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Topic 1, Volume A**QUESTION NO: 1**

Which of the following does NOT assess the value a project brings to an organization?

- A. Benefit cost analysis
- B. Net present value
- C. Value analysis
- D. Needs assessment

Answer: C

Explanation:

QUESTION NO: 2

Your management has decided that all orders will be treated as "projects" and that project managers will be used to update orders daily, to resolve issues, and to ensure that the customer formally accepts the product within 30 days of completion. Revenue from the individual orders can vary from US \$100 to US \$150,000. The project manager will not be required to perform planning or provide documentation other than daily status. How would you define this situation?

- A. Because each individual order is a "temporary endeavor," each order is a project.
- B. This is program management since there are multiple projects involved.
- C. This is a recurring process.
- D. Orders incurring revenue over \$100,000 would be considered projects and would involve project management.

Answer: C

Explanation:

QUESTION NO: 3

A project manager in a predominantly hierarchical organization has been assigned a major project with aggressive timelines. The BEST approach for developing an initial project charter in this environment is to:

- A. Create a project charter using brainstorming sessions with potential team members and

stakeholders.

B. Create and present a draft project charter to potential team members and stakeholders to solicit their input.

C. Create a project charter jointly with management for distribution to potential team members and stakeholders.

D. Create a project charter with the functional managers and present it to the sponsor for signature.

Answer: C

Explanation:

QUESTION NO: 4

All of the following are correct statements about a project manager EXCEPT:

A. He or she is assigned after the project charter is created.

B. He or she may initiate changes to the project.

C. He or she manages changes and factors that create change.

D. He or she is held accountable for project success or failure.

Answer: A

Explanation:

QUESTION NO: 5

A new project manager is having difficulty creating a WBS with the team. To alleviate this situation, the project manager should ask for help from:

A. The sponsor.

B. Other project managers.

C. The project management office.

D. The team.

Answer: C

Explanation:

QUESTION NO: 6

While preparing your risk responses, you realize that you have not planned for unknown risk events. You need to make adjustments to the project to compensate for unknown risk events. These adjustments are based on your past project experience when unknown risk events occurred and knocked the project off track. What should you do?

- A.** Include a management reserve in the budget to try to compensate for the unknown risks, and notify management to expect unknown risks to occur.
- B.** Document the unknown risk items and calculate the expected monetary value based on probability and impact that may result from the occurrence.
- C.** Determine the unknown risk events and the associated cost, then add the cost to the project budget as reserves.
- D.** With the stakeholders, determine a percentage of the known risk budget to allocate to a management reserve budget.

Answer: A

Explanation:

QUESTION NO: 7

You are about to begin negotiations with people from another country. Which of the following should provide guidance on what business practices are allowed and not allowed?

- A.** The company code of conduct
- B.** The project charter
- C.** The scope management plan
- D.** The negotiation plan

Answer: A

Explanation:

QUESTION NO: 8

An employee approaches you and asks to tell you something in confidence. He advises you that he has been performing illegal activities within the company for the last year. He is feeling guilty about it and is telling you in order to receive advice as to what he should do. What should you do?

- A. Ask for full details.
- B. Confirm that the activity is really illegal.
- C. Inform your manager of the illegal activity.
- D. Tell the employee to inform his boss.

Answer: C

Explanation:

QUESTION NO: 9

What is one of the KEY objectives during contract negotiations?

- A. Obtain a fair and reasonable price.
- B. Negotiate a price under the seller's estimate.
- C. Ensure that all project risks are thoroughly delineated.
- D. Ensure that an effective communications management plan is established.

Answer: A

Explanation:

QUESTION NO: 10

You are a new project manager who has never managed a project before. You have been asked to plan a new project. It would be BEST in this situation to rely on _____ during planning to improve your chance of success.

- A. Your intuition and training
- B. Stakeholder analysis
- C. Historical information
- D. Configuration management

Answer: C

Explanation:

QUESTION NO: 11

If a project manager is concerned with gathering, integrating, and disseminating the outputs of all

project management processes, she should concentrate on creating a better:

- A. WBS.
- B. Communications management plan.
- C. Project management information system.
- D. Project scope management plan.

Answer: C

Explanation:

QUESTION NO: 12

The Java development of a project is outsourced to India. The project schedule is starting to slip. What is the LEAST likely cause of the slippage?

- A. Lack of competent programmers
- B. Cultural influences
- C. Internationalization
- D. Communication

Answer: A

Explanation:

QUESTION NO: 13

A project manager has made a change to the project. What should she do NEXT?

- A. Assign resources.
- B. Revise the project management plan and/or project documents.
- C. Evaluate impact.
- D. Request change control board involvement.

Answer: B

Explanation:

QUESTION NO: 14

A work authorization system can be used to:

- A. Manage who does each activity.
- B. Manage when and in what sequence work is done.
- C. Manage when each activity is done.
- D. Manage who does each activity and when it is done.

Answer: B

Explanation:

QUESTION NO: 15

A project team member tells you that she went to her project manager with a good idea for a useful change to the project. Instead of giving her approval to make the change, the project manager asked her to write a report describing the benefits of the change. What is the MOST appropriate advice for the situation?

- A. The project manager is being unreasonable and should do that kind of work herself.
- B. Remind the project manager that the benefit cost analysis for the project was done during project planning.
- C. A project manager must be able to weigh the benefits of the change versus the costs and compare them to other possible changes. The team member should do what was asked.
- D. The team member should do what was asked because this sort of information must be given to the project sponsor to make the change.

Answer: C

Explanation:

QUESTION NO: 16

A project manager has finished the project. He knows that the project scope has been completed and is within cost and time objectives set by management. Management, however, says that the project is a failure, because the original schedule was for 27 weeks and the project was completed in 33 weeks. If the project baseline was 33 weeks, the project is a success because:

- A. It only had six weeks of changes.

- B. It was completed within the baseline.
- C. There were so few changes.
- D. There was good communication control.

Answer: B

Explanation:

QUESTION NO: 17

Your company has just presented its new five-year strategic plan. You have received a new product request from a customer that is in line with the previous five-year strategic plan, but it does not meet the objectives of the new plan. The product description seems to have a valid business driver and to be a straightforward development effort. As project manager, what is the BEST course of action?

- A. Do a benefit cost analysis of the project and submit it for management approval.
- B. Submit the new product request to the PMO for review and approval before proceeding.
- C. Inform the customer of the change in corporate direction and ask him/her to take another look at the project.
- D. Request a project charter from management and begin a WBS.

Answer: B

Explanation:

QUESTION NO: 18

The performing organization is trying to decide whether to split the contracts department and assign procurement responsibilities to departments directly responsible for the projects. A procurement professional might not want this split to occur because they would lose _____ in a decentralized contracting environment.

- A. Standardized company project management practices
- B. Loyalty to the project
- C. Experience
- D. Access to others with similar expertise

Answer: D

Explanation:

QUESTION NO: 19

Linear programming is an example of what type of project selection criteria?

- A. Constrained optimization
- B. Comparative approach
- C. Benefit measurement
- D. Impact analysis

Answer: A

Explanation:

QUESTION NO: 20

A project manager has just been assigned to a new project and has been given the approved project charter. The FIRST thing the project manager must do is:

- A. Create a project scope statement.
- B. Confirm that all the stakeholders have had input to the scope.
- C. Analyze project risk.
- D. Begin work on a project management plan.

Answer: B

Explanation:

QUESTION NO: 21

A person is writing a document identifying the business need for a project and is including a description of the product created by the project. She includes a list of stakeholders and pre assigned resources. What is the role of this person on the project?

- A. The project manager for the project or a company functional manager
- B. A member of the project management team working at the direction of the project manager
- C. The sponsor or the project manager
- D. A manager or executive in the organization who is higher in the corporate hierarchy than the

project manager

Answer: C

Explanation:

QUESTION NO: 22

Generally, when is the BEST time to create a procurement management plan?

