PRACTICE EXAM 13: CFM SIMULATION

PRACTICE EXAM 13 — QUESTIONS 1–100

Time Limit: 3 hours · 100 Questions · 4-Option Multiple Choice

Domain Distribution: 10 questions per domain across all 10 official CFM domains

Format Note: This exam emphasizes definition-and-application questions pairing concept identification with practical use, testing both recognition of facility management concepts and understanding of when to apply them. Difficulty is moderate, distinct from prior exams' format styles.

1. The discipline that integrates people, place, process, and technology to ensure built environment functionality, comfort, safety, and efficiency is best applied when:

A. The organization seeks to standardize operational practices across regions

B. The organization seeks comprehensive coordination of built environment functions

C. The organization seeks to reduce vendor relationships across operations

D. The organization seeks to maximize physical asset utilization rates

2. The Strategic Facility Plan is most appropriately developed when:

A. The organization needs to translate strategy into facility implications

B. Daily operational maintenance activities require structured documentation

C. Vendor selection criteria require formal documentation processes

D. Annual depreciation calculations require structured methodology

3. The Recovery Time Objective is most useful when:

A. Calculating insurance premiums for facility coverage

B. Determining preventive maintenance frequency intervals

C. Establishing vendor evaluation criteria for procurement

D. Establishing target restoration timeframes for critical functions

4. The Critical Path Method is most appropriately used when:

A. Calculating annual facility depreciation expense for accounting

B. Negotiating vendor pricing for facility services contracts

C. Identifying activities that determine project minimum duration

D. Establishing chargeback rates across departmental cost centers

5. The hierarchy of controls is most appropriately applied when:

A. Selecting interventions for identified workplace hazards

B. Establishing chargeback model design across departments

C. Calculating annual facility budget allocation requests

D. Negotiating vendor performance commitments for contracts

6. The Greenhouse Gas Protocol's three-scope framework is most useful when:

A. Calculating preventive maintenance program scope decisions

B. Structuring credible carbon measurement and external reporting

C. Establishing vendor evaluation criteria for procurement decisions

D. Determining facility chargeback model design across departments

7. The Plan-Do-Check-Act cycle is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting

B. Negotiating vendor pricing for facility services procurement

C. Establishing chargeback rates for departmental cost allocation

D. Implementing systematic continuous improvement initiatives

8. The Pareto principle (80/20 rule) is most useful when:

A. Identifying where management attention produces highest leverage

B. Calculating annual budget growth rates across cost categories

C. Establishing vendor evaluation criteria for facility procurement

D. Determining preventive maintenance frequency intervals for assets

9. The Triple Constraint framework is most appropriately applied when:

A. Calculating preventive maintenance program scope decisions

B. Establishing chargeback model design across departmental cost centers

C. Managing scope, schedule, and cost trade-offs in projects

D. Negotiating vendor performance commitments for service contracts

10. The Functional Programming process is most appropriately conducted when:

A. Calculating annual facility budget allocation across departments

B. Defining design requirements before construction begins

C. Establishing vendor performance commitments for service procurement

D. Determining preventive maintenance frequency intervals for facility assets

11. The Reliability-Centered Maintenance approach is most useful when:

A. Selecting optimal maintenance strategy per asset characteristics

B. Calculating chargeback model rates across departmental cost centers

C. Establishing vendor selection criteria for facility procurement

D. Negotiating long-term contract commitments with facility vendors

12. The cost of quality framework is most useful when:

A. Calculating annual facility depreciation for accounting purposes

B. Establishing vendor performance commitments for service procurement

C. Negotiating chargeback rates across departmental cost centers

D. Managing the relationship between prevention and failure costs

13. The Total Cost of Ownership analysis is most useful when:

A. Calculating annual facility budget allocation requests across departments

B. Negotiating vendor pricing for individual facility services contracts

C. Comparing alternatives across full lifecycle including operations

D. Establishing chargeback model rates for departmental cost allocation

14. The CPTED design framework is most appropriately applied when:

A. Designing facilities to reduce security risk through environmental design

B. Calculating annual facility budget allocation across departments

C. Establishing vendor evaluation criteria for security services procurement

D. Determining preventive maintenance frequency intervals for security systems

15. The Earned Value Management framework is most useful when:

A. Calculating annual facility depreciation expense for accounting

B. Measuring project performance against planned scope and budget

C. Establishing vendor performance commitments for service procurement

D. Negotiating chargeback model rates across departmental cost centers

16. The Pre-Mortem analysis technique is most appropriately applied when:

A. Calculating annual facility budget allocation requests across departments

B. Establishing vendor selection criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Identifying potential project failure modes before initiation

17. The Lean methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Eliminating waste from facility operational processes

