

PMP® Exam Preparation

Sample Questions



Sample Exam Questions

1. A complete set of concepts, terms and activities that make up a professional field, project management field or an area of specialization is known as:
 - A. Knowledge Area
 - B. Domain Knowledge
 - C. Project Management Process
 - D. Project Management Group
2. Summary budget is arrived at during the _____ phase of the project:
 - A. Initiation
 - B. Planning
 - C. Implementation
 - D. Execution
3. Who should be involved in the project planning phase?
 - A. The customer
 - B. The Sub-contractors/vendors
 - C. The project team members
 - D. All of the above
4. A project kick off meeting is usually conducted to:
 - A. Setup project team and announce the PM assignment
 - B. To draft project charter
 - C. Build up team spirit
 - D. Define project scope and develop WBS
5. _____ must be measured regularly to identify variances from the plan.
 - A. Stakeholder requirements
 - B. Project performance
 - C. Schedule progress
 - D. Cost

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6. Your project is in the final test stage, the user acceptance test. It meets all the product specs and is under planned costs. In term of schedule, this project is ahead. Your customer met you and requested that he will not accept the product unless you make several changes. What you should do is:
 - A. Get the list of the changes and estimate all of them. If the total cost is still within the baseline, you will do it
 - B. Estimate the costs and send this to your customer requesting contract modification
 - C. Ask the customer to file a change request
 - D. Sit with the customer to review the product specs and tell him/her that you have completed the project.

7. When you are closing out a project, what must you do?
 - A. Provide project feedback to the team
 - B. Obtain sign off from the customer
 - C. Review project documentation for completeness
 - D. Update the project plans

8. A requirements traceability matrix is used for:
 - A. Put the requirements into discrete categories
 - B. Links the requirements to deliverables
 - C. Identifies who contributed the requirements to the requirements specification
 - D. Assigns priory to requests

9. Work packages are used to :
 - A. Represent units of work at a level where work is performed
 - B. Distinguish one package from all others assigned to a single functional group
 - C. Limit work to be performed to relatively short periods of time
 - D. All of the above

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10. A new project manager is about to begin creating the project's scope of work. One stakeholder wants to add many items to the scope of work. Another stakeholder only wants to describe the functional requirements. The project is important for the project manager's company but a seller will do the work. Which of the following would you advise the project manager to do?
- A. The scope of work should be general to allow the seller to make its own decisions.
 - B. The scope of work should be general but the management must allow clarifications later
 - C. The scope of work should be detailed to allow clarifications later
 - D. The scope of work should be as detailed as necessary for the type of project
11. Which or the following are the outputs of the plan scope management process?
- A. Scope Management Plan
 - B. Scope management Plan and Requirements Management Plan
 - C. Change Control Plan and Communications Plan
 - D. Procurement plan
12. During a meeting with some of the project stakeholders, the project manager is asked to add work to the project scope. The project manager had access to correspondence about the project before the project charter was signed and remembers that the project sponsor specifically denied funding for the scope mentioned by these stakeholders. The BEST thing for the project manager to do is to:
- A. Let the sponsor know of the stakeholders' request
 - B. Evaluate the impact of adding the scope
 - C. Tell the stakeholders the scope cannot be added
 - D. Add the work if there is time available in the project schedule
13. You are managing a six-month project and have held bi-weekly meetings with your project sponsors. After five-and-a-half months of work, the project is on schedule and budget, but the sponsors are not satisfied with the deliverables. This situation will delay the project completion by one month. The MOST important process that could have prevented this situation is:
- A. Risk monitoring and control
 - B. Schedule control
 - C. Regular walkthroughs and sign-offs
 - D. Scope change control

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14. Which of the following is not an input to Define Activities process:
- A. WBS Dictionary
 - B. Organizational Process Assets
 - C. Schedule Network Templates
 - D. Work Breakdown Structure
15. During the develop schedule process, the Project Manager may have to go through several iterations of the schedule before establishing the schedule baseline. All of the following are tools and techniques that may be used during this process:
- A. Critical Path Method, GERT, Resource Requirements
 - B. Resource Leveling Heuristics, Mathematical Analysis, Calendars
 - C. Schedule compression, Resource optimization techniques, Critical chain method
 - D. GERT, PERT, Leads and Lags
16. A project manager is using weighted average duration estimates to perform schedule network analysis. Which type of mathematical analysis is being used?
- A. Critical path method
 - B. Beta distribution
 - C. Monte Carlo
 - D. Resource leveling
17. Which of the following is not an output of Estimate Activity Resources:
- A. Activity Resource Requirements
 - B. Resource Breakdown Structure
 - C. Resource Categories and Types
 - D. Resource Management Plan
18. Which or the following are NOT inputs to the plan schedule development process?
- A. Enterprise Environmental Factors
 - B. Organizational Process Assets
 - C. Risk Log
 - D. Project charter

