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**QUESTION 1**

John is the project manager for the ABC project. He is finalizing the budget of the project. He is concerned about the direct costs involved in the project. Which of the following can be considered a direct cost in the project?

- A. Cost of electrical utilities
- B. Salaries of management directly involved in the project
- C. Subcontract cost
- D. Accounting support cost

Correct Answer: C

Direct costs can be traced directly to a cost object such as a product. In other words, direct costs do not have to be allocated to a product, department, or other cost object. For example, if a company produces Chairs, the cost of the wood and

the cost of the carpenter are direct costs. These costs are traceable by the production department. On the other hand, the rent of the production area, warehouse, and office is not a direct cost.

Answer options A, D, and B are incorrect. These are examples of indirect costs.

QUESTION 2

You are the project manager of the NHQ project. This project is currently running about 15 percent behind schedule and the management has asked you to rectify the problem. You have elected to crash the project. What does this term mean?

- A. Reject all proposed change requests for the project.
- B. Add resources to the project work.
- C. Add cost to the project budget.
- D. Cut non-value added activities to the project.

Correct Answer: B

Crashing means that the project manager will add resources to the project to complete effort-driven activities in the project. This schedule compression technique adds costs to the project. What is crashing? 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 C is incorrect. Crashing does generally add costs to the project because of the labor added, but this is not the best choice for the question. Answer options D and A are incorrect. These are not the valid definitions of crashing.

**QUESTION 3**

Tom is the project manager of the HQQ Project. His project has a schedule variance of -\$34,500 due to some errors early in the project. Management would like to know how Tom will respond to these variances. What action can help Tom to manage the errors in the project and to ensure that the errors would not occur again?

- A. Lesson learned documentation
- B. Risk analysis
- C. Preventive action
- D. Corrective action

Correct Answer: D

A corrective action is a change implemented to address a weakness identified in a management system. Normally corrective actions are implemented in response to a customer complaint, abnormal levels of internal nonconformity, nonconformities identified during an internal audit or adverse or unstable trends in product and process monitoring such as would be identified by SP C. It is method of identifying and eliminating the causes of a problem, thus preventing their reappearance. Examples of a corrective action are : Improvements to maintenance schedules Improvements to material handling or storage Answer option A is incorrect. Lessons learned is a documentation of the errors and how they were resolved, not a method to prevent the errors from occurring again. Answer option C is incorrect. Preventive action addresses any action or act in which the project management team and the team leader provide documented direction to carry out an activity that is meant to decrease the possibility of negative consequences related to project risk. Answer option B is incorrect. Risk analysis examines the risk events, its probability, and its impact on the project.

QUESTION 4

Vicky is the project sponsor of Robert's project. She has requested several changes for the project scope and these changes have, of course, been approved. Robert needs to incorporate the project scope changes into the activity list. Where else should Robert reflect these project changes?

- A. Project final report
- B. Scope baseline
- C. Quality control mechanism
- D. Cost baseline

Correct Answer: B

All scope changes should also be updated in the project scope baseline. The scope baseline is the project scope statement, work breakdown structure (WBS), and the WBS dictionary. Answer option D is incorrect. If the changes affect cost then the cost baseline would also be updated. The question did not indicate that there would be a change in the project cost. Answer option C is incorrect. Quality control does not change. It always reflects the demands of the project scope. Answer option A is incorrect. The project final report evaluates the success and failures of the project scope.

QUESTION 5

You're a project manager and you've completed your project schedule. The schedule will take 18 months to complete



the project work. Throughout the schedule there are instances that the project work will require the project team members to work more than fifty hours per week. If you must adhere to a maximum of 45 hours of project work per team member, per week, what will likely happen to your project schedule as it stands right now?

- A. Nothing, the 45 hours limit is a guideline.
- B. The project will take longer to complete.
- C. The project will take less time to complete.
- D. The project will require more resources.

Correct Answer: B

If a resource leveling heuristic, such as 45 hours maximum per time period, is enforced on the project, then the project schedule will take longer to complete. What is resource leveling heuristics? Resource leveling heuristics is a prioritization method that allocates inadequate resources to critical path activities first. It is a schedule network analysis technique useful to a schedule that has already been analyzed by the critical path method. It is used when shared or critical essential resources are only available at certain times, in limited quantities, or to keep resource usage at a constant level. It is a technique that resolves resource conflicts by delaying tasks within their slack allowances. Resource leveling is the process in which project teams come across problems when developing their project schedules. If a company has multiple projects running simultaneously that require the same resources, then problems can arise. It can often cause the critical path method to change. Answer option A is incorrect. The 45-hour limit is a restriction on the project. Answer option C is incorrect. The project will not take less time to complete because the project team members won't be able to complete as much work in the same amount of time. Answer option D is incorrect. The project may require more resources if the project manager and management want the project to finish by a particular date. In this question, however, the focus is on what will happen to the project schedule, not the project staffing.

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