- A. After the contract is signed
- B. Preceding the Conduct Procurement process
- C. During project initiating
- D. When updating the procurement management plan

Answer: B

Explanation:

QUESTION NO: 23

All the following are needed to create the WBS EXCEPT:

- A. Organizational process assets.
- B. Quality measurements.
- C. Requirements documentation.
- D. Project scope statement.

Answer: B

Explanation:

QUESTION NO: 24

Which of the following is a KEY output of the Verify Scope process?

- A. A more complete scope management plan
- B. Customer acceptance of project deliverables

- C. Improved schedule estimates
- D. An improved project management information system

Answer: B

Explanation:

QUESTION NO: 25

A project manager discovers that two team members discussed what was needed to complete a work package on the project and made many changes to the project scope. The work package is now completed and the team members are planning to go on to the next work package. In looking at what was done, the project manager determines that the work does NOT meet the requirements of the project. What is the BEST course of action for the project manager?

- A. Add another work package, formatted with the correct scope, to the project.
- B. Refuse the submittal of the work package.
- C. Have the team begin the work package again and include the incident in their performance reviews.
- D. Ask the team member's manager to assign different people to the work package.

Answer: B

Explanation:

QUESTION NO: 26

You are the project manager on an information technology project on which you and the sponsor have already approved the scope. An information specialist on your team, after having lunch with a low ranking customer representative working with him on a software project, learns that a simple alteration in the display would be a great addition to the project. The information specialist installs the change with no negative effect on the project schedule and at no additional cost. What action should be taken?

- A. The information specialist should be recognized for exceeding customer expectations without affecting project cost or schedule.
- B. The project manager should add an activity to the project management plan with no associated time.
- C. The information specialist should be told that his behavior was unacceptable, as it may have negatively affected the overall project.
- D. The project manager should create a change control form and have the customer approve the

change since the change has already been made.

Answer: C

Explanation:

QUESTION NO: 27

Which of the following is NOT included in a schedule change control system?

- A. Approval levels necessary for authorizing changes
- B. Tracking systems
- C. Paperwork necessary for making changes
- D. Limitations on the scope of changes

Answer: D

Explanation:

QUESTION NO: 28

Which of the following is generally the MOST CORRECT use of a project network diagram?

- A. Showing the project schedule
- B. Documenting activity interdependencies
- C. Defining project resources
- D. Defining the project costs

Answer: B

Explanation:

QUESTION NO: 29

In an activity-on-node diagram, the nodes represent:

- A. Work packages.
- B. Activities.

- C. Dependencies.
- D. Discretionaries.

Answer: B

Explanation:

QUESTION NO: 30

A project has seven activities: A, B, C, D, E, F, and G. Activities A, B, and D can start anytime. Activity A takes 3 weeks, Activity B takes 5 weeks, and Activity D takes 11 weeks. Activities A and B must be completed before Activity C can start. Activity C requires 6 weeks to complete. Activities B, C, and D must be completed before Activity E can start. Activity E requires 2 weeks. Activity F takes 4 weeks and can start as soon as Activity C is completed. Activity E must be completed before Activity G starts. Activity G requires 3 weeks. Activities F and G must be completed for the project to be completed. Which activities have float available?

- A. Activity A has two weeks float, activity F has one week.
- B. Activity F has one week float.
- C. There is no float available in the project.
- D. Activity A has eight weeks float.

Answer: A

Explanation:

QUESTION NO: 31

An activity-on-node (AON) network diagram shows the following activities on two critical paths; Start, D, E, J, L, End and Start, D, E, G, I, L, End. Each activity is at least three days in duration, except for activity L, which is one day in duration. If you are directed to reduce the project by one day, which activities are MOST likely to change?

- A. Activity L
- B. Activity E or activity J
- C. Activity G or activity I
- D. Activity D or activity E

Answer: D

Explanation:

QUESTION NO: 32

A project manager has increased project costs by US \$100,000, but completed the project four weeks earlier than planned. What activity is BEST described here?

- A. Resource leveling
- B. Schedule compression
- C. Critical chain
- D. Adjusting leads and lags

Answer: B

Explanation:

QUESTION NO: 33

The project manager has performed schedule network analysis, compressed the schedule, and completed a Monte Carlo analysis. What time management activity should be done NEXT?

- A. Update resource requirements
- B. Recommend corrective actions
- C. Estimate Activity Durations
- D. Create a milestone list

Answer: A

Explanation:

QUESTION NO: 34

If project time and cost are not as important as the number of resources used each month, which of the following is the BEST thing to do?

- A. Perform a Monte Carlo analysis.
- B. Fast track the project.
- C. Perform resource leveling.
- D. Analyze the life cycle costs.

Answer: C

Explanation:

QUESTION NO: 35

A team member from research and development tells you that her work is too creative to provide you with a fixed single estimate for the activity. You both decide to use the average labor hours per installation from past projects to predict the future. This is an example of which of the following?

- A. Parametric estimating
- B. Three-point estimating
- C. Analogous estimating
- D. Monte Carlo analysis

Answer: A

Explanation:

QUESTION NO: 36

In attempting to complete the project faster, the project manager looks at the cost associated with crashing each activity. The BEST approach to crashing would also include looking at the:

- A. Risk impact of crashing each activity.
- B. Customer's opinion of which activities to crash.
- C. Boss's opinion of which activities to crash and in which order.
- D. Project life cycle phase in which the activity is due to occur.

Answer: A

Explanation:

QUESTION NO: 37

Based on the chart, while completing the project, a team member tells you that the team forgot something during planning. Activity F needs the results of activity E before it can begin. Taking this new dependency into account, what would be the effect on the project?

- A. It would increase the critical path.
- B. Communication would be more complex.
- C. There would be no effect.
- D. It would delay activity F.

Answer: B

Explanation:

QUESTION NO: 38

Using the chart, what is the lowest cost of crashing this project to save four weeks?

- A. \$18,000
- B. \$6,000
- C. \$7,000
- D. \$9,000

Answer: B

Explanation:

QUESTION NO: 39

Based on the network diagram in the chart, the resource working on activity G is replaced with another resource with 50 percent of the productivity of the previous resource. How long will this project take?

- A. 44
- B. 51
- C. 52
- D. 36

Answer: C

Explanation:

QUESTION NO: 40

Instead of celebrating the end of the project, the stakeholders are breathing a sigh of relief. None of them were confident the project would meet the end date. Which of the following is NOT one of the reasons this project had difficulty?

- A. Lack of a payback period
- B. Lack of milestones
- C. Lack of a communications management plan
- D. Lack of a staffing management plan

Answer: A

Explanation:

QUESTION NO: 41

A project manager for a small construction company has a project that was budgeted for US \$130,000 over a six-week period. According to her schedule, the project should have cost US \$60,000 to date. However, it has cost US \$90,000 to date. The project is also behind schedule, because the original estimates were not accurate. Who has the PRIMARY responsibility to solve this problem?

- A. Project manager
- B. Senior management
- C. Project sponsor
- D. Manager of the project management office

Answer: A

Explanation:

QUESTION NO: 42

While reviewing project performance, the project manager determines that the schedule variance is -500. What is the BEST thing to do?

- A. Let the sponsor know.
- B. Determine the cost variance.
- C. Look for activities that can be done in parallel.

D. Move resources from the project to one that is not failing.

Answer: B

Explanation:

QUESTION NO: 43

The sponsor has informed you that the resources for your project will be cut. The sponsor wants to know how long the project will take if only nine resources each month are committed to your project. What is this activity called?

