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QUESTION 1

Your project team is executing the project plan and things are going well. Your team has reached its first milestone and is now in the second phase of the project. The project stakeholders have requested that you find a method to reduce the duration of the project. They will reward you and your project team with a 25 percent bonus of the project costs if you can finish the project thirty days earlier than what was already planned. The stakeholders, however, will not approve any additional labor costs as part of the agreement. Which approach could you use to shorten the duration of the project?

A. Perform resource leveling for the project.

B. Crash the project schedule.

C. Fast track the project.

D. Remove things from the project scope.

Correct Answer: C

Fast tracking is a technique for compressing project schedule. In fast tracking, phases are overlapped that would normally be done in sequence. It is shortening the project schedule without reducing the project scope. It does not add any additional labor but it can introduce project risks. Answer option D is incorrect. Removing things from the project scope can reduce the project duration, but it will not satisfy the requirements the stakeholders have identified. Answer option A is incorrect. Resource leveling can actually increase the project duration. Answer option B is incorrect. Crashing can reduce the project duration but it increases the labor expense, something the stakeholders won\\'t approve.

QUESTION 2

Marty is the project manager of the recently completed NHK Project. The project was deemed successful by the project customer and they have signed the formal acceptance documentation. Marty has written the final project report, released the project team, and completed the lessons learned documentation. What else should Marty do in the closure of the NHK Project?

A. Archive the project records.

B. Summarize the project risks costs.

C. Summarize the project variance.

D. Close the project office.

Correct Answer: A

The last duty of a project manager is to archive the project records as part of the organizational process assets.

Answer option B is incorrect. The cost summary is included in the final project report. Answer option C is incorrect. The project variance is included in the final project report as it shows cost performance. Answer option D is incorrect. A project

office is an organization within the company that oversees and supports project. Marty would not close the project office.

QUESTION 3

Holly is the project manager for her organization. Her current project is running late and her project customer has asked Holly to find a method to apply corrective actions to the project schedule. Holly is exploring the concept of crashing the project. Which of the following statements is true about crashing the activities in Holly\\'s project?

A. The activities to be crashed must have additional quality control metrics associated with them.

B. The activities to be crashed cannot be of fixed duration.

C. The activities to be crashed cannot have risks associated with them greater than 0.80.

D. The activities cannot be on the critical path in order to be crashed.

Correct Answer: B

Crashing adds effort to the project activities. Activities that are of fixed duration, for example software testing, would not finish faster with added resources. Crashing is a schedule compression technique to obtain the greatest amount of compression for the least incremental cost. Crashing works for activities where additional resources will shorten the duration. Approving overtime, bringing in additional resources, paying to expedite delivery to activities on the critical path are examples of crashing. Answer option D is incorrect. Activities on the critical path can be crashed. Answer option C is incorrect. Activities with risks can be crashed. Answer option A is incorrect. Additional quality control metrics are not necessary just because Holly elects to crash her project.

QUESTION 4

You are the project manager of the NHQ Project. You have created the project network diagram as shown in the figure:
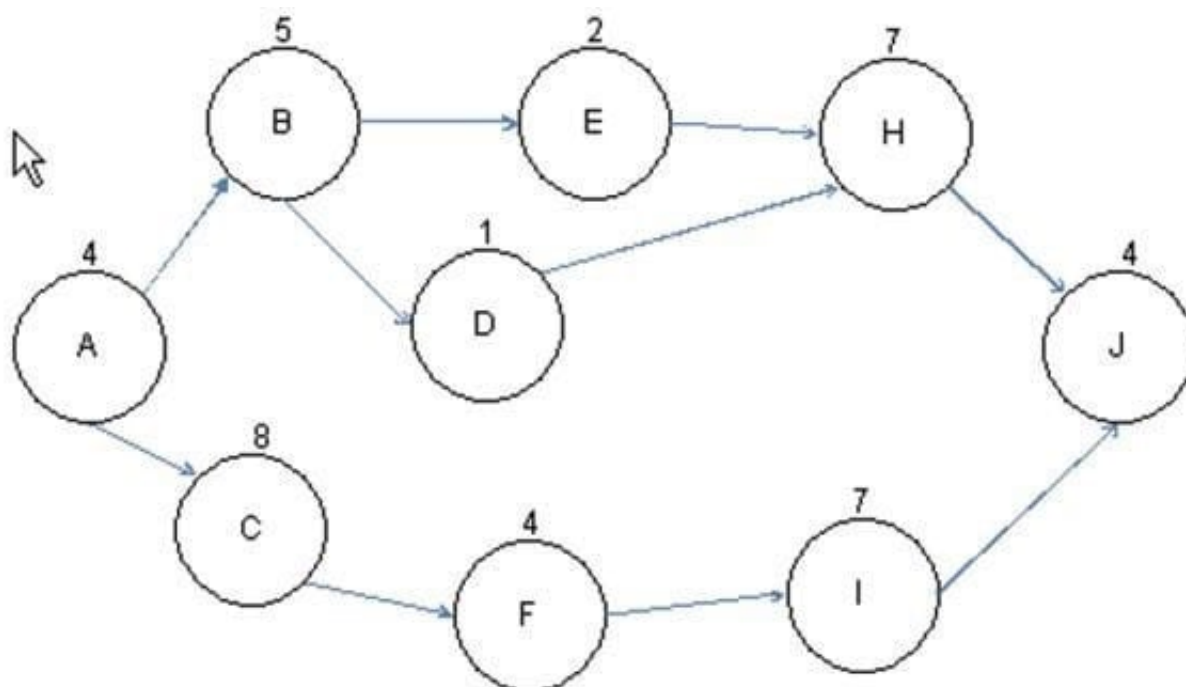
Based on the project network diagram, how much float is available for Activity H if Activity B is delayed by four days and Activity D is delayed by two days?

A. One

B. Five

C. Four

D. Zero

Correct Answer: D

The path of ABDHJ will take 21 days to complete and cannot exceed 27 days or else the project will be late. If Activity B takes four additional days and Activity D takes two additional days, this adds (4+2=

6) six days to the path, bringing the path\\\'s duration to exactly (21+6 = 27) twenty seven days. There is no available float left for Activity E or H. Float or total float (TF) 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 a schedule constraint. It is calculated by using the critical path method technique and determining the difference between the early finish dates and late finish dates. Answer

options A, C, and B are incorrect. There is no float available because the path\\\'s duration has increased to 27 days.

QUESTION 5

You have been hired as a project manager for Tech Perfect Inc. You are studying the documentation of planning of a project. The documentation states that there are twenty-five stakeholders with the project. What will be the number of communication channels for the project?

A. 300

B. 50

C. 600

D. 25

Correct Answer: A

According to the question, the project has twenty-five stakeholders. Communication channels are paths of communication with stakeholders in a project. The number of communication channels shows the complexity of a project\\\'s communication and can be derived through the formula shown below: Total Number of Communication Channels = n (n-1)/2 where, n is the number of stakeholders. Hence, a project having five stakeholders will have ten communication channels. Putting the value of the number of stake holder in the formula will provide the number of communication channels: Number of communication channel = (n (n-1)) / 2 = (25 (25-1)) / 2 = (25 x 24) / 2 = 600 / 2 = 300 Who are project stakeholders? Project stakeholders are those entities within or without an organization, which: Sponsor a project or, Have an interest or a gain upon a successful completion of a project. Examples of project stakeholders include the customer, the user group, the project manager, the development team, the testers, etc. Stakeholders are anyone who has an interest in the project. Project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion. They may also exert influence over the project\\\'s objectives and outcomes. The project management team must identify the stakeholders, determine their requirements and expectations, and, to the extent possible, manage their influence in relation to the requirements to ensure a successful project.

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