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19. During project planning, you estimate the time needed for each activity and then add up the estimates to create the project estimate. You commit to completing the project by this date. What is wrong with this scenario?
- A. Mandatory dependency
 - B. Discretionary dependency
 - C. External dependency
 - D. Heuristic
20. A project has experienced significant delays due to equipment problems, staff attrition, and slow client reviews. The project is 40% complete and has used 60% of the available calendar time. What is the FIRST thing you should do?
- A. Re-baseline the schedule to reflect the new date
 - B. Analyze the critical path for potential to fast track or crash the schedule
 - C. Document the lack of progress and associated issues to management
 - D. Identify tasks that have required more time than planned
21. A cost baseline is an output of which cost management process?
- A. Estimate Activity Resources
 - B. Estimate Costs
 - C. Determine Budget
 - D. Control Costs
22. Parametric estimating is a technique where:
- A. Is less costly, less time consuming and less accurate
 - B. An algorithm is used to calculate cost or duration based on historical data and project parameters
 - C. Uses an average of most likely, optimistic and pessimistic activity durations
 - D. A and B
23. Which of the following is NOT an input to the plan cost management process?
- A. Organizational process assets
 - B. Risk register
 - C. Enterprise Environmental Factors
 - D. Project Charter
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24. Cost performance measurement is BEST done through which of the following?
- A. Asking for a percent complete from each team member and reporting that in the monthly progress report
 - B. Calculating earned value and using the indexes and other calculations to report past performance and forecast future performance
 - C. Using the 50/50 rule and making sure the life cycle cost is less than the project costs
 - D. Focusing on the amount expended last month and what will be expended the following month
25. What does TQM stand for?
- A. Time Quality Managed
 - B. Target Quality Management
 - C. Total Quality Management
 - D. Time Quote Management
26. You are a project manager for a major information systems project. Someone from the quality department comes to see you about beginning a quality audit of your project. The team, already under pressure to complete the project as soon as possible, takes objection to the audit. You should explain to the team that the purpose of a quality audit is:
- A. To be a part of an ISO 9000 investigation
 - B. To check if the customer is following its quality process
 - C. To identify lessons learned that can improve performance on the project
 - D. To check the accuracy of the costs submitted by the team
27. What are three tools used in Control Quality process:
- A. Benchmarking, Cost of Quality (COQ) and Cause and Effect Diagram
 - B. Cost of Quality (COQ), Cause and Effect Diagram and Control Charts
 - C. Control Charts, Flowcharting and Process Analysis
 - D. Pareto Chart, Control Charts and Cause and Effect Diagram
28. A tool which links the project roles and responsibilities to the project scope definition is called:
- A. Scope Definition Matrix
 - B. Responsibility Assignment Matrix
 - C. Roles Assignment Matrix
 - D. Project Scope and Roles Matrix
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29. Acquire Project team process will be performed under:
- A. Initiating Process Group
 - B. Planning Process Group
 - C. Executing Process Group
 - D. Monitoring and Controlling Process Group
30. Which of the following is correct order for stages in Tuckman ladder?
- A. Foaming, Steaming, Norming, Perfuming, Dispersing
 - B. Forming, Storming, Protecting, Norming, Adjourning
 - C. Forming, Storming, Norming, Performing, Adjourning
 - D. Framing, Storming, Norming, Protecting, Adjourning
31. Which of the following models of conflict resolution allows a cooling off period, but seldom resolves the issue in the long term?
- A. Problem solving
 - B. Withdrawal
 - C. Forcing
 - D. Smoothing
32. What are the four parts of the communications model?
- A. Sending, Receiving, Decoding, and Comprehending
 - B. Sender, Message, Medium, and Receiver
 - C. Communicator, Message, Receiver, and Decoder
 - D. Communicating, Transmitting, Receiving, and Comprehending
33. How much time does the typical project manager spend communicating both formally and informally?
- A. 40-60%
 - B. 50-70%
 - C. 60-80%
 - D. 75-90%