- A. Crashing
- B. Floating
- C. Leveling
- D. Fast tracking

Answer: C

Explanation:

QUESTION NO: 44

A project has experienced significant delays due to equipment problems, staff attrition, and slow client reviews. The project is 40 percent complete and has used 60 percent of the available calendar time. What is the FIRST thing you should do?

- A. Rebaseline the schedule to reflect the new date.
- B. Analyze the critical path activities for potential to fast track or crash the schedule.
- C. Document the lack of progress and associated issues to management.
- D. Identify activities that required more time than planned.

Answer: D

Explanation:

QUESTION NO: 45

To accommodate a new project in your department, you need to move resources from one project to another. Because your department is currently working at capacity, moving resources will

inevitably delay the project from which you move the resources. It would cause the LEAST negative impact if you move resources from which of the following projects?

- A. Project A with a benefit cost ratio of 0.8, no project charter, and four resources
- B. Project B with a net present value of \$60,000, 12 resources, and variable costs between US \$1,000 and \$2,000 per month
- C. Project C with an opportunity cost of US \$300,000, no project control plan, and an internal rate of return of 12 percent
- D. Project D with indirect costs of US \$20,000 and 13 resources

Answer: A

Explanation:

QUESTION NO: 46

Who has the cost risk in a fixed price (FP) contract?

- A. The team
- B. The buyer
- C. The seller
- D. Management

Answer: C

Explanation:

QUESTION NO: 47

The project management office is worried about the quality of the company's various projects. They want to know which projects are having problems and which ones are doing well. If the PMO receives the following information, which project should they be the MOST concerned about?

- A. Project A with a benefit cost ratio of 2.3
- B. Project B with a benefit cost ratio of 1.3
- C. Project C with a benefit cost ratio of negative 2.3
- D. Project D with a benefit cost ratio of negative 1.3

Answer: C

Explanation:

QUESTION NO: 48

Earned value measurement is an example of:

- A. Performance reporting.
- B. Planning control.
- C. Ishikawa diagrams.
- D. Integrating the project components into a whole.

Answer: A

Explanation:

QUESTION NO: 49

A project manager and team from a firm that designs railroad equipment are tasked to design a machine to load stone onto railroad cars. The design allows for two percent spillage, amounting to over two tons of spilled rock per day. In which of the following does the project manager document quality control, quality assurance, and quality improvements for this project?

- A. Quality management plan
- B. Quality policy
- C. Control charts
- D. Project management plan

Answer: A

Explanation:

QUESTION NO: 50

All of the following are inputs to the quality process EXCEPT:

- A. Organizational process assets.
- B. Checklists.

- C. Quality policy.
- D. The project scope statement.

Answer: B

Explanation:

QUESTION NO: 51

A quality management plan is created during which of the following?

- A. Project Executing
- B. Plan Quality
- C. Perform Quality Assurance
- D. Perform Quality Control

Answer: B

Explanation:

QUESTION NO: 52

Which of the following is an example of a tool used in Plan Quality?

- A. Fishbone diagram
- B. Quality audit
- C. Cause and effect diagram
- D. Benchmarking

Answer: D

Explanation:

QUESTION NO: 53

You are in the middle of a major new facility construction project. The structural steel is in place and the heating conduits are going into place when a senior manager informs you that he is worried that the project will not meet the quality standards. What should you do in this situation?

- A. Assure senior management that during the Plan Quality process it was determined that the project would meet the quality standards.
- B. Analogously estimate future results.
- C. Form a quality assurance team.
- D. Check the results from the last quality management plan.

Answer: C

Explanation:

QUESTION NO: 54

Management wants to be sure that the project is following defined quality standards. Which of the following should they look at?

- A. Risk management plan
- B. WBS
- C. Statement of work
- D. Quality audit

Answer: D

Explanation:

QUESTION NO: 55

All of the following are tools of Perform Quality Control EXCEPT:

- A. Cost of quality.
- B. Inspection.
- C. Control charts.
- D. Flowcharting.

Answer: A

Explanation:

QUESTION NO: 56

Which of the following helps a project manager determine possible causes of problems on a

project?

- A. The 50/50 rule
- B. A fishbone diagram
- C. A control chart
- D. A Pareto chart

Answer: B

Explanation:

QUESTION NO: 57

If two events cannot both occur in a single trial, they are:

- A. False events.
- B. Mutually exclusive.
- C. Statistically independent.
- D. Just-in-time.

Answer: B

Explanation:

QUESTION NO: 58

The customer's expectations for quality are shown on a control chart as the:

- A. Mean.
- B. Specification limits.
- C. Rule of seven.
- D. Upper and lower control limits.

Answer: B

Explanation:

QUESTION NO: 59

Co-location can help with:

- A. Bringing customers together.
- B. Building the team.
- C. Decreasing project rental costs.
- D. Decreasing project time.

Answer: B

Explanation:

QUESTION NO: 60

A project involves arranging for the closing of the company office where the team works and relocating everyone to a new city. The BEST thing the project manager can do is:

- A. Spend time carefully creating the work breakdown structure.
- B. Have a strong quality control plan.
- C. Decrease the fringe benefits.
- D. Carefully consider the reward system for the project.

Answer: D

Explanation:

QUESTION NO: 61

A team member is not performing well on the project because she is inexperienced in system development work. There is no one else available who is better qualified to do the work. What is the BEST solution for the project manager?

- A. Consult with the functional manager to determine project completion incentives for the team member.
- B. Obtain a new resource more skilled in development work.
- C. Arrange for the team member to get training.
- D. Allocate some of the project schedule reserve.

Answer: C

Explanation:

QUESTION NO: 62

The management theory that all people can direct their own efforts is:

- A. Theory Y.
- B. Herzberg's theory.
- C. Maslow's hierarchy.
- D. Theory X.

Answer: A

Explanation:

QUESTION NO: 63

A project team member has been having a big disagreement with another team member for over two months when the other team members become involved. The issues are complex, but you have specific experience in the area and know what needs to be done. The BEST choice would be to:

- A. Make the decision yourself.
- B. Strive for fair resolution of the issue.
- C. Ask the other team members to stay out of the issue.
- D. Bring the team together and work out the issue to a win-win solution.

Answer: B

Explanation:

QUESTION NO: 64

While creating the agenda for a status meeting with the team, a project manager receives input from one team member that an item should be added. Another team member says the team is not ready to resolve the item during the meeting. After much discussion, the project manager decides to put the item on the agenda as an initial discussion item only. Which conflict resolution technique is the project manager using?

- A. Compromise
- B. Smoothing
- C. Forcing
- D. Withdrawal

Answer: A

Explanation:

QUESTION NO: 65

As the project manager, you are preparing your methods for quality management. You are looking for a method that can demonstrate the relationship between events and their resulting effects. You want to use a method to depict the events that cause a negative effect on quality. Which of the following is the BEST choice for accomplishing your objective?

- A. Histogram
- B. Pareto chart
- C. Ishikawa diagram
- D. Control chart

Answer: C

Explanation:

QUESTION NO: 66

Formal written correspondence with the customer is required when:

- A. Defects are detected.
- B. The customer requests additional work not covered under contract.
- C. The project has a schedule slippage that includes changes to the critical path.
- D. The project has cost overruns.

Answer: B

Explanation:

QUESTION NO: 67

Extensive use of ____ communication is MOST likely to aid in solving complex problems.

- A. Verbal
- B. Written
- C. Formal
- D. Nonverbal

Answer: B

Explanation:

QUESTION NO: 68

Which of the following techniques incorporates a form of risk assessment?

- A. Arrow diagramming method
- B. Network diagramming
- C. Critical path method
- D. Three-point estimating

Answer: D

Explanation:

QUESTION NO: 69

A project manager is creating a risk response plan. However, every time a risk response is suggested, another risk is identified that is caused by the response. Which of the following is the BEST thing for the project manager to do?