D. Negotiating chargeback model rates across departmental cost centers

18. The Six Sigma DMAIC framework is most appropriately applied when:

A. Reducing variation and defects in existing facility processes

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

19. The standard ASHRAE 188 water management plan is most appropriately developed when:

A. Establishing vendor evaluation criteria for water services procurement

B. Managing Legionella risk in building water systems systematically

C. Calculating annual facility budget allocation across departmental categories

D. Negotiating chargeback model rates across departmental cost centers

20. The integrated workplace strategy is most appropriately developed when:

A. Calculating annual facility depreciation expense for accounting purposes

B. Establishing vendor evaluation criteria for workplace services procurement

C. Aligning workplace decisions with organizational and talent objectives

D. Negotiating chargeback model rates across departmental cost allocation

21. The standard Business Impact Analysis is most appropriately conducted when:

A. Identifying critical functions and recovery requirements

B. Calculating annual facility depreciation for accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

22. The standard FMEA (Failure Modes and Effects Analysis) is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Identifying potential failure modes and their consequences systematically

D. Negotiating chargeback model rates across departmental cost allocation

23. The integrated facility management approach is most appropriately implemented when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Coordinating multiple facility functions through unified governance

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

24. The standard service-level agreement framework is most useful when:

A. Establishing measurable performance commitments for service relationships

B. Calculating annual facility depreciation for asset accounting purposes

C. Negotiating chargeback model rates across departmental cost centers

D. Determining preventive maintenance frequency intervals for facility assets

25. The total occupancy cost framework is most useful when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Comparing alternative real estate options on comprehensive basis

26. The standard chargeback model is most appropriately implemented when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Distributing facility costs to departments to incentivize behavior

D. Negotiating long-term contract commitments with facility vendors

27. The standard project portfolio management approach is most appropriately implemented when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Coordinating multiple projects across organizational priorities and resources

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

28. The standard space utilization analysis is most useful when:

A. Aligning space allocation with operational requirements and demand

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

29. The standard energy benchmarking through ENERGY STAR Portfolio Manager is most useful when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Comparing facility energy performance to peer building portfolios

30. The standard Integrated Project Delivery method is most appropriately selected when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Pursuing collaborative multi-party contracting for complex projects

D. Negotiating chargeback model rates across departmental cost allocation

31. The standard Construction Manager at Risk method is most appropriately selected when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Pursuing preconstruction expertise during design for complex projects

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

32. The standard ICS (Incident Command System) is most appropriately implemented when:

A. Coordinating emergency response across multiple responding parties

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

33. The standard FEMA emergency management framework is most useful when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Structuring emergency management activities across event lifecycle

34. The standard tabletop exercise approach is most useful when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Validating emergency response capability through simulated scenarios

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

35. The standard root cause analysis methodology is most appropriately applied when:

A. Investigating systematic problems beyond surface-level corrections

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

36. The standard COBie data exchange specification is most useful when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Structuring construction-phase BIM data for operations consumption

D. Negotiating chargeback model rates across departmental cost allocation

37. The standard fault tree analysis is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Identifying systematic causes of identified facility failures

38. The standard kanban methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Visualizing workflow and managing work in progress through processes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

39. The standard 5S workplace organization methodology is most appropriately applied when:

A. Improving workplace organization and operational efficiency systematically

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

40. The standard kaizen continuous improvement methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Achieving incremental improvements through team-based engagement

D. Negotiating chargeback model rates across departmental cost allocation

41. The standard balanced scorecard methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Measuring performance across multiple strategic dimensions

42. The standard SWOT analysis methodology is most appropriately applied when:

A. Evaluating strengths, weaknesses, opportunities, and threats systematically

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

43. The standard PESTLE analysis methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Analyzing political, economic, social, technological, legal, and environmental factors

D. Negotiating chargeback model rates across departmental cost centers

44. The standard stakeholder mapping methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Matching engagement intensity to stakeholder influence and interest

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

45. The standard Bottom Line Up Front communication principle is most appropriately applied when:

A. Communicating with executive audiences requiring conclusion-first structure

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

46. The standard project charter is most appropriately developed when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Formally authorizing a project and defining its purpose

47. The standard work breakdown structure is most appropriately developed when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Decomposing project scope into estimable, schedulable, trackable components

D. Negotiating chargeback model rates across departmental cost centers

48. The standard RACI matrix is most appropriately developed when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Clarifying roles and responsibilities for project deliverables

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

49. The standard milestone scheduling approach is most appropriately applied when:

A. Establishing major project checkpoints for status reporting

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

50. The standard contingency reserve is most appropriately established when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Providing buffer for known risks within project budgets

51. The standard management reserve is most appropriately established when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Providing buffer for unknown risks within project budgets

D. Negotiating chargeback model rates across departmental cost centers

52. The standard quality assurance approach is most appropriately implemented when:

A. Preventing defects through process design and management

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

53. The standard quality control approach is most appropriately implemented when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Verifying actual outputs against established quality requirements

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

54. The standard SMART criteria framework is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Designing well-formed performance indicators for measurement