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34. The current update to the schedule performance report shows no schedule variance. Based upon the reporting, you have told the client that the project is on time. However, your team members know that a major milestone has just been missed and that the project will not meet its startup date. This is an indication of poor?
- A. Communication management planning
 - B. Scope management planning
 - C. Team trust
 - D. Schedule planning
35. Which of the following is not an external-unpredictable risk?
- A. Changes in government regulations
 - B. Natural hazards
 - C. Unexpected environmental side effects
 - D. Inflation
36. You are finding it difficult to evaluate the exact cost impact of risks. You should evaluate on a(n):
- A. Quantitative basis
 - B. Numerical basis
 - C. Qualitative basis
 - D. Econometric basis
37. Assuming that the ends of a range of estimates are +/- 3 sigma from the mean, which of the following range estimates involves the LEAST risk?
- A. 30 days, plus or minus 5 days
 - B. 22 to 30 days
 - C. Optimistic = 26 days, most likely = 30 days, pessimistic = 33 days
 - D. Mean of 28 days
38. Qualitative Risk Analysis will be performed under :
- A. Initiation Process Group
 - B. Planning Process Group
 - C. Executing Process Group
 - D. Monitoring and Controlling Process Group
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39. A contingency plan is:
- A. A planned response that defines the steps to be taken if an identified risk event should occur.
 - B. A workaround
 - C. A reserve used to allow for future situations which may be planned for only in part.
 - D. a and b
40. Using the PMBOK definition of contingency reserve, which of the following statements about contingency reserves is false?
- A. A contingency reserve is a separately planned quantity used to allow for future situations which may be planned for only in part
 - B. Contingency reserves may be set aside for known unknowns
 - C. Contingency reserves may be set aside for unknown unknowns
 - D. Contingency reserves are normally included in the project's cost and schedule baselines
41. Cost Plus Percentage of Cost (CPPC) contracts provide:
- A. A reimbursement of allowable cost of services performed plus an agreed upon percentage of the estimated cost as profit
 - B. A reimbursement of allowable costs plus a fixed fee which is paid proportionately as the contract progresses
 - C. The supplier with a fixed price for a delivered performance plus a predetermined fee for superior performance
 - D. None of the above
42. The definitive terms of a contract are written during which of the following contract phases?
- A. Contract phase
 - B. Post award phase
 - C. Award phase
 - D. Pre award phase

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43. A cost-plus-percentage-cost (CPPC) contract has an estimated cost of \$120,000 with an agreed profit of 10% of the costs. The actual cost of the project is \$130,000. What is the total reimbursement to the seller?
- A. 143,000
 - B. 142,000
 - C. 140,000
 - D. 132,000
44. Which of the following is not an organizational process assets update to the close procurement process:
- A. Procurement file
 - B. Budget
 - C. Deliverable acceptance
 - D. Lessons learned documentation
45. When do stakeholders have the MOST influence on a project?
- A. At the beginning of the project
 - B. In the middle of the project
 - C. At the end of the project
 - D. Throughout the project
46. A particular stakeholder has a reputation for requesting many changes on projects. What is the BEST approach a project manager can take at the beginning of the project to manage this situation?
- A. Say “No” to the stakeholder a few times to dissuade him from submitting more changes
 - B. Get the stakeholder involved in the project as early as possible
 - C. Talk to the stakeholder’s boss to find ways of directing the stakeholder’s activities to another project
 - D. Ask that the stakeholder not be included in the stakeholder listing
47. Manage Stakeholders is a part which of the following knowledge area:
- A. Project Stakeholder Management
 - B. Project Integration Management
 - C. Project Scope Management
 - D. Project Communications Management
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48. The project has been going well, except for the number of changes being made. The product of the project is being installed into seven different departments within the company and will greatly improve departmental performance when operational. The team has selected the appropriate processes for use on the project. The project manager is a technical expert as well as having been trained in communications and managing people. Which of the following is the MOST likely cause of the project problems?
- A. The project manager was not trained in understanding the company environment
 - B. The project should have more management oversight since it will result in such great benefits to the company
 - C. The project should have used more of the project management processes
 - D. Some stakeholders were not identified
49. An example of a conflict of interest would be:
- A. As a public official you make a decision about a contract award that will benefit you personally
 - B. You and a functional manager disagree with a task cost estimate
 - C. Your sponsor decides to cancel your project because it no longer supports the company strategy
 - D. Your personality conflicts with that of a key member of your project team
50. A project is defined as:
- A. A process of considerable scope that implements a plan
 - B. An endeavor, which is planned, executed, and controlled; performed by people; and constrained by limited resources
 - C. A temporary endeavor undertaken to create a unique product or service
 - D. An objective based effort of temporary nature
51. A document that formally recognizes the existence of a project is a:
- A. Gantt Chart
 - B. WBS
 - C. Project Charter
 - D. Scope statement