- A. Document the new risks and continue the Plan Risk Responses process.
- B. Make sure the project work is better understood.
- C. Spend more time making sure the risk responses are clearly defined.
- D. Get more people involved in the Identify Risks process since risks have been missed.

Answer: A

Explanation:

QUESTION NO: 70

If a risk has a 20 percent chance of happening in a given month, and the project is expected to last five months, what is the probability that this risk event will occur during the fourth month of the project?

- A. Less than 1 percent
- B. 20 percent
- C. 60 percent
- D. 80 percent

Answer: B

Explanation:

QUESTION NO: 71

What is the purpose of a decision tree?

- A. It demonstrates the path of events in a project.
- B. It calculates the probability of an outcome.
- C. It determines what events may take place.
- D. It takes into account future events for today's choices.

Answer: D

Explanation:

QUESTION NO: 72

Executing the risk response plan in order to react to risk events throughout the project is called:

- A. Contingency planning.
- B. Monitoring and control.
- C. Mitigation.
- D. Life cycle costing.

Answer: B

Explanation:

QUESTION NO: 73

What is the difference between management reserves and contingency reserves?

- A. Contingency reserves address known knowns, whereas management reserves address known unknowns.
- B. Contingency and management reserves both address known unknowns and could be considered the same.
- C. Contingency reserves address known unknowns, whereas management reserves address unknown unknowns.
- D. Contingency reserves are managed by senior management, whereas management reserves are managed by the project manager.

Answer: C

Explanation:

QUESTION NO: 74

A project manager is asked to select a contract type for a new software development project that has complete, detailed requirements. Which is the BEST contract to choose?

- A. Cost reimbursable (CR)
- B. Fixed price (FP)
- C. Time and material (T&M)
- D. Cost plus fixed fee (CPFF)

Answer: B

Explanation:

QUESTION NO: 75

The project manager and project sponsor are discussing the project costs and whether it is better to have their own company do part of the project or hire another company to do the work. If they asked for your opinion, you might say it would be better to do the work yourself if:

- A. There is a lot of proprietary data.
- B. You have the expertise, but you do not have the available manpower.
- C. You do not need control over the work.
- D. Your company resources are limited.

Answer: A

Explanation:

QUESTION NO: 76

While project work is being done, conflicts can arise between the procurement officer and the project manager because the procurement officer:

- A. Is the only one who can change the contract.
- B. Works for a different department.
- C. Needs to obtain the project manager's approval to make project changes.
- D. Has a different approach to creating a contract.

Answer: A

Explanation:

QUESTION NO: 77

You are negotiating with a seller. Time is of the essence but you have a limited budget, and the seller knows this. What is your BEST negotiating strategy under these circumstances?

- A. Focus the negotiation on seller's profit margin in order to decrease the project cost.
- B. Negotiate to get the work done even sooner than necessary in order to add a reserve.
- C. Negotiate identified risks.
- D. Arrange to reschedule the negotiation until you can acquire information of which the seller is not aware.

Answer: C

Explanation:

QUESTION NO: 78

You receive 25 new computers from the seller, but were expecting only 20. In looking at the contract, you see that it says "seller to provide twenty (25) computers." What should you do FIRST?

- A. Issue a change order through the contract manager.
- B. Return the five extra computers.
- C. Make payment for the 25 computers.
- D. Call the seller and ask for clarification.

Answer: B

Explanation:

QUESTION NO: 79

A project manager you are mentoring comes to you for help because he is about to face his first procurement audit. You might explain that he should NOT worry about such an audit because it:

- A. Identifies successes and failures that warrant transfer to other procurements.
- B. Makes sure the contract is being followed.
- C. Makes sure costs are in line with the project.
- D. Makes sure the seller is following the contract.

Answer: A

Explanation:

QUESTION NO: 80

All of the following are typical concerns of matrixed team members EXCEPT:

- A. Wondering who will handle their evaluations.
- B. Serving multiple bosses.
- C. Developing commitment.
- D. Computing fringe benefits when working on multiple projects.

Answer: D

Explanation:

QUESTION NO: 81

The seller tells you that your activities have resulted in an increase in their costs. You should:

- A. Recommend a change to the project costs.
- B. Have a meeting with management to find out what to do.
- C. Ask the seller for supporting information.
- D. Deny any wrongdoing.

Answer: C

Explanation:

QUESTION NO: 82

Which of the following is CORRECT?

- A. The critical path helps prove how long the project will take.
- B. There can be only one critical path.
- C. The network diagram will change every time the end date changes.
- D. A project can never have negative float.

Answer: A

Explanation:

QUESTION NO: 83

Which of the following is CORRECT about quality improvements?

- A. They are a tool of Perform Quality Assurance and an output of Verify Scope.
- B. They require the preparation of change requests or the recommendation of corrective actions.
- C. They occur only through experience of the project manager, team, and sponsor.
- D. They are a product of cooperation between the customer and the project manager.

Answer: B

Explanation:

QUESTION NO: 84

A problem occurs on an activity with free float and the project manager has extended its duration. What is MOST likely to be affected?

- A. Project duration
- B. Resource schedules
- C. Project scope management plan
- D. The latest start for the successor activity

Answer: B

Explanation:

QUESTION NO: 85

Which of the following is NOT a reason to measure variances from the baseline?

- A. To catch deviations early
- B. To allow early corrective action
- C. To determine if there are any wild fluctuations
- D. To create a project control system

Answer: D

Explanation:

QUESTION NO: 86

A team member notifies the project manager that the activities comprising a work package are no longer appropriate. It would be BEST for the project manager to be in what part of the project management process?

- A. Corrective action
- B. Integrated change control
- C. Monitoring and controlling

D. Project closing

Answer: C

Explanation:

QUESTION NO: 87

During project executing, a project team member informs the project manager that a work package has not met the quality metric, and that she believes it is not possible to meet it. The project manager meets with all parties concerned to analyze the situation. Which part of the quality management process is the project manager involved in?

- A. Perform Quality Assurance
- B. Project Control
- C. Perform Quality Control
- D. Plan Quality

Answer: C

Explanation:

QUESTION NO: 88

The project manager notices that project activities being completed by one department are all taking slightly longer than planned. To date, none of the activities/work packages have been on the critical path, nor have they affected the critical chain planning that has occurred. The project manager is bothered by the problem, since four of the next five critical path activities are being completed by this department. After making three calls, the project manager is finally able to converse with the department manager to determine what is going on. The conversation is slow, because both speak different native languages and they are trying to converse in French, a shared language. To make communication easier, the project manager frequently asks the department manager to repeat back what has been said. The department manager communicates that his staff is following a company policy that requires two levels of testing. During the conversation, the department manager also makes a comment that leads the project manager to believe that the policy may include excessive work. This is the fourth time the project manager has heard such a comment. What is the BEST thing to do?

- A. Create a better communications management plan that requires only one language to be the universal language on the project and have translators readily available on a moment's notice.
- B. Contact someone else in the department who speaks the project manager's native language

better to confirm the department manager's opinion.

C. Find out if the upcoming activities should be re estimated.

D. Work on increasing the effectiveness of the performing organization by recommending continuous improvement of the policy in question.

Answer: D

Explanation:

QUESTION NO: 89

The sponsor is worried about the seller deriving extra profit on the cost plus fixed fee (CPFF) contract. Each month the sponsor requires the project manager to submit CPI calculations and an analysis of the cost to complete. The project manager explains to the sponsor that extra profits should NOT be a worry on this project because:

A. The team is making sure the seller does not cut scope.

B. All costs invoiced are being audited.

C. There can only be a maximum 10 percent increase if there is an unexpected cost overrun.

D. The fee is only received by the seller when the project is completed.

Answer: B

Explanation:

QUESTION NO: 90

Which of the following is the LEAST effective way to influence the factors that create changes to the cost baseline?