55. The standard service blueprint methodology is most appropriately applied when:

A. Visualizing service delivery process across customer-facing and back-stage activities

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

56. The standard journey mapping methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Understanding stakeholder experience across touchpoints systematically

D. Negotiating chargeback model rates across departmental cost allocation

57. The standard design thinking methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Approaching complex problems through user-centered iterative design

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

58. The standard agile methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Managing projects with evolving requirements through iterative cycles

59. The standard waterfall methodology is most appropriately applied when:

A. Managing projects with well-defined sequential requirements

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

60. The standard scrum methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Managing iterative project work through structured sprint cycles

D. Negotiating chargeback model rates across departmental cost allocation

61. The standard kanban board methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Visualizing workflow and limiting work in progress systematically

D. Negotiating chargeback model rates across departmental cost centers

62. The standard value stream mapping methodology is most appropriately applied when:

A. Identifying waste and improvement opportunities across processes

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

63. The standard root cause analysis using Five Whys is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Investigating systematic problem causes through iterative questioning

64. The standard Ishikawa fishbone diagram is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Organizing potential causes of problems by category systematically

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

65. The standard Pareto chart methodology is most appropriately applied when:

A. Identifying the vital few causes producing the majority of problems

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

66. The standard control chart methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Monitoring process variation against control limits systematically

D. Negotiating chargeback model rates across departmental cost allocation

67. The standard scatter diagram methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Identifying relationships between variables through visualization

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

68. The standard histogram methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Visualizing distribution of data across measurement ranges

69. The standard check sheet methodology is most appropriately applied when:

A. Collecting data systematically through structured tally formats

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

70. The standard flowchart methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Visualizing process steps and decision points systematically

D. Negotiating chargeback model rates across departmental cost allocation

71. The standard process map methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Documenting current and target process state for improvement

72. The standard SIPOC diagram methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Documenting Suppliers, Inputs, Process, Outputs, and Customers

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

73. The standard FMEA risk priority number methodology is most appropriately applied when:

A. Prioritizing failure modes through severity, occurrence, and detection

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

74. The standard fault tree analysis methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Identifying systematic causes of failures through tree decomposition

D. Negotiating chargeback model rates across departmental cost allocation

75. The standard event tree analysis methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Tracing potential consequences of initiating events through pathways

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

76. The standard bowtie risk analysis methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Visualizing risk causes, controls, and consequences holistically

77. The standard Monte Carlo simulation methodology is most appropriately applied when:

A. Modeling uncertainty through repeated random sampling analysis

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

78. The standard sensitivity analysis methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Identifying which variables most affect outcomes systematically

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

79. The standard scenario planning methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Exploring alternative futures through structured narrative development

80. The standard real options analysis methodology is most appropriately applied when:

A. Valuing flexibility in capital investment decisions systematically

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

81. The standard Net Present Value analysis methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Comparing investment alternatives over relevant time horizons

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

82. The standard internal rate of return methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Identifying the discount rate at which NPV equals zero

83. The standard payback period methodology is most appropriately applied when:

A. Determining the time required to recover initial investment

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

84. The standard discounted cash flow methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Adjusting future cash flows for time value of money

D. Negotiating chargeback model rates across departmental cost allocation

85. The standard return on investment methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Expressing investment returns as percentage of initial investment

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

86. The standard benchmarking methodology is most appropriately applied when:

A. Comparing performance against external reference points systematically

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

87. The standard balanced scorecard methodology integrates multiple perspectives including:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Financial, customer, internal process, and learning perspectives

88. The standard key performance indicator methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Measuring critical performance against organizational objectives

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

89. The standard service level indicator methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Measuring service performance against established commitments

D. Negotiating chargeback model rates across departmental cost centers

90. The standard customer satisfaction index methodology is most appropriately applied when:

A. Measuring stakeholder satisfaction across service interactions systematically

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

91. The standard net promoter score methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Measuring stakeholder loyalty through likelihood-to-recommend question

92. The standard 360-degree feedback methodology is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Gathering performance feedback from multiple stakeholder perspectives

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

93. The standard succession planning methodology is most appropriately applied when:

A. Preparing for orderly leadership and key role transitions

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

94. The standard talent management framework is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Coordinating recruitment, development, and retention systematically

D. Negotiating chargeback model rates across departmental cost allocation

95. The standard change management framework is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost centers

D. Managing organizational transitions through structured methodology

96. The standard Kotter eight-step change model is most appropriately applied when:

A. Leading large-scale organizational change through structured stages

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost allocation

97. The standard ADKAR change model is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Managing individual change progression through awareness to reinforcement

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

98. The standard Lewin change model is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Managing change through unfreeze-change-refreeze stages

