliers before the procurement process begins. This tool is particularly useful for project managers who need to deepen their understanding of the available market options, the capabilities of different vendors, and how their offerings align with project needs. An RFI allows the project manager to collect insights that will help shape project requirements and inform subsequent procurement steps. The commitment to sending out an RFI signals that the project manager is actively seeking knowledge and clarity. By obtaining information on various aspects, including specifications, delivery timelines, and pricing structures, the project manager can make well-informed decisions about whether to proceed to more formal procurement processes like issuing a request for proposals (RFP) or request for quotations (RFQ). This step helps minimize risks and ensures that the project team is equipped with the relevant information to choose the best vendors and products that fit the project requirements.**

## 3. What is the best source for a systems engineer to find information about project responsibilities?

A. Time-tracking tool

B. RAM

C. Stakeholder engagement plan

D. RTM

A Responsibility Assignment Matrix (RAM) is the best source for a systems engineer to find information about project responsibilities. The RAM clearly defines the roles and responsibilities of team members in relation to project tasks and deliverables. It visually represents who is responsible for what within the project, helping to ensure accountability and avoid confusion about roles. By using a RAM, a systems engineer can quickly identify their own responsibilities as well as those of other team members. This clarity facilitates better communication and coordination among the project team, ultimately contributing to the successful execution of project duties. In contrast, while tools like time-tracking systems, stakeholder engagement plans, and requirements traceability matrices (RTMs) serve important roles in project management, they do not provide the structured overview of roles and responsibilities that the RAM offers.

## 4. What type of communication occurs during a real-time meeting where minutes are distributed afterward?

A. Synchronous

B. Informal

C. Formal

D. Written

In a real-time meeting, participants engage in live interaction, allowing for immediate feedback and discussion. This type of communication is classified as synchronous because it happens simultaneously and in real time. During such meetings, members can exchange ideas, ask questions, and clarify information instantly, making it an effective way to foster collaboration and decision-making. The distribution of minutes afterward serves to document the discussions and decisions made during the meeting, which can add an element of formality to the process. However, the synchronous nature of the meeting itself is the defining characteristic of this type of communication, since it emphasizes the immediate exchange of ideas rather than the documentation or the format of the communication that occurs afterward.

## 5. What document is critical for tracking project budget accuracy throughout its lifecycle?

**A. Change log**

**B. Project schedule**

**C. Risk report**

**D. Resource allocation chart**

**The critical document for tracking project budget accuracy throughout its lifecycle is a risk report. A risk report outlines potential risks and their impact on project costs, making it essential for monitoring budget accuracy. By identifying risks that could lead to budget overruns or savings, project managers can adjust financial forecasts and allocate resources accordingly, helping them to maintain control over project expenditures. In managing budgets, understanding the implications of risks allows for proactive measures to mitigate impacts on costs. A solid grasp of the risks associated with a project ensures that unexpected expenses are accounted for and planned within the overall budget, aiding in more effective financial management. While the other documents mentioned are also important in project management, they do not specifically focus on budget tracking. A change log documents modifications to project scope, a project schedule outlines tasks and timelines, and a resource allocation chart provides visibility into the distribution of resources. Each of these plays a role in project management, but none is as directly aligned with tracking budget accuracy as the risk report.**

## 6. What type of software should a project manager use for workflow automation in resource allocation?

**A. Diagramming**

**B. Scheduling**

**C. Surveying**

**D. Conferencing**

**Using scheduling software for workflow automation in resource allocation is essential for project managers, as it allows them to efficiently organize and optimize the use of resources throughout the project lifecycle. Scheduling tools enable project managers to create timelines, allocate tasks to team members based on availability and skills, and track progress in real-time. This not only helps in balancing workloads among team members but also provides visibility into resource utilization and helps identify potential bottlenecks early on. Scheduling software often includes features like Gantt charts, resource leveling, and dependency tracking, which are crucial for managing complex projects with multiple resources and task interdependencies. The ability to automate repetitive tasks, such as updating timelines or notifying team members of upcoming deadlines, further streamlines the process and enhances productivity. In contrast, other options might not directly facilitate resource allocation or workflow automation. Diagramming software focuses on visual representation and may not handle scheduling intricately. Surveying software is typically used for collecting and analyzing information, while conferencing software is aimed at facilitating communication rather than managing project resources. Thus, scheduling software stands out as the most effective choice for automating workflows related to resource allocation.**