A. Review the project scope with the functional manager responsible for the greatest number of requested changes.

B. Explain to those requesting changes the negative impact of change to the project.

C. Eliminate the scope causing the most changes.

D. Notify all stakeholders that no more changes will be allowed.

Answer: D

Explanation:

QUESTION NO: 91

If a project manager is using observation and conversation to help control the project, she must be involved in which process?

- A. Develop Project Team
- B. Distribute Information
- C. Manage Stakeholder Expectations
- D. Manage Project Team

Answer: D

Explanation:

QUESTION NO: 92

Which of the following would be the MOST appropriate thing to do during the planning process group?

- A. Update corporate processes and procedures based on lessons learned.
- B. Evaluate the effectiveness of risk responses.
- C. Recommend changes and defect repair.
- D. Work with the customer to determine acceptance criteria.

Answer: D

Explanation:

QUESTION NO: 93

Which of the following would be the MOST appropriate thing to do during the monitoring and controlling process group?

- A. Implement recognition and reward systems.
- B. Obtain sign-off of the product of the project.
- C. Issue performance reports.
- D. Keep everyone focused on completing the project to the charter.

Answer: C

Explanation:

QUESTION NO: 94

The widget production project is well underway. The requirements are clear that each widget must weigh between 0.320 and 0.325 ounces. The first day of test production resulted in 1247 widgets. Of the widgets inspected, 47 percent fell within the acceptable weight range. This is an example of:

- A. Control limits.
- B. Quality assurance.
- C. Control charting.
- D. Corrective action.

Answer: A

Explanation:

QUESTION NO: 95

In which of the following contract types does the buyer have the most cost risk?

- A. Cost plus percentage of costs (CPPC)
- B. Cost plus fixed fee (CPFF)
- C. Cost plus award fee (CPAF)
- D. Cost plus incentive fee (CPIF)

Answer: A

Explanation:

QUESTION NO: 96

What is the difference between expected monetary value and net present value?

- A. Expected value is the estimated value of the work actually accomplished and net present value is the value of the work to be done.

- B.** Expected value is the value it takes to recover your investment and net present value is the value of money.
- C.** Expected value is the probability times impact of an opportunity and net present value is the benefits less costs over many time periods.
- D.** Expected value is the estimated value of risk response plans and net present value helps determine the value of investments.

Answer: C

Explanation:

QUESTION NO: 97

A company attorney, newly hired by the company, walks into the project manager's office and tells her that he is ready to work with her on the procurement process. The project manager has little experience with procurement, so she is excited to have the assistance. With which of the following would it be BEST for the project manager to ask the attorney for help?

- A.** Claims administration, audit results, and updating organizational process assets
- B.** Contract change control system, payments, and change requests
- C.** Recommended corrective actions, performance reporting, and records management system
- D.** Procurement documentation, project management plan updates, and procurement management plan updates

Answer: A

Explanation:

QUESTION NO: 98

A project manager discovers an urgent need for outsourced resources on the project. He knows he has the money to cover the cost of these resources. He goes to the procurement manager and explains the situation, insisting a contract be drawn up today so he can obtain resources and circumvent the standard procedure. Is this the correct process to follow?

- A.** Yes, of course. For urgent needs, it is not necessary to follow the organization's procedure regarding procurement.
- B.** Yes. Urgent needs from projects should always be dealt with immediately, as directed by the project manager.
- C.** No. The procurement manager has a process to follow when creating contracts that helps protect the company and its projects.

D. No. The procurement manager should be checking in with the project manager to see if he is in need of a contract, rather than making the project manager come and ask for one.

Answer: C

Explanation:

QUESTION NO: 99

Which of the following is the BEST thing to do at a bidder conference?

- A. Answer sellers' questions
- B. Meet the sellers' teams
- C. Make sure the sellers have all the procurement documents
- D. Make sure the sellers ask all their questions

Answer: D

Explanation:

QUESTION NO: 100

To-complete performance index (TCPI) is represented by which of the following?

- A. $BAC - EV / BAC - AC$
- B. A measure of the value of work completed compared to the actual cost or progress
- C. A measure of progress achieved compared to progress planned
- D. $AC + (BAC - EV)$

Answer: A

Explanation:

QUESTION NO: 101

The inputs of the Performance Reporting process include all of the following except for which one?

- A. Performance reviews
- B. Work performance information
- C. Forecasted completion
- D. Performance measurements

Answer: A

Explanation:

Performance reviews are not an input of the Performance Reporting process. The remaining inputs of this process are quality control measurements, project management plan, approved change requests, and deliverables.

QUESTION NO: 102

You are a project manager for Pizza Direct, which is a retail pizza delivery store. Your company is competing with another retail store for the option of opening two new stores in a foreign country. You know, but have not yet informed your company, that you are going to go to work for the competitor, which happens to be bidding for this same opportunity. What is the most appropriate response?

- A. You decide to participate in the initial meetings with the foreign business partners because any information you gain now will help you when you make the move to the new company.
- B. You inform the foreign business partners that you're going to be working with a new company and that you know the deal they'll receive from the competing company is better than the one this company is proposing.
- C. You decline to participate in the initial meetings with the foreign business partners because of a conflict of interest.
- D. You've not yet received an official offer from the competing company for your new job opportunity, so you choose to participate in the initial meetings with the foreign business partners.

Answer: C

Explanation:

The most appropriate response is to decline to participate because of a conflict of interest.

QUESTION NO: 103

The most effective team motivator is:

- A. understanding the importance of the project
- B. the satisfaction of meeting a challenge
- C. All of the other alternatives apply.
- D. the visibility of the team's contribution
- E. the individual's professional challenge

Answer: D

Explanation:

QUESTION NO: 104

Complete final contract performance reporting and verify product is done in

_____ .

- A. Conduct Procurements
- B. Close Procurements
- C. Plan Procurements
- D. Administer Procurements

Answer: B

Explanation:

Complete final contract performance reporting and verify product is done in Close Procurements.

QUESTION NO: 105

Continually measuring and monitoring the actual cost versus the budget is done to _____.

- A. None of the other alternatives apply
- B. analyze the reasons for variances
- C. establish the variances
- D. identify the problems
- E. All of the other alternatives apply.

Answer: E

Explanation:

QUESTION NO: 106

You are a project manager for Giraffe Enterprises. You've recently taken over for a project manager who lied about his PMI certification and was subsequently fired. Unfortunately, he did a poor job of scope definition. Which of the following could happen if you don't correct this?

- A. The project costs could increase, there might be rework, and schedule delays might result.
- B. The project management plan's process for verification and acceptance of the deliverables needs to be updated as a result of the poor scope definition.
- C. The poor scope definition will adversely affect the creation of the work breakdown structure, and costs will increase.
- D. The stakeholders will require overtime from the project team to keep the project on schedule.

Answer: A

Explanation:

Option A might seem like a correct answer, but option D is more correct. There isn't enough information to determine whether stakeholders will require overtime. We do know that poor scope definition might lead to cost increases, rework, schedule delays, and poor morale.

QUESTION NO: 107

You are a project manager working in a foreign country. You observe that some of your project team members are having a difficult time adjusting to the new culture. You provided them with training on cultural differences and the customs of this country before arriving, but they still seem uncomfortable and disoriented. Which of the following statements is true?

- A. This condition is known as culture shock.
- B. This is the result of jet lag and travel fatigue.
- C. This is the result of working with teams of people from two different countries.
- D. This condition is known as globalculturalism.

Answer: A

Explanation:

When people work in unfamiliar environments, culture shock can occur. Training and researching

information about the country you'll be working in can help counteract this.