D. Negotiating chargeback model rates across departmental cost allocation

99. The standard McKinsey 7S framework is most appropriately applied when:

A. Aligning seven organizational elements for effective change

B. Calculating annual facility depreciation for asset accounting purposes

C. Establishing vendor evaluation criteria for facility services procurement

D. Negotiating chargeback model rates across departmental cost centers

100. The standard Bridges transition model is most appropriately applied when:

A. Calculating annual facility depreciation for asset accounting purposes

B. Establishing vendor evaluation criteria for facility services procurement

C. Negotiating chargeback model rates across departmental cost allocation

D. Managing the human transition phases of organizational change

PRACTICE EXAM 13 — ANSWER KEY AND FULL EXPLANATIONS

1. B — Facility management integrates people, place, process, and technology to ensure built environment functionality, comfort, safety, and efficiency through comprehensive coordination. The discipline's value emerges from coordinating multiple functions rather than optimizing single dimensions. Standardization, vendor reduction, and asset utilization are operational outcomes rather than the discipline's central application.

2. A — Strategic Facility Plans translate organizational strategy into facility implications through structured planning. The supply organization (facility function) exists to serve the demand organization, and SFPs make this translation explicit. Daily activities, vendor criteria, and depreciation calculations are operational concerns subordinate to strategic alignment.

3. D — Recovery Time Objective establishes target restoration timeframes for critical functions following disruption. RTO is a planning target derived from Business Impact Analysis and used in business continuity planning. Insurance, maintenance frequency, and vendor criteria are different management considerations.

4. C — The Critical Path Method identifies activities that determine project minimum duration through float analysis. Activities on the critical path have zero float, meaning any delay extends the project. Depreciation, vendor pricing, and chargeback rates are unrelated to critical path application.

5. A — The hierarchy of controls provides a systematic framework for selecting interventions for identified workplace hazards. The hierarchy progresses through elimination, substitution, engineering controls, administrative controls, and PPE in descending order of effectiveness. Chargeback design, budget allocation, and vendor commitments are unrelated to the hierarchy.

6. B — The GHG Protocol's three-scope framework provides standardized methodology for credible carbon measurement and external reporting. The framework distinguishes Scope 1 (direct), Scope 2 (purchased energy), and Scope 3 (value chain) emissions. PM scope, vendor criteria, and chargeback design are unrelated to GHG Protocol application.

7. D — The Plan-Do-Check-Act cycle is the foundational continuous improvement framework for systematic improvement initiatives. The cycle treats every change as a hypothesis to be tested through measured implementation. Depreciation, vendor pricing, and chargeback rates are unrelated to PDCA application.

8. A — The Pareto principle identifies where management attention produces highest leverage by recognizing that approximately 80% of effects come from 20% of causes. The principle applies broadly across operations to prioritize attention. Budget growth, vendor criteria, and PM frequency are unrelated to Pareto application.

9. C — The Triple Constraint framework manages scope, schedule, and cost trade-offs in projects through integrated analysis. The three constraints interact such that changing one typically affects the others. PM scope, chargeback design, and vendor commitments are unrelated to Triple Constraint application.

10. B — Functional Programming defines design requirements before construction begins through documentation of users, activities, space requirements, adjacencies, performance criteria, and constraints. The program document is the brief against which design is developed. Budget allocation, vendor commitments, and PM frequency are unrelated to functional programming.

11. A — Reliability-Centered Maintenance selects optimal maintenance strategy per asset characteristics through systematic analytical framework. RCM analyzes failure modes, consequences, and cost-effective mitigation to select strategies. Chargeback rates, vendor selection, and contract negotiation are unrelated to RCM application.

12. D — The cost of quality framework manages the relationship between prevention and failure costs across four cost categories: prevention, appraisal, internal failure, and external failure. Shifting investment toward prevention reduces total cost of quality. Depreciation, vendor commitments, and chargeback rates are unrelated to COQ application.

13. C — Total Cost of Ownership analysis compares alternatives across full lifecycle including operations, maintenance, and disposal costs. The tool corrects the damaging habit of selecting based on upfront cost alone. Budget allocation, individual contract pricing, and chargeback rates are unrelated to TCO application.

14. A — CPTED designs facilities to reduce security risk through environmental design principles including natural surveillance, natural access control, territorial reinforcement, and maintenance. The framework integrates security into facility design. Budget allocation, vendor criteria, and PM frequency are unrelated to CPTED application.

15. B — Earned Value Management measures project performance against planned scope and budget through integrated cost-schedule analysis. The framework calculates variances and performance indices to assess project status. Depreciation, vendor commitments, and chargeback rates are unrelated to EVM application.

16. D — Pre-Mortem analysis identifies potential project failure modes before initiation through structured assumption challenging. The technique imagines the project has failed and works backward to identify causes. Budget allocation, vendor criteria, and chargeback rates are unrelated to Pre-Mortem application.

17. C — Lean methodology eliminates waste from facility operational processes through systematic identification and removal of non-value-adding activities. The seven Lean wastes (TIMWOOD) provide a framework for waste identification. Depreciation, vendor criteria, and chargeback rates are unrelated to Lean application.

