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QUESTION 1

Fred is the project manager of a hotel restoration project. The hotel has 456 rooms. All rooms need to be primed and painted. Before each room can be painted, the primer must cure for twenty-four hours. Fred has arranged these tasks with a finish to start relationship between the priming and the painting. What else should Fred do to account for the twenty-four hours of cure time?
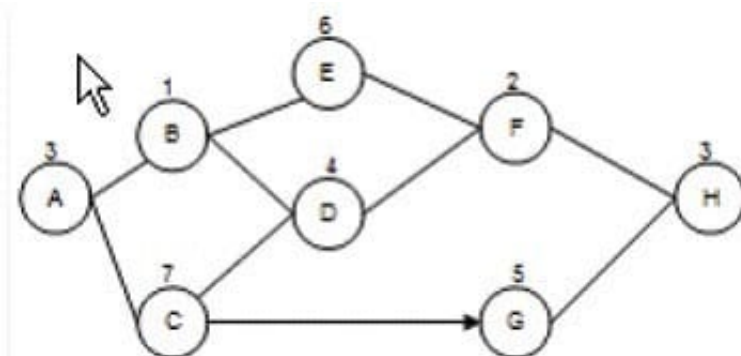
A. Fred should add twenty-four hours of lead time to each of the 456 rooms painting activity to account for the primer\\'s curing time.

B. Fred should add twenty-four hours of lag time to each of the 456 rooms painting activity to account for the primer\\'s curing time.

C. Fred should add an intermediary task with a duration of twenty-four hours.

D. Fred should schedule all 456 hotels rooms to be primed first and then schedule all 456 rooms to be painted to ensure time for the curing.

Correct Answer: B

Fred should add lag time to each painting activity. Since lag time is waiting time, Fred will have to wait twenty-four hours after the priming is finished before he can start painting. What is a lag? A lag directs a delay in the successor activity. Lags require the dependent activity to have added either to the start date or to the finish date of the activity. For example, in a project of making radio-controlled airplanes, after applying glue and pasting stickers, it requires twenty-four hours to dry the glue. Any activity can be started after that only. This period, of twenty-four hours, is a lag. Answer option C is incorrect. There is no reason to add an intermediary task as waiting. Adding lag time is the most appropriate as there are fewer activities to manage. Answer option D is incorrect. Priming all of the room first and then painting all of the rooms would cause Fred to readjust the entire sequencing of activities. In addition, we do not know the reason why Fred has scheduled all the rooms to be primed and then painted. There may be successor activities in the project that need to enter each room, such as carpeting, as soon as a room has been painted. If that were the case the additional activities would have to wait for all of the priming to be completed and then the sequential rooms to be painted before they could start. Answer option A is incorrect. Lead time actually moves activities closer together rather than farther apart. Lead time would cause the painting and priming activities to overlap, something that Fred does not want to happen. What is a lead? A lead allows an acceleration of the successor activity. It works just the opposite of lag. For example, in a software application project, before designing is fully completed for first phase, a program development group can start this phase programming. This overlapping of timing is a lead.

QUESTION 2

You are project manager of HHK project. Examine the network diagram given below:

A vendor reports that he will be four days late on the materials you\'ll need in order to complete Activity

A. Based on the project network diagram, how many days can Activity E be delayed?

B. Four days

C. Six days

D. Five days

E. Zero, it is on the critical path.

Correct Answer: A

Activity E has four days of float. The entire project will take 19 days to complete. Float, also called slack, is the amount of time an activity can be delayed without affecting any subsequent activities. There are two types of floats available: Free Float: It is the amount of time a schedule activity can be delayed without delaying the early start date of any immediately following schedule activities. Total Float: It is the total amount of time that a schedule activity may be delayed from its early start date without delaying the project finish date, or violating schedule constraint. Float is calculated by using the critical path method technique. Answer option D is incorrect. Activity E is not on the critical path. Answer options C and B are incorrect. These are incorrect calculations of the amount float available for Activity E.

QUESTION 3

Gary is the project manager of the GHY project. He has elected to use a previous, but similar, project to guide him and the project team through the estimate activity duration process. The previous project schedule could best described as which one of the following?

A. Organizational process asset

B. Lessons learned documentation

C. Process input

D. Predecessor project

Correct Answer: A

This is an example of an organizational process asset. The previous project is the historical information that the current project can use. This could also be, with a bit more information, an example of an analogous estimate. Organizational process assets are forms, templates, and other support pieces that the project managers can use to help manage their projects. It is usually something that has been created before the project begins and often, but not always, comes from historical information. Answer option D is incorrect. This is not a valid term for this question. Answer option B is incorrect. The lessons learned documentation is a separate document that Gary might reference for his current project, but this is not a valid choice. Answer option C is incorrect. While organizational process assets are inputs to this process, this choice is not the best selection for the question.

QUESTION 4

You are the project manager of the HGH Project. Thomas, your project sponsor, asked you to submit status reports every week, but now he wants you to submit the status reports every other week. What project management plan would you need to update to reflect this change from Thomas?

A. Scope management plan

B. Performance management plan

C. Communications management plan

D. Project management plan

Correct Answer: C

The communications management plan needs to be updated whenever there is a change in the frequency, type, or audience of communication. The communication management plan is a document that contains information that is required by

the stakeholders. It also documents when and how the information should be distributed. It describes the information delivery needs, its format and level of detail. The communication management plan is contained in or is a subsidiary of the

project management plan. Answer option D is incorrect. The project management plan is a collection of subsidiary plans, including the communications management plan.

Answer option A is incorrect. The scope of the project is not being changed in this example, so there is no need to update the plan.

Answer option B is incorrect. There is no plan by the name of performance management plan, so this choice is incorrect.

QUESTION 5

Bonnie is the project manager for her organization. She is developing a strategy to manage the project stakeholders. She wants to identify the key stakeholders, their influence over the project, their interest in project, and an assessment of methods. What can Bonnie create to gain support from the stakeholders in her project?

A. Stakeholder identification tools

B. Expert judgment

C. Stakeholder Analysis Matrix

D. Communications management plan

Correct Answer: C

A stakeholder analysis matrix is a simple table that identifies stakeholders, their attitude towards the project, their perceived threats and concerns, and strategies the project manager can use to gain stakeholder support and remove obstacles. Answer option A is incorrect. Stakeholder identification tools are not a precise answer for this question. Answer option D is incorrect. The communications management plan is a broad plan and may reference the stakeholder analysis matrix, but it is not the best answer for this question. Answer option B is incorrect. In some cases the project manager could rely on expert judgment, but in all projects the project manager can use a stakeholder analysis matrix.

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