QUESTION NO: 108

Which of the following is not true for a Responsibility Assignment Matrix (RAM):

- A. Defines what project member is responsible for each activity
- B. Defines responsibilities for each WBS component
- C. Defines all people associated with each activity
- D. Text description of roles, responsibilities, authorities

Answer: D

Explanation:

The Responsibility Assignment Matrix (RAM) details the different tasks for the people listed in the matrix chart.

QUESTION NO: 109

The erection of foundation formwork before the placement of foundation concrete would be an example of a _____ dependency.

- A. Soft logic
- B. Subcontracted
- C. Mandatory
- D. Discretionary
- E. External

Answer: C

Explanation:

QUESTION NO: 110

You are the project manager of a project .You have just completed the Collect

Requirements and Define Scope. What should you do next?

- A. Control Scope
- B. Create WBS
- C. Value analysis
- D. Verify Scope

Answer: B

Explanation:

Create the WBS is the process that follows Collect Requirements and Define Scope.

QUESTION NO: 111

Which of the following is not true for a Responsibility Assignment Matrix (RAM):

- A. Defines what project member is responsible for each activity
- B. Defines all people associated with each activity
- C. Defines responsibilities for each WBS component
- D. All of the other alternatives apply

Answer: D

Explanation:

The Responsibility Assignment Matrix (RAM) details the different tasks for the people listed in the matrix chart.

QUESTION NO: 112

Giving a part of project work to a contractor is an example of:

- A. risk assumption
- B. risk assignment
- C. risk delegation

- D. risk deflection
- E. risk mitigation

Answer: D

Explanation:

QUESTION NO: 113

Given the following estimates: Optimistic 3 days, Pessimistic 9 days, and most likely 6 days, what is the PERT weighted average?

- A. 6.1
- B. 6.3
- C. 6
- D. 4

Answer: C

Explanation:

QUESTION NO: 114

Management reserves are normally defined as a % of the total budget. As a project progresses, the project manager wants the \$ value of management reserve to _____, whereas the customer wants the management reserve to _____.

- A. Increase, increase.
- B. Increase, decrease.
- C. Remain the same, return to customer.
- D. Decrease, increase.
- E. Decrease, decrease.

Answer: C

Explanation:

QUESTION NO: 115

The project manager has, as a prime responsibility, to assure proper integration of activities. In which organizational form does the project manager probably have the easiest time in integrating

work?

- A. Matrix
- B. Pure project
- C. Coordinator
- D. Classical
- E. Expediter

Answer: B

Explanation:

QUESTION NO: 116

Formal written correspondence is mandated in which of the following situations:

- A. Client requests additional work not covered under contract
- B. None of the other alternatives apply
- C. Both 1) Client requests additional work not covered under contract, and 2) Project manager calls a meeting.
- D. Project manager calls a meeting
- E. Product undergoes casual in-house testing

Answer: A

Explanation:

QUESTION NO: 117

Smoothing out resource requirements from period to period is called resource _____.

- A. None of the other alternatives apply.
- B. Leveling.
- C. Quantification
- D. Partitioning
- E. Allocation.

Answer: B

Explanation:

QUESTION NO: 118

You are a project manager for Cinema Snicker Productions. Your company specializes in producing comedy films for the big screen. Your latest project has just been completed and accepted. You've been given your next project, which starts right away. Which of the following statements is true?

- A. This project ended due to integration because it was completed and accepted.
- B. This project ended due to extinction because it was completed and accepted.
- C. This project ended due to integration because it was completed and accepted and the project manager moved on to a new project.
- D. This project ended due to addition because it was completed and accepted and archived into the company's catalog of available films.

Answer: B

Explanation:

Extinction is the best type of project end because it means the project was completed successfully and accepted by the sponsor or customer.

QUESTION NO: 119

Which is a valid response to negative risks?

- A. mitigation
- B. Enhance
- C. Exploit
- D. Share

Answer: A

Explanation:

Risk mitigation is a response to negative risks and not positive risks. Positive risks may be responded by - "Exploit", "Enhance", "Share", "Accept".

QUESTION NO: 120

Project leadership requires that the project manager pay attention simultaneously to the:

- A. Time, cost and performance deliverables
- B. Tasks to be performed and needs of the team
- C. Quantity and quality of the work to be performed
- D. All of the other alternatives apply
- E. Efficiency and effectiveness of the team

Answer: D

Explanation:

QUESTION NO: 121

A quality control manager decides to increase his daily sample size from three to six. The size of the control band will:

- A. not determinable from given data
- B. None of the other alternatives apply
- C. decrease
- D. remain unchanged
- E. increase

Answer: C

Explanation:

QUESTION NO: 122

What is one of the most important skills a project manager can have?

- A. Negotiation skills
- B. Communication skills
- C. Influencing skills
- D. Problem-solving skills

Answer: B

Explanation:

Negotiation, influencing, and problem-solving skills are all important for a project manager to

possess. However, good communication skills are the most important skills a project manager can have.

QUESTION NO: 123

The critical path in a schedule network is the path that:

- A. Takes the longest time to complete
- B. Allows some flexibility in scheduling a start time.
- C. Is not affected by schedule slippage
- D. Must be done before any other tasks
- E. All of the other alternatives apply.

Answer: A

Explanation:

QUESTION NO: 124

In a matrix organizational form, which factor(s) make it difficult for a project manager to provide a valid input into the employee's performance review?

- A. All of the other alternatives apply
- B. Employees spend only a short amount of time assigned to the project
- C. Not working directly with the assigned functional employees
- D. Not being knowledgeable enough to evaluate employees on technical judgment
- E. Both 1) Not working directly with the assigned functional employees, and 2) Employees spend only a short amount of time assigned to the project.

Answer: A

Explanation:

QUESTION NO: 125

You are a project manager for Pizza Direct, which is a retail pizza delivery store. Your company is competing with another retail store for the option of opening two new stores in a foreign country.

You have been invited to dinner with the prospective foreign business partners and their spouses upon your arrival. You know that all of the following statements are generally true except for which one?

- A. You should respect the cultural differences you'll encounter when working with your prospective foreign business partners.
- B. You should build an atmosphere of mutual trust and cooperation.
- C. You should spend time building relationships with your prospective foreign business partners before getting down to business.
- D. You should explain your company's rules, standards, and operating policies at your first meeting with the prospective foreign business partners.

Answer: D

Explanation:

Your first meeting with foreign partners should be spent getting to know them on a personal basis. Many cultures like to spend time building relationships first and then talking business. Since you've been invited to dinner upon your arrival and the dinner includes the spouses of your prospective partners, chances are they want to spend some time getting to know you personally first. The discussion of the company's rules, standards, and operating policies should occur at the second or third meeting.

QUESTION NO: 126

Reserve Analysis a technique not used in:

- A. Estimate Costs
- B. Estimating Activity Duration
- C. Control Costs
- D. Determine Budget

Answer: C

Explanation:

Reserve Analysis: Many cost estimators include reserves, also called contingency allowances, as costs in many schedule activity cost estimates. Reserve Analysis a technique not used in Control Costs.

QUESTION NO: 127

A Project with a total funding of \$70,000 finished with a BAC value of \$60,000.

What term can best describe the difference of \$10,000?

- A. Management Contingency Reserve
- B. Cost Variance
- C. Schedule Variance
- D. Management Overhead

Answer: A

Explanation:

The difference between the Cost Baseline and Funding requirement at Project completion is Management Contingency Reserve. BAC represents the revised Cost baseline for the project. So Management Contingency Reserve is true.

QUESTION NO: 128

The positive value of conflict is underestimated. Properly managed, conflict is a valuable tool, particularly when

- A. A diversion is needed
- B. Conflict may cause a loss of status or position power
- C. Conflictive situations are in their early stages and emotional involvement is low
- D. Conflictive situations are in their late stages and emotional involvement is high
- E.