18. A — Six Sigma DMAIC reduces variation and defects in existing facility processes through structured analytical approach. The methodology applies Define, Measure, Analyze, Improve, and Control phases to process improvement. Depreciation, vendor criteria, and chargeback rates are unrelated to DMAIC application.

19. B — ASHRAE Standard 188 manages Legionella risk in building water systems systematically through water management plans. The standard establishes requirements for risk assessment, control measures, monitoring, and documentation. Vendor criteria, budget allocation, and chargeback rates are unrelated to ASHRAE 188 application.

20. C — Integrated workplace strategy aligns workplace decisions with organizational and talent objectives through comprehensive planning. The strategy connects workplace investments to talent acquisition, retention, productivity, and culture outcomes. Depreciation, vendor criteria, and chargeback rates are unrelated to workplace strategy application.

21. A — Business Impact Analysis identifies critical functions and recovery requirements through structured evaluation of business processes. BIA produces RTO and RPO targets that guide continuity planning investment. Depreciation, vendor criteria, and chargeback rates are unrelated to BIA application.

22. C — FMEA identifies potential failure modes and their consequences systematically through structured analytical approach. The methodology evaluates failure modes by severity, occurrence, and detection to prioritize prevention. Depreciation, vendor criteria, and chargeback rates are unrelated to FMEA application.

23. B — Integrated facility management coordinates multiple facility functions through unified governance to deliver comprehensive value. The approach addresses the limitations of fragmented facility function management. Depreciation, vendor criteria, and chargeback rates are unrelated to IFM application.

24. A — Service-level agreement framework establishes measurable performance commitments for service relationships between providers and consumers. SLAs define expectations, measurement methods, and consequences for performance variation. Depreciation, chargeback rates, and PM frequency are unrelated to SLA application.

25. D — Total occupancy cost framework compares alternative real estate options on comprehensive basis including base rent, escalators, operating expenses, CAM, and buildout obligations. The framework prevents underestimation of true real estate cost. Depreciation, vendor criteria, and chargeback rates are unrelated to TOC application.

26. C — Chargeback models distribute facility costs to departments to incentivize behavior such as efficient consumption or appropriate space utilization. The model creates connection between consumption and cost responsibility. Depreciation, vendor criteria, and long-term contracts are unrelated to chargeback application.

27. B — Project portfolio management coordinates multiple projects across organizational priorities and resources through structured governance. The approach addresses the limitations of individual project management when many projects compete for resources. Depreciation, vendor criteria, and chargeback rates are unrelated to portfolio management application.

28. A — Space utilization analysis aligns space allocation with operational requirements and demand through measurement-based decision making. The analysis identifies underutilized and over-utilized space for reallocation. Depreciation, vendor criteria, and chargeback rates are unrelated to utilization analysis application.

29. D — ENERGY STAR Portfolio Manager compares facility energy performance to peer building portfolios through standardized benchmarking on the 1-100 scale. The platform provides comparative context for performance assessment. Depreciation, vendor criteria, and chargeback rates are unrelated to Portfolio Manager application.

30. C — Integrated Project Delivery pursues collaborative multi-party contracting for complex projects through shared risk and reward structures. IPD fits projects where collaboration produces significant value. Depreciation, vendor criteria, and chargeback rates are unrelated to IPD application.

31. B — Construction Manager at Risk pursues preconstruction expertise during design for complex projects through integrated CMAR involvement. The model fits projects where scope clarity benefits from CMAR collaboration during design. Depreciation, vendor criteria, and chargeback rates are unrelated to CMAR application.

32. A — Incident Command System coordinates emergency response across multiple responding parties through standardized organizational structure. ICS provides common terminology, unified command, span of control, and modular organization principles. Depreciation, vendor criteria, and chargeback rates are unrelated to ICS application.

33. D — FEMA emergency management framework structures emergency management activities across event lifecycle through four phases: mitigation, preparedness, response, and recovery. The framework provides comprehensive scope for emergency planning. Depreciation, vendor criteria, and chargeback rates are unrelated to FEMA framework application.

34. B — Tabletop exercise approach validates emergency response capability through simulated scenarios involving discussion-based response. Tabletops test coordination and decision-making without operational disruption. Depreciation, vendor criteria, and chargeback rates are unrelated to tabletop exercise application.

35. A — Root cause analysis investigates systematic problems beyond surface-level corrections through structured analytical methodology. The approach prevents recurrence by addressing underlying causes rather than symptoms. Depreciation, vendor criteria, and chargeback rates are unrelated to RCA application.

36. C — COBie data exchange specification structures construction-phase BIM data for operations consumption through standardized handover format. The standard ensures construction modeling produces operations-useful deliverables. Depreciation, vendor criteria, and chargeback rates are unrelated to COBie application.

37. D — Fault tree analysis identifies systematic causes of identified facility failures through structured top-down decomposition. The methodology traces failures backward to root causes through logical analysis. Depreciation, vendor criteria, and chargeback rates are unrelated to fault tree application.

