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QUESTION 1

Steve is the project manager for the POK Project. He is working with the project customers to determine how frequently they\\'d like to receive the project information. The customers would like weekly status reports on how the project is performing. Where should Steve document this information?

A. Communications management plan

B. Issues log

C. Project schedule
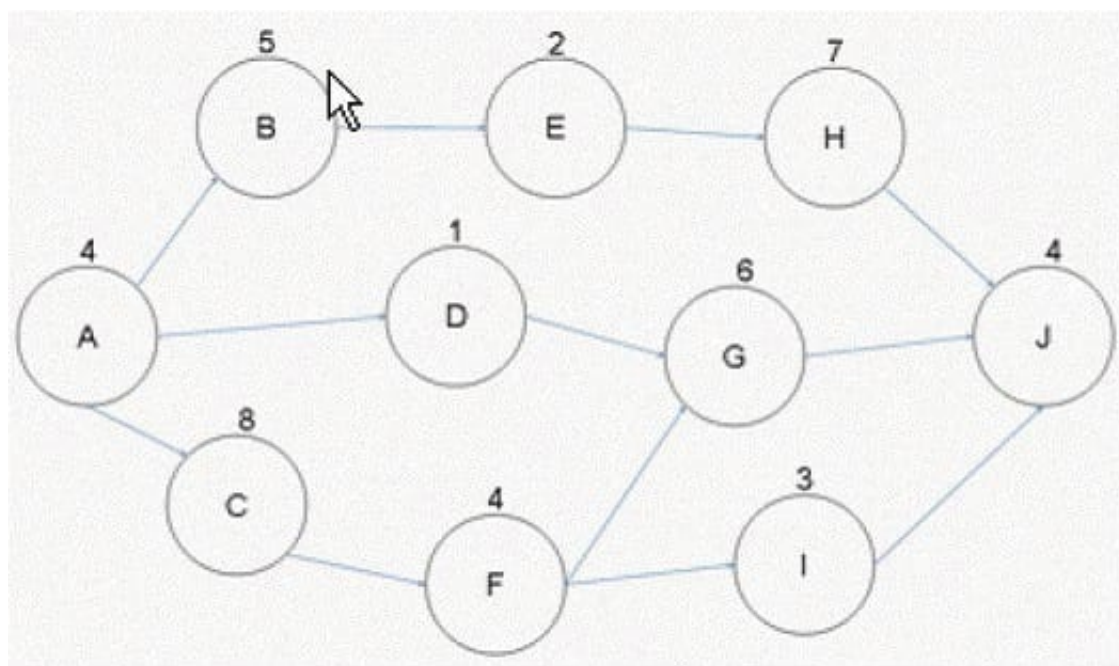
D. Schedule management plan

Correct Answer: A

The communications management plan defines who needs what information, when the information is needed, and the modality the information is expected in. Answer option C is incorrect. The project schedule could include project

management activities such as schedule communication, but the communications management plan is the best answer as this information is absolutely documented in this plan.

Answer option D is incorrect. The schedule management is not the best location for this information. Answer option B is incorrect. The request for customer communication is not an issue, so this choice is not the most appropriate.

QUESTION 2

You are the project manager for your organization. You are coaching Allen, a junior project manager, on how the details of the project\\'s critical path are calculated. Examine the figure given below:

What is the critical path of this project?

A. ABEHJ

B. ACFGJ

C. ADGJ

D. ACFIJ

Correct Answer: B

The critical path is discovered by summing the duration of each activity node in each chain of activities in the project network diagram. In this figure, the critical path is ACFGJ, which is 26 days, the longest chain of activities in the project. Answer option A is incorrect. This path\\'s duration is 22 days. Answer option D is incorrect. This path\\'s duration is 23 days. Answer option C is incorrect. This path\\'s duration is 15 days.

QUESTION 3

You are the project manager for the GHY Project. This project has stakeholders, both internal and external, that need to receive performance reports from you on a regular basis. You have decided that in addition to emailing the weekly performance report, you will also keep the performance reports available on your secured project management Website. The Website is an example of what type of communication reporting?

A. Pull

B. Push

C. Passive

D. Asynchronous

Correct Answer: A

A Website is an example of a pull communication. This means the information is available, but the reader must go to the source and retrieve the information. Pull communication is defined by what the reader wants and what interests he has in retrieving the information. In other words, the information is available, but the reader must go to the source and retrieve the information. This type of communication is used by advertising agencies to draw clients into retail establishments to receive messages. Customers decide on when and how they will act on the messages in the pull model of communications. Some virtual examples of pull communication are: Blogs Wikipedia Websites Answer option D is incorrect. This does not describe the communication model or how information is distributed. Answer option C is incorrect. Passive communication is a not a project management term to describe communications. Answer option B is incorrect. Push communication describes the process of delivering the communication to the recipients, such as through email.

QUESTION 4

You work as a project manager for BlueWell Inc. Your project is falling behind though the project team reports that the actual durations of their work is what they estimated. You investigate the cause and determine that the project team is not starting their assignments early enough to finish their work on time. While the duration of the assignments may be in synchronization with the duration estimates, the completion time is causing the project schedule to slip from the baseline. What can you do to rectify this problem?

A. Increase the duration estimates for each activity.

B. Discipline the project team.

C. Add management reserve.

D. Corrective actions.

Correct Answer: D

Corrective actions should be taken to move the results of the project work back into alignment with the project scope. The project team must start their activities on time and finish on time. 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 schedulesImprovements to material handling or storage Answer option C is incorrect. Management reserve is time and funds allotted for unforeseen issues and risks within the project.

Answer option A is incorrect. Padding each estimate may cause the project to succumb to Parkinson\\'s Law: work expands to fill the amount of time allotted to it. In addition, the project team may still delay the start time of their project

assignments.

Answer option B is incorrect. Disciplining the project team may be a good option if the problem continues.

The best option is to first apply corrective actions.

QUESTION 5

You are the project manager of the GHY Project. Management wants you to create a process improvement plan for your project. Your project will be studied by management and will become a standard for all future organizational projects based on your project\\\'s performance, approach, and implementation of project processes. All of the following should be included in your project\\\'s process improvement plan except for which one?

A. Process boundaries

B. Process configuration

C. Targets for improved performance

D. Identification of project risks

Correct Answer: D

Identification of the project risks is not part of the process improvement plan. Identify risks is a risk management process, and risks are recorded in the risk register. Answer options A, B, and C are incorrect. Process boundaries, Process configuration and Targets for improved performance are parts of the process improvement plan.

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