Answer: C

Explanation:

QUESTION NO: 129

You are the project manager for a new website for the local zoo. You need to perform Qualitative

Risk Analysis. When you've completed this process, you'll produce all of the following as part of the risk register update output except which one?

- A. Probability of achieving time and cost estimates
- B. Watch list of low-priority risks
- C. Priority list of risks
- D. Risks grouped by categories

Answer: A

Explanation:

Probability of achieving time and cost estimates is an update that is produced from the Quantitative Risk Analysis process.

QUESTION NO: 130

A clear definition of the user's needs serves as the direct basis for the:

- A. Selection of personnel.
- B. Termination decision.
- C. Work breakdown structure.
- D. Functional requirements.
- E. Project cost estimate.

Answer: D

Explanation:

QUESTION NO: 131

A summary WBS is usually developed in the

- A. close-out phase
- B. All of the other alternatives apply phases
- C. implementation phase
- D. planning phase
- E. Conceptual phase

Answer: E

Explanation:

QUESTION NO: 132

Many companies self insure against some risk. Problems which can arise from self-insurance include:

- A. confusion of business risks with insurable risks.
- B. Both 1) failure to reserve funds to handle worst case scenarios (low probability events) resulting in severe financial damage to the company, and 2) confusion of business risks with insurable risks.
- C. stiff competition from insurance companies
- D. All of the other alternatives apply.
- E. failure to reserve funds to handle worst case scenarios (low probability events) resulting in severe financial damage to the company

Answer: B

Explanation:

QUESTION NO: 133

You are a contract project manager working with the State of Bliss. Your latest project involves rewriting the Department of Revenue's income tax system. As project manager, you have taken all the appropriate actions regarding confidentiality of data. One of the key stakeholders is a huge movie buff, and she has the power to promote you into a better position at the conclusion of this project. She's reviewing some report data that just happens to include confidential information regarding one of her favorite movie superstars. What is the most appropriate response?

- A. Do nothing, because she has the proper level of access rights to the data and this information showed up unintentionally.
- B. Request that she immediately return the information, citing conflict of interest and violation of confidential company data.
- C. Request that she immediately return the information until you can confirm that she has the proper level of access rights to the data.
- D. Report her to the management team.

Answer: A

Explanation:

As project manager, it's your responsibility to make sure the people you will be sharing data with have the proper permissions to see the data; this question indicated that you did that. In this case,

D is not correct because it implies that you did not verify ahead of time that the stake-holder had the proper level of approvals to use the data.

QUESTION NO: 134

Resource reallocation from non critical to critical activities is an example of which

Project Scheduling technique:

- A. Critical Path Method
- B. Schedule Compression
- C. Resource Leveling
- D. What if Analysis

Answer: C

Explanation:

Resource Leveling: Allocate scarce resources to critical path activities first.

QUESTION NO: 135

Which of the following statements is in agreement with McGregor's concepts concerning Theory X and Theory Y managers?

- A. All of the other alternatives apply
- B. Theory X managers tend to be autocratic whereas Theory Y managers are more likely to delegate responsibility
- C. Both 1) Theory X managers view subordinates as being lazy, irresponsible, and resistant to change, and 2) Theory Y managers view subordinates as being imaginative, creative, and willing to accept responsibility
- D. Theory Y managers view subordinates as being imaginative, creative, and willing to accept responsibility
- E. Theory X managers view subordinates as being lazy, irresponsible, and resistant to change

Answer: A

Explanation:

QUESTION NO: 136

Management by objectives assumes that the team

- A. Both 1) is receptive to an unstructured environment, and 2) possesses a self-fulfillment philosophy
- B. possesses a self-fulfillment philosophy
- C. All of the other alternatives apply
- D. is receptive to an unstructured environment.
- E. does not require close supervision

Answer: B

Explanation:

QUESTION NO: 137

An activity that consumes no time or resources and shows only that a dependency exists between two activities is called:

- A. A milestone
- B. A dummy activity
- C. Both 1) A milestone and 2) A dummy activity
- D. A hammock

Answer: B

Explanation:

QUESTION NO: 138

A _____ estimate prepared from layouts, sketches and flowsheets, should be accurate within (-10, +25%).

- A. Parametric
- B. Bottom up.
- C. Budget
- D. Top down.

E. Definitive.

Answer: C

Explanation:

QUESTION NO: 139

What is the standard deviation for the estimates in the above problem?

- A. 2
- B. 0.5
- C. 1.5
- D. 0.6

Answer: D

Explanation:

QUESTION NO: 140

Which of the following is most closely associated with pure risk:

- A. profit and loss
- B. personnel turnover
- C. market fluctuations
- D. insurance
- E. Both 1) profit and loss and 2) market fluctuations.

Answer: D

Explanation:

QUESTION NO: 141

Your company, Kick That Ball Sports, has appointed you project manager for its new Cricket product line introduction. This is a national effort, and all the retail stores across the country need to have the new products on the shelves before the media advertising blitz begins. The product line involves three new products, two of which will be introduced together and a third one that will follow within two years. Product number three will be elaborated in more detail closer to the product's release date, while the first two products will be elaborated in great detail now. The scope management plan has just been completed. Which of the following is true? (Choose the

best response.)

- A.** The WBS template from a previous project, a tool and technique of the Create WBS process, was used to create the WBS for this project. The WBS encompasses the major deliverables for the project.
- B.** Only the deliverables associated with the work of the project should be listed on the WBS. Since product number three isn't being released until a later date it should not yet be included on the WBS.
- C.** The WBS encompasses the full scope of work for the project and the technique in the question is called rolling wave planning.
- D.** The WBS should be created next, and it encompasses the full scope of work for the project. Only the work of the project is listed on the WBS.

Answer: C

Explanation:

There isn't enough information in the question to know whether "The WBS template from a previous project, a tool and technique of the Create WBS process, was used to create the WBS for this project. The WBS encompasses the major deliverables for the project." is correct, although it could be. "The WBS should be created next, and it encompasses the full scope of work for the project. Only the work of the project is listed on the WBS." is not correct because the next process after the scope management plan is created is the Scope Definition process. The WBS details the entire scope of the project and includes all deliverables. It is an output of the Create WBS process and the technique of elaborating some deliverables at a later date is called rolling wave planning.

QUESTION NO: 142

The risk of accepting a lot of poor quality, in acceptance sampling, is referred to as:

- A.** type I error
- B.** producer's risk
- C.** consumer's risk
- D.** buyer's risk
- E.** consumer's risk and type I error

Answer: C

Explanation:

QUESTION NO: 143

Parametric cost estimating involves

- A. using a statistical model to estimate costs
- B. calculating the individual estimates of work packages
- C. defining the perimeters of the life-cycle
- D. using the WBS to do bottom up estimates
- E. Both 1) using the WBS to do bottom up estimate, and 2) calculating the individual estimates of work packages

Answer: A

Explanation:

QUESTION NO: 144

You are a project manager for Picture Shades, Inc. It manufactures window shades that have replicas of Renaissance-era paintings on the inside for hotel chains. Picture Shades is taking its product to the home market, and you're managing the new project. It will offer its products at retail stores as well as on its website. You're developing the project schedule for this under-taking and have determined the critical path. Which of the following statements is true?

- A. You calculated the early and late start dates, the early and late finish dates, and float times for all activities.
- B. You calculated the optimistic, pessimistic, and most likely duration times and the float times for all activities.
- C. You calculated the activity dependency and the optimistic and pessimistic activity duration estimates.
- D. You calculated the most likely start date and most likely finish dates, float time, and weighted average estimates.

Answer: A

Explanation:

The CPM calculates a single early and late start date and a single early and late finish date for each activity. Once these dates are known, float time is calculated for each activity to determine the critical path. The other answers contain elements of PERT calculations.