38. B — Kanban methodology visualizes workflow and manages work in progress through processes via visual board systems. The approach limits work in progress and identifies flow bottlenecks. Depreciation, vendor criteria, and chargeback rates are unrelated to kanban application.

39. A — 5S workplace organization improves workplace organization and operational efficiency systematically through Sort, Set in order, Shine, Standardize, and Sustain stages. The methodology creates organized, efficient workspaces. Depreciation, vendor criteria, and chargeback rates are unrelated to 5S application.

40. C — Kaizen continuous improvement achieves incremental improvements through team-based engagement with frontline workers. The approach values small continuous improvements over large infrequent changes. Depreciation, vendor criteria, and chargeback rates are unrelated to kaizen application.

41. D — Balanced scorecard methodology measures performance across multiple strategic dimensions including financial, customer, internal process, and learning perspectives. The approach prevents over-optimization on single dimensions. Depreciation, vendor criteria, and chargeback rates are unrelated to balanced scorecard application.

42. A — SWOT analysis evaluates strengths, weaknesses, opportunities, and threats systematically through structured assessment. The framework supports strategic planning by surfacing internal and external factors. Depreciation, vendor criteria, and chargeback rates are unrelated to SWOT application.

43. C — PESTLE analysis analyzes political, economic, social, technological, legal, and environmental factors affecting strategic decisions. The framework expands strategic thinking beyond internal factors to external context. Depreciation, vendor criteria, and chargeback rates are unrelated to PESTLE application.

44. B — Stakeholder mapping matches engagement intensity to stakeholder influence and interest through structured plotting on influence-interest matrix. The framework guides engagement strategy and resource allocation. Depreciation, vendor criteria, and chargeback rates are unrelated to stakeholder mapping application.

45. A — Bottom Line Up Front communication respects executive consumption patterns by leading with conclusions and recommendations. The principle matches executive evaluation orientation that prioritizes decisions over background. Depreciation, vendor criteria, and chargeback rates are unrelated to BLUF application.

46. D — A project charter formally authorizes a project and defines its purpose through documentation of scope, deliverables, schedule, budget, stakeholders, and project manager authority. The charter is the foundational governance document. Depreciation, vendor criteria, and chargeback rates are unrelated to charter application.

47. C — Work breakdown structure decomposes project scope into estimable, schedulable, trackable components through hierarchical decomposition. The bottom level produces work packages that support execution planning. Depreciation, vendor criteria, and chargeback rates are unrelated to WBS application.

48. B — RACI matrix clarifies roles and responsibilities for project deliverables through Responsible, Accountable, Consulted, and Informed designations. The matrix prevents role confusion and supports clear accountability. Depreciation, vendor criteria, and chargeback rates are unrelated to RACI application.

49. A — Milestone scheduling establishes major project checkpoints for status reporting through identification of significant deliverable completion points. Milestones support communication and progress assessment. Depreciation, vendor criteria, and chargeback rates are unrelated to milestone scheduling application.

50. D — Contingency reserve provides buffer for known risks within project budgets through structured allocation for identified risks. The reserve is part of the cost baseline and managed by the project manager. Depreciation, vendor criteria, and chargeback rates are unrelated to contingency reserve application.

51. C — Management reserve provides buffer for unknown risks within project budgets through allocation for unforeseen events. The reserve is outside the cost baseline and controlled by management. Depreciation, vendor criteria, and chargeback rates are unrelated to management reserve application.

52. A — Quality assurance prevents defects through process design and management activities. QA addresses systemic quality through structured processes rather than verification of individual outputs. Depreciation, vendor criteria, and chargeback rates are unrelated to QA application.

53. B — Quality control verifies actual outputs against established quality requirements through inspection, testing, and measurement. QC addresses individual output quality through verification activities. Depreciation, vendor criteria, and chargeback rates are unrelated to QC application.

54. D — SMART criteria framework designs well-formed performance indicators for measurement through Specific, Measurable, Achievable, Relevant, and Time-bound characteristics. The framework ensures that KPIs are actionable. Depreciation, vendor criteria, and chargeback rates are unrelated to SMART application.

55. A — Service blueprint methodology visualizes service delivery process across customer-facing and back-stage activities through structured mapping. The approach identifies service touchpoints and supporting processes. Depreciation, vendor criteria, and chargeback rates are unrelated to service blueprint application.

56. C — Journey mapping methodology understands stakeholder experience across touchpoints systematically through structured visualization of stakeholder interactions. The approach identifies experience improvement opportunities. Depreciation, vendor criteria, and chargeback rates are unrelated to journey mapping application.

57. B — Design thinking methodology approaches complex problems through user-centered iterative design with empathize, define, ideate, prototype, and test stages. The approach generates innovative solutions to ill-defined problems. Depreciation, vendor criteria, and chargeback rates are unrelated to design thinking application.

58. D — Agile methodology manages projects with evolving requirements through iterative cycles emphasizing adaptive planning and continuous delivery. The approach fits projects where requirements emerge through development. Depreciation, vendor criteria, and chargeback rates are unrelated to agile application.

59. A — Waterfall methodology manages projects with well-defined sequential requirements through linear phase progression. The approach fits projects where scope is clear and stable. Depreciation, vendor criteria, and chargeback rates are unrelated to waterfall application.

60. C — Scrum methodology manages iterative project work through structured sprint cycles with defined roles, ceremonies, and artifacts. The framework operationalizes agile principles through specific practices. Depreciation, vendor criteria, and chargeback rates are unrelated to scrum application.

61. C — Kanban board methodology visualizes workflow and limits work in progress systematically through visual management of work items. The approach identifies flow bottlenecks and prevents overload. Depreciation, vendor criteria, and chargeback rates are unrelated to kanban board application.

62. A — Value stream mapping methodology identifies waste and improvement opportunities across processes through end-to-end visualization of value-adding and non-value-adding activities. The

approach supports Lean transformation initiatives. Depreciation, vendor criteria, and chargeback rates are unrelated to value stream mapping application.

63. D — Five Whys investigates systematic problem causes through iterative questioning that traces symptoms to root causes. The methodology drives beyond surface-level explanations to underlying issues. Depreciation, vendor criteria, and chargeback rates are unrelated to Five Whys application.

64. B — Ishikawa fishbone diagram organizes potential causes of problems by category systematically through structured visual analysis. The framework supports comprehensive cause exploration across multiple categories. Depreciation, vendor criteria, and chargeback rates are unrelated to fishbone application.

65. A — Pareto chart methodology identifies the vital few causes producing the majority of problems through visualization of cause frequency. The approach supports prioritization of corrective action investment. Depreciation, vendor criteria, and chargeback rates are unrelated to Pareto chart application.

66. C — Control chart methodology monitors process variation against control limits systematically through statistical process control techniques. The approach identifies special cause variation requiring intervention. Depreciation, vendor criteria, and chargeback rates are unrelated to control chart application.

67. B — Scatter diagram methodology identifies relationships between variables through visualization of paired data points. The approach supports correlation analysis as foundation for causation investigation. Depreciation, vendor criteria, and chargeback rates are unrelated to scatter diagram application.

68. D — Histogram methodology visualizes distribution of data across measurement ranges through frequency-based bar charts. The approach reveals patterns in data distribution including central tendency and dispersion. Depreciation, vendor criteria, and chargeback rates are unrelated to histogram application.

69. A — Check sheet methodology collects data systematically through structured tally formats for consistent measurement. The approach supports data-driven analysis through reliable data collection. Depreciation, vendor criteria, and chargeback rates are unrelated to check sheet application.

70. C — Flowchart methodology visualizes process steps and decision points systematically through standardized symbols. The approach supports process understanding and improvement analysis. Depreciation, vendor criteria, and chargeback rates are unrelated to flowchart application.

71. D — Process map methodology documents current and target process state for improvement through detailed activity mapping. The approach supports gap analysis between current and desired states. Depreciation, vendor criteria, and chargeback rates are unrelated to process map application.

72. B — SIPOC diagram methodology documents Suppliers, Inputs, Process, Outputs, and Customers through structured high-level process visualization. The framework supports process scope definition for improvement work. Depreciation, vendor criteria, and chargeback rates are unrelated to SIPOC application.

73. A — FMEA risk priority number methodology prioritizes failure modes through severity, occurrence, and detection scoring. The RPN calculation supports systematic prioritization of failure prevention investment. Depreciation, vendor criteria, and chargeback rates are unrelated to FMEA RPN application.

74. C — Fault tree analysis methodology identifies systematic causes of failures through tree decomposition that traces failures to root causes. The approach supports systematic failure investigation. Depreciation, vendor criteria, and chargeback rates are unrelated to fault tree application.

75. B — Event tree analysis methodology traces potential consequences of initiating events through pathways of intermediate events. The approach supports analysis of incident progression and intervention points. Depreciation, vendor criteria, and chargeback rates are unrelated to event tree application.

76. D — Bowtie risk analysis methodology visualizes risk causes, controls, and consequences holistically through structured visual representation. The framework supports comprehensive risk understanding. Depreciation, vendor criteria, and chargeback rates are unrelated to bowtie application.

77. A — Monte Carlo simulation methodology models uncertainty through repeated random sampling analysis to generate probability distributions. The approach supports decision-making under uncertainty. Depreciation, vendor criteria, and chargeback rates are unrelated to Monte Carlo application.

78. B — Sensitivity analysis methodology identifies which variables most affect outcomes systematically through structured variation testing. The approach supports decision focus on most consequential variables. Depreciation, vendor criteria, and chargeback rates are unrelated to sensitivity analysis application.