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52. A collection of generally sequential project phases whose name and number are determined by the control needs of the organization or organizations involved in the project, is called:
- A. Project life cycle
 - B. Product life cycle
 - C. Portfolio management
 - D. Program management
53. A work authorization system can be used to:
- A. Manage who does each activity
 - B. Manage when and in what sequence work is done
 - C. Manage when each activity is done
 - D. Manage who does each activity and when it is done
54. Earned value can be described as:
- A. The value of the equipment that has been installed as of the current date
 - B. The sum of the labor costs that have been incurred on the project date
 - C. A method of measuring project performance
 - D. A method of measuring the amount of money that has been spent to date
55. A role of the change control board (CCB) is to:
- A. Issue change requests
 - B. Represent top management interests in initiating innovation
 - C. Review the impact of change requests on project costs, schedule, and specifications
 - D. Schedule changes into PERT networks
56. The review of key deliverables and project performance at the conclusion of a project phase is called:
- A. Phase exit
 - B. Kill point
 - C. Stage gate
 - D. All the above

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57. Quality functional deployment is what type of tool and technique in the Collect Requirements Process:
- A. Facilitated workshops
 - B. Interviews
 - C. Focus Groups
 - D. Brainstorming
58. Which of the following could be an appropriate WBS code for a work package at the fourth level in a WBS where the top level code is 1.0?
- A. 1.4
 - B. 1.1.1.1
 - C. 1.2.3.4
 - D. b and c
59. Project scope is:
- A. All the work that must be done in order to deliver a product according to the specified features and functions, only
 - B. The features and functions that are to be included in a product or service
 - C. A narrative description of work to be performed under contract
 - D. A and B
60. What is the BEST description of a requirements management plan:
- A. A document that describes how the project deliverables will be used
 - B. A component of the project charter that describes the process for identifying and documenting requirements
 - C. A document created by end users that describes the characteristics of the end deliverable
 - D. A component of the project management plan that describes how requirements will be analyzed, documented and managed
61. During a project team meeting, a team member suggests an enhancement to the scope that is beyond the scope of the project charter. The project manager points out that the team needs to concentrate on completing all the work and only the work required. This is an example of:
- A. Change management process
 - B. Scope management
 - C. Quality analysis
 - D. Scope decomposition
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62. Which of the following is a KEY output of the Validate Scope process?
- A. A more complete scope management plan
 - B. Customer acceptance of project deliverables
 - C. Improved schedule estimates
 - D. An improved project management information system
63. Activities are derived from:
- A. Deliverables
 - B. Work packages
 - C. Project Charter
 - D. All the above
64. Network planning methods (PERT /CPM/PDM):
- A. Are usually too complicated for practical use on most projects
 - B. Require highly trained specialists for effective use
 - C. Always require computer support to be practical
 - D. Are based on flow charts and they allow observation of what happens to the project schedule when changes occur to a task's start and stop dates
65. Three Point Statistical Estimating Formula Group. Expected Value =
- A. $(\text{Optimistic} + (4 \times \text{Most Likely}) + \text{Pessimistic}) \times 6$
 - B. $(\text{Optimistic} + (4 \times \text{Most Likely}) + \text{Pessimistic})$ divided by 6
 - C. $(\text{Optimistic} + (4 \times \text{Most Likely}) \times \text{Pessimistic})$ divided by 6
 - D. $(\text{Optimistic} + (4 + \text{Most Likely}) + \text{Pessimistic})$ divided by 6
66. A resources calendar does which of the following?
- A. Identifies the working days and shifts for each specific resource
 - B. Identifies which resources will be working on which days and on which activities.
 - C. Determines the number of hours each resource will be assigned to the project per day
 - D. B and C

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67. The schedule management plan establishes which of the following items?
- A. Level of accuracy, units of measurements, and control thresholds
 - B. Duration, resources, and estimates
 - C. Activates, dependencies, and millstones
 - D. B and C
68. You are a project manager on a US \$5,000,000 software development project. While working with your project team to develop a network diagram, you notice a series of activities that can be worked in parallel but must finish in a specific sequence. What type of activity sequencing method is required for these activities?
- A. Precedence diagramming method
 - B. Arrow diagramming method
 - C. Critical path method
 - D. Operational diagramming method
69. An important piece of hardware will be late. What is the first thing to do?
- A. Discuss with team
 - B. Use schedule reserves
 - C. Use alternate vendor
 - D. Go to customer or management
70. Your project has a medium amount of risk and is not very well defined. The sponsor hands you a project charter and asks you to confirm that the project can be completed within the project cost budget. What is the BEST method to handle this?
- A. Build an estimate in the form of a range of possible results
 - B. Ask the team members to help estimate the cost based on the project charter
 - C. Based on the information you have, calculate a parametric estimate
 - D. Provide an analogous estimate based on past history
71. Which is not a technique used for Estimate Costs process:
- A. Analogous Estimating
 - B. Resource Leveling
 - C. Parametric Estimating
 - D. Vendor Bid Analysis

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72. Which of the following are tools and techniques used in the plan cost management process?
- A. Expert judgment
 - B. Analytical techniques
 - C. Meetings
 - D. All the above
73. During which project management process group are budget forecasts created?
- A. Monitoring and controlling
 - B. Planning
 - C. Initiating
 - D. Executing
74. Which is not a tool used in Quality Planning process:
- A. Cost-Benefit Analysis
 - B. Process Analysis
 - C. Design of Experiments
 - D. Cost of Quality (COQ)
75. Quality assurance is:
- A. Top management's intention regarding quality
 - B. Functions determining implementation of the quality policy
 - C. Actions to provide confidence of satisfying quality requirements
 - D. Responsibilities and processes which implement quality management
76. You are in charge of developing a new product for an organization. Your quality metrics are based on the 80th percentile of each of the last three products developed. This is an example of:
- A. Statistical sampling
 - B. Metrics
 - C. Benchmarking
 - D. Operational definitions

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77. A document or tool which describes when and how human resources will be brought onto and taken off the project team is called a:
- A. Staffing Management Plan
 - B. Responsibility Assignment Matrix (RAM)
 - C. Organizational Breakdown Structure (OBS)
 - D. Resource Assignment Chart
78. Herzberg identified factors, which, if present, will lead to increased motivation. A typical factor would be:
- A. Good supervision
 - B. Job security
 - C. Regular promotions
 - D. Good salary
79. The types of power that have substantial influence on both subordinates and upper management are:
- A. Formal & expert
 - B. Reward & penalty
 - C. Expert & referent
 - D. Formal & referent
80. Which of the following is the complete list of tools and techniques for the acquire project team process?
- A. Pre-assignment, negotiation, acquisition, contractual, and virtual team
 - B. Negotiation, acquisition, virtual team, matrix organization
 - C. Pre-assignment, negotiation, acquisition, virtual team, and multi-criteria decision analysis
 - D. None of the above
81. The three major types of communication are:
- A. Written and oral, and verbal and nonverbal
 - B. Verbal, formal documentation, informal documentation
 - C. Verbal, written, and graphic
 - D. Verbal, written, and electronic

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82. Performance reviews are held to:
- A. Correct the project manager's mistakes
 - B. Provide for answers for upper levels of management
 - C. To assess project status or progress
 - D. To apprise the project costs and cost trends of the project
83. The key benefit of the control communications process is:
- A. That it keeps the project variance to a minimum ensuring all stakeholder expectation have been met
 - B. That it ensures team member conflict and stakeholder misunderstanding do not disrupt the delivering on project objectives during the complete project lifecycle
 - C. That it ensures an optimal information flow among all communications participants at any moment in time
 - D. None of the above
84. Monte Carlo analysis is used to:
- A. Get an indication of the risk involved in the project
 - B. Estimate an activity's length
 - C. Simulate possible quality issues on the project
 - D. Prove to management that extra staff is needed
85. Who is not responsible for risk identification or reporting?
- A. Project manager
 - B. Project team member
 - C. Project stakeholder
 - D. Functional Manager
86. A project manager analyzed the quality of risk data and asked various stakeholders to determine the probability and impact of a number of risks. He is about to move to the next process of risk management. Based on this information, what has the project manager forgotten to do?
- A. Evaluate trends in risk analysis
 - B. Identify triggers
 - C. Provide a standardized risk rating matrix
 - D. Create a fallback plan
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87. Project Risk Management includes all of the following processes except:
- A. Risk Quantification
 - B. Risk Identification
 - C. Risk Analysis
 - D. Risk Response Control
88. Reducing the impact of a risk event by reducing the possibility of its occurrence is:
- A. Risk avoidance
 - B. Risk acceptance
 - C. Risk mitigation
 - D. Contingency planning
89. Management reserves are used to handle which type of risk?
- A. Unknown unknowns
 - B. Known unknowns
 - C. Business risks
 - D. Pure risks
90. Which of the following is considered during the Procurement Planning Process?
- A. Whether to procure
 - B. How to procure and how much to procure
 - C. What and when to procure
 - D. All of the above
91. Under what circumstances is it better for a contractor to subcontract?
- A. The subcontractor possesses special technical and engineering skills that the contractor does not have
 - B. The work to be subcontracted represents almost all of the overall work effort
 - C. The subcontractor can perform the work at a lower cost than the contractor
 - D. A and C

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92. You are responsible for ensuring that your seller's performance meets contractual requirements. For effective contract administration, you should:
- A. Hold a bidders conference
 - B. Establish the appropriate contract type
 - C. Implement the contract change control system
 - D. Develop a statement of work
93. A project performed under a cost-reimbursable contract has finally entered the Close Procurements process. What MUST the buyer remember to do?
- A. Decrease the risk rating of the project
 - B. Audit seller's cost submittals
 - C. Evaluate the fee she is paying
 - D. Make sure the seller is not adding resources
94. Which of the following statements BEST describes how stakeholders are involved on a project?
- A. They help to determine the project schedule, deliverables, and requirements
 - B. They help to determine the project constraints and product deliverables
 - C. They help to determine the resource needs and resource constraints on the project
 - D. They approve the project charter, help provide assumptions, and create the management plans
95. A project manager wants to more extensively involve the stakeholders on the project. Which of the following would be the BEST way to accomplish this?
- A. Have the stakeholders periodically review the list of project requirements
 - B. Invite the stakeholders to attend project status meetings
 - C. Send status reports to the stakeholders
 - D. Update the stakeholders on the status of all project changes
96. The four interpersonal skills used in managing stakeholder engagement process are:
- A. Building trust, resolving conflict, networking, and eye contact
 - B. Eye contact, respecting personal boundaries, building trust and active listening
 - C. Resolving conflict, eye contact, active listening, and networking
 - D. Building trust, resolving conflict, active listening, and overcoming resistance to change

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97. You have been assigned to manage the development of an organization's new website. The site will be highly complex and interactive, and neither your project team nor the client has much experience with this type of website development. The timeline is extremely aggressive. Any delay will be costly for both your firm and the client. You have a project sponsor and have achieved agreement and sign-off on both the project charter and the project management plan. Client personnel have been kept fully informed of the project's progress through status reports and regular meetings. The project is on schedule and within budget, and a final perfunctory review has been scheduled. Suddenly you hear that the entire effort may be cancelled because the product being developed is totally unacceptable. What is the MOST likely cause of this situation?
- A. A key stakeholder was not adequately involved in the project
 - B. The project charter and project management plan were not thoroughly explained to or adequately reviewed by the client
 - C. Communications arrangements were inadequate and did not provide the required information to interested parties
 - D. The project sponsor failed to provide adequate support for the project
98. For a festival, you give your government client a leather brief case which is against the law. You are in violation of the responsibility to:
- A. Complete your work within the budget
 - B. Comply with regulations
 - C. Provide accurate information
 - D. Save company costs