## 7. What project management activity involves assessing threats to project completion?

A. Risk reporting

B. Project meetings

C. Gap analysis

D. Ad hoc reporting

**The activity that involves assessing threats to project completion is risk reporting. This process is essential in project management as it identifies potential risks that may hinder the project's progress or success. Risk reporting encompasses documenting these risks, analyzing their potential impact, and outlining strategies for mitigation or management. This proactive approach allows project managers to anticipate issues and address them before they escalate, thereby increasing the chances of successful project completion. Project meetings typically focus on discussing progress, statuses, and coordination among team members, rather than specifically evaluating threats. Gap analysis is a method used to assess the difference between current performance and desired performance, which might include identifying shortcomings but does not directly focus on threats to project completion. Ad hoc reporting involves generating reports on an as-needed basis, usually to address specific questions or scenarios, which may not involve a systematic approach to assessing project threats. Thus, risk reporting is the most appropriate activity for assessing risks that could impact project outcomes.**

## 8. After which action should a project designer document change recommendations?

A. After escalating change controls

B. After implementing change

C. After keeping track of approval statuses

D. After collecting data

**Documenting change recommendations should occur after collecting data. This process is crucial because it ensures that the recommendations are based on empirical evidence and insights gathered from the project's progress and performance metrics. By analyzing this data, the project designer can identify trends, issues, or opportunities for improvement, leading to well-informed change recommendations. The act of collecting data provides a factual basis for understanding the impact of existing processes, resources, and any potential changes. This information is vital for not only rationalizing the change recommendations but also for communicating them effectively to stakeholders, who may require data-driven justification for any adjustments to the project plan. While the other options may involve critical activities in change management, they do not provide the foundational analysis required to develop meaningful change recommendations. Escalating change controls, implementing changes, and tracking approval statuses typically occur at different stages of the change management process and do not inherently result in the formulation of new recommendations based on evidence.**

## 9. In a skills matrix, which data should a project manager include to identify needed skills for a new project?

**A. Cause and effect**

**B. Areas for development**

**C. Total allocation**

**D. Skills gap**

**In a skills matrix, including areas for development is crucial for identifying the skills needed for a new project. This component helps project managers assess the current skill levels of the team and pinpoint specific areas where team members may need additional training or new skills to meet the demands of the project. Identifying areas for development allows the project manager to strategically allocate resources, plan training sessions, and ensure that the team is equipped with the necessary skills to execute the project successfully. It also aids in understanding the strengths and weaknesses of the team, facilitating better team composition and role assignments based on skill requirements. By focusing on growth areas, project managers can effectively close the skills gap that may exist within the team, ensuring they have the right talents to meet project goals. This proactive approach ultimately supports project success and enhances overall team performance.**

## 10. What type of meeting occurs when a project manager provides updates to a CEO without prior scheduling?

**A. External status reporting**

**B. Progress reporting**

**C. Gap analysis**

**D. Ad hoc reporting**

**Ad hoc reporting is the correct choice because it refers to reports or meetings that are not pre-scheduled and occur as needed. In this context, a project manager providing updates to the CEO on the project's status without a prior appointment exemplifies the nature of ad hoc communications. These types of interactions are typically informal, allowing for flexibility in sharing information and addressing concerns as they arise. External status reporting usually involves sharing project updates with stakeholders outside the immediate project team, which implies a structured or scheduled process. Progress reporting generally refers to regularly scheduled updates that follow a set cadence, ensuring stakeholders receive consistent and timely information. Gap analysis is a different concept altogether, focusing on comparing current performance with desired performance to identify discrepancies. Therefore, ad hoc reporting is the most fitting term for spontaneous communications not bound by a predefined schedule.**