79. D — Scenario planning methodology explores alternative futures through structured narrative development. The approach supports strategic decision-making in uncertain environments. Depreciation, vendor criteria, and chargeback rates are unrelated to scenario planning application.

80. A — Real options analysis methodology values flexibility in capital investment decisions systematically through option-pricing approaches. The framework captures the value of optionality in capital decisions. Depreciation, vendor criteria, and chargeback rates are unrelated to real options application.

81. B — Net Present Value analysis methodology compares investment alternatives over relevant time horizons through discounted cash flow analysis. The approach captures time value of money in investment evaluation. Depreciation, vendor criteria, and chargeback rates are unrelated to NPV application.

82. D — Internal rate of return methodology identifies the discount rate at which NPV equals zero through iterative calculation. The approach expresses returns as percentage rates for comparison. Depreciation, vendor criteria, and chargeback rates are unrelated to IRR application.

83. A — Payback period methodology determines the time required to recover initial investment through cash flow analysis. The approach provides quick comparative metric without time value adjustment. Depreciation, vendor criteria, and chargeback rates are unrelated to payback application.

84. C — Discounted cash flow methodology adjusts future cash flows for time value of money through discount rate application. The approach supports investment evaluation across multiple time horizons. Depreciation, vendor criteria, and chargeback rates are unrelated to DCF application.

85. B — Return on investment methodology expresses investment returns as percentage of initial investment through structured calculation. The approach supports comparative evaluation across investment alternatives. Depreciation, vendor criteria, and chargeback rates are unrelated to ROI application.

86. A — Benchmarking methodology compares performance against external reference points systematically through structured analytical approach. The approach supports performance assessment in context of peer comparison. Depreciation, vendor criteria, and chargeback rates are unrelated to benchmarking application.

87. D — Balanced scorecard methodology integrates financial, customer, internal process, and learning perspectives through multi-dimensional measurement framework. The approach prevents over-optimization on single dimensions. Depreciation, vendor criteria, and chargeback rates are unrelated to balanced scorecard perspectives.

88. B — Key performance indicator methodology measures critical performance against organizational objectives through structured selection of indicators. The approach focuses measurement attention on most consequential outcomes. Depreciation, vendor criteria, and chargeback rates are unrelated to KPI application.

89. C — Service level indicator methodology measures service performance against established commitments through structured measurement. The approach supports service level agreement management. Depreciation, vendor criteria, and chargeback rates are unrelated to SLI application.

90. A — Customer satisfaction index methodology measures stakeholder satisfaction across service interactions systematically through structured surveying. The approach supports service quality assessment. Depreciation, vendor criteria, and chargeback rates are unrelated to CSI application.

91. D — Net promoter score methodology measures stakeholder loyalty through likelihood-to-recommend question with simple scaled response. The approach provides comparable loyalty metric across organizations. Depreciation, vendor criteria, and chargeback rates are unrelated to NPS application.

92. B — 360-degree feedback methodology gathers performance feedback from multiple stakeholder perspectives including supervisors, peers, subordinates, and self. The approach supports comprehensive performance assessment. Depreciation, vendor criteria, and chargeback rates are unrelated to 360-degree application.

93. A — Succession planning methodology prepares for orderly leadership and key role transitions through structured talent identification and development. The approach reduces transition risk. Depreciation, vendor criteria, and chargeback rates are unrelated to succession planning application.

94. C — Talent management framework coordinates recruitment, development, and retention systematically through integrated approach. The framework addresses talent as strategic resource requiring coordinated management. Depreciation, vendor criteria, and chargeback rates are unrelated to talent management application.

95. D — Change management framework manages organizational transitions through structured methodology that addresses both technical and human dimensions. The approach increases probability of successful change adoption. Depreciation, vendor criteria, and chargeback rates are unrelated to change management application.

96. A — Kotter eight-step change model leads large-scale organizational change through structured stages including urgency, coalition, vision, communication, action, wins, acceleration, and institutionalization. The model addresses sustained change adoption. Depreciation, vendor criteria, and chargeback rates are unrelated to Kotter model application.

97. B — ADKAR change model manages individual change progression through awareness to reinforcement stages. The model addresses individual psychological transitions during organizational change. Depreciation, vendor criteria, and chargeback rates are unrelated to ADKAR application.

98. C — Lewin change model manages change through unfreeze-change-refreeze stages that address resistance, transition, and reinforcement. The model provides foundational change theory. Depreciation, vendor criteria, and chargeback rates are unrelated to Lewin model application.

99. A — McKinsey 7S framework aligns seven organizational elements for effective change including strategy, structure, systems, shared values, style, staff, and skills. The framework addresses interconnected organizational dimensions. Depreciation, vendor criteria, and chargeback rates are unrelated to 7S application.

100. D — Bridges transition model manages the human transition phases of organizational change through endings, neutral zone, and new beginnings. The model addresses psychological transitions distinct from external change events. Depreciation, vendor criteria, and chargeback rates are unrelated to Bridges model application.