# Smartsheet Project Management Certification Exam 2024

Which employee labor rate is typically used to produce a project budget?
salaries
burdened rates
billable rates
salaries plus bonus - ✓✓ANSW✓✓..salaries

Why do you analyze requirements before finalizing them? - ✓✓ANSW✓✓..all of these

Why is it challenging to develop a problem statement for a project? What action can you take to work around this challenge to identify the problem? - ✓✓ANSW✓✓..people tend to offer solutions

Why is the critical path critical?
any delay affects the project finish date
the tasks where resources are allocated
it represents the tasks that are delayed
the tasks on the critical path are the most important - ✓✓ANSW✓✓..

You and your team have identified several potential strategies for a project. What is the first step you would

take to eliminate candidates? - ✓✓ANSW✓✓..satisfies the project objectives?

A description of the processes you use to ensure that results meet the specified quality standards is a _____. - ✓✓ANSW✓✓..quality assurance

A risk that has become reality in your project has led to a cost increase. You have already used the funds reserved to handle this risk and have concluded that you need additional funds that the project does not have. Who is the most likely person or group you need to ask for help? - ✓✓ANSW✓✓..your organization's management team

Agile project management is superior to traditional project management in which of the following situations? - ✓✓ANSW✓✓..when the goal and solution are not clearly defined

Almost all tasks in a project will be connected using either _____ or _____ dependencies. - ✓✓ANSW✓✓..finish to start; start to start

How does a project charter support the project manager in getting things for the project from other people? - ✓✓ANSW✓✓..documenting the work the project manager does

If you want to give a vendor an incentive to complete work early, which type of contract would you use? - ✓✓ANSW✓✓..fixed price

In a _____ organizational structure, project managers work full-time on projects, while team members report to both functional managers and project managers. - ✓✓ANSW✓✓..strong matrix

Project management boils down to asking which questions? - ✓✓ANSW✓✓..all of these

The management team has asked you to reschedule the project so it finishes two weeks earlier without spending more money. They haven't removed any requirements from the project. Which technique would you use to shorten the project?
fast track
cut the scope
crash the schedule
assign more experienced personnel - ✓✓ANSW✓✓..cut the scope

The people assigned to your project have high billable rates, and the project budget doesn't provide much of a buffer over your estimated total project cost. Fortunately, the project finish date has some wiggle room. Which measure of progress is most important to track in this situation?
actual work

remaining duration
actual start date
actual duration - ✓✓ANSW✓✓..

The time for the current iteration is up and one of the features isn't complete. What do you do?
add to backlog
stop working but keep working on it while planning
extend the iteration
stop and add it to the next iteration - ✓✓ANSW✓✓..

Two things that help you begin decomposing work are _____ and _____. - ✓✓ANSW✓✓..deliverables success criteria

What benefits do you gain by developing a stakeholder analysis document? - ✓✓ANSW✓✓..all of these

What is the purpose of a kickoff meeting?
review the plan
introduce the team members to one another
generate commitment
all of these - ✓✓ANSW✓✓..introduce the team members to one another

Which approach to lessons learned helps identify most of the lessons learned on a project?
scheduling lessons learned regularly
anonymous method for sumbitting
without managers present