QUESTION NO: 145

Your project team has identified several potential risks on your current project that could have a significant impact if they occurred. The team examined the impact of the risks by keeping all the uncertain elements at their baseline values. What type of diagram will the team use to display this information?

- A. Process flowchart
- B. Tornado diagram
- C. Influence diagram
- D. Fishbone diagram

Answer: B

Explanation:

The question describes sensitivity analysis, which is a tool and technique of the Quantitative Risk Analysis process. Tornado diagrams are often used to display sensitivity analysis data.

QUESTION NO: 146

Response Planning is the responsibility of the functional areas and considers

- A. deflection.
- B. contingency planning.
- C. unforeseen occurrences.
- D. All of the other alternatives apply.
- E. mitigation.

Answer: D

Explanation:

QUESTION NO: 147

Your project sponsor has requested a cost estimate for the project on which you're working. This project is similar in scope to a project you worked on last year. She would like to get the cost estimates as soon as possible. Accuracy is not her primary concern right now. She needs a ballpark figure by tomorrow. You decide to use _____.

- A. parametric modeling techniques
- B. analogous estimating techniques
- C. bottom-up estimating techniques
- D. computerized modeling techniques

Answer: B

Explanation:

Analogous-or top-down-estimating techniques are a form of expert judgment. Since this project is similar to another recent project, you can use the cost estimates from the previous project to help you quickly determine estimates for the current project.

QUESTION NO: 148

For communication to occur, there must be:

- A. All of the other alternatives apply
- B. a communication process
- C. Two or more people involved
- D. the transmittal of information
- E. The transmittal of information and a communication process

Answer: A

Explanation:

QUESTION NO: 149

Your company has asked you to be the project manager for the product introduction of its new DeskTop Rock media system. You recently published the project scope statement. Which of the following is not contained in the project scope statement?

- A. Requested changes
- B. Project configuration management requirements
- C. Constraints
- D. Project specifications

Answer: A

Explanation:

Requested changes are an output of the Scope Definition process. They are not part of the project scope statement.

QUESTION NO: 150

You are working on a project that is similar in scope to a project performed last year by your company. You might consider which of the following?

- A. Using the previous project's alternatives identification as a template
- B. Reusing the previous project's product description when writing the scope statement
- C. Using the previous project's WBS as a template
- D. Reusing the previous project's cost-benefit analysis as justification for this project

Answer: C

Explanation:

WBSs from previous projects can be used as templates on projects that are producing similar products, services, or results. Some companies write WBS templates to be used for projects of similar scope.

QUESTION NO: 151

What are the performance measurements for the Schedule Control process?

- A. SV (EV - PV) and SPI (EV ÷ PV)
- B. SV (PV - EV) and SPI (PV ÷ EV)
- C. SV (EV - BAC) and SPI (EV ÷ BAC)
- D. SV (EV - AC) and SPI (EV ÷ AC)

Answer: A

Explanation:

Schedule variance is (EV - PV) and schedule performance index is (EV ÷ PV).

QUESTION NO: 152

The work that must be done in order to deliver a product with the specified features and functions is:

- A. Project verification
- B. Project scope
- C. Project control
- D. Product scope

Answer: B

Explanation:

Project Scope: The work that must be done in order to deliver a product with the specified features and functions.

QUESTION NO: 153

The project manager is assigned in the?

- A. Management Plan
- B. SOW
- C. Charter (contract)
- D. Project Plan

Answer: C

Explanation:

Project Manager should be assigned in the early phase of the project otherwise project may get delay.

QUESTION NO: 154

Parametric Estimating is done as a part of which process:

- A. Estimate Activity Durations
- B. Sequence Activities
- C. Develop Schedule
- D. Estimate Activity Resources

Answer: A

Explanation:

Tools and Techniques for Estimate Activity Durations are: Analogous estimates , Parametric Estimating, Three-Point Estimates and Reserve Analysis.

QUESTION NO: 155

Make payment to seller is done in _____ .

- A. Plan Procurements
- B. Conduct Procurements
- C. Administer Procurements
- D. Close Procurements

Answer: C

Explanation:

Make payment to seller is done in Administer Procurements.

QUESTION NO: 156

You have accumulated project information throughout the project and need to distribute some important information you just received. Which of the following is not an information distribution method?

- A. Electronic mail
- B. Videoconferencing
- C. Voicemail
- D. Electronic databases

Answer: D

Explanation:

Electronic databases are a type of information gathering and retrieval system, not a distribution method.

QUESTION NO: 157

The following reports are normally developed during the project closure phase?

- A. None of the other alternatives apply
- B. Communications Management Plan and Lessons Learned
- C. Records Archive, Closure Report, & Specifications Document
- D. Records Archive, Closure Report, lessons learned & Formal Acceptance Report
- E. Communications Management Plan and Closure report

Answer: D

Explanation:

QUESTION NO: 158

Which one of the following is not an acquisition method?

- A. negotiation
- B. invitation
- C. purchase
- D. advertising
- E. all are acquisition methods

Answer: D

Explanation:

QUESTION NO: 159

Communication in both project and non-project-driven organizations should occur in directions.

- A. four
- B. one
- C. two
- D. three
- E. five

Answer: E

Explanation:

QUESTION NO: 160

In which of the following is the cost of risk hidden by the contractor?

- A. Fixed Price Plus Incentive
- B. Firm Fixed Price Contract and Fixed Price Plus Incentive
- C. Firm Fixed Price Contract
- D. Cost Plus Percentage of Cost
- E. Cost Plus Fixed Price

Answer: D

Explanation:

QUESTION NO: 161

Objectives can be described as all of the following except for which one? Choose the least correct answer.

- A. The monetary units used to express the cost criteria for the project
- B. The functionality and specific conditions that must be met in order to satisfy the project, contract, standard, or specification
- C. The quantifiable results used to measure project success that should include schedule, cost, and quality criteria
- D. The purpose for undertaking the project

Answer: B

Explanation:

According to the PMBOK Guide, functionality and specific conditions that must be met in order to satisfy the project, contract, standard, or specification describe the criteria for requirements, not objectives.

QUESTION NO: 162

All of the following statements are true regarding the RBS except for which one?

- A. The RBS is similar to the WBS in that the lowest levels of both are easily assigned to a responsible party or owner.
- B. The RBS is contained in the risk management plan.
- C. The lowest level of the RBS can be used as a checklist, which is a tool and technique of the Risk Identification process.
- D. It describes risk categories, which are a systematic way to identify risks and provide a foundation for understanding for everyone involved on the project.

Answer: A

Explanation:

The RBS describes risk categories, and the lowest level can be used as a checklist to help identify risks. Risk owners are not assigned from the RBS; they're assigned during the Risk Response Planning process.

QUESTION NO: 163

You are the project manager for Lucky Stars nightclubs. They specialize in live country and western band performances. Your newest project is in the Planning process group. You've published the scope statement and scope management plan. The document that describes who will receive copies of this information as well as future project information, how it should be distributed, and who will prepare it is which of the following?

- A. Scope management plan
- B. Project charter
- C. Communications management plan

D. Information distribution plan

Answer: C

Explanation:

The communications management plan documents what information will be distributed, how it will be distributed, to whom, by whom, and the timing of the distribution.

QUESTION NO: 164

With triangular distribution, the low, likely and high values are 20, 30 and 40, respectively. The mean is _____.

- A. 25.0
- B. 22.5
- C. 27.5
- D. 30.0

Answer: D

Explanation:

mean = $(20+30+40)/3 = 30$

QUESTION NO: 165

Sally is a project manager working on a project that will require a specially engineered machine. Only three manufacturers can make the machine to the specifications Sally needs. The price of this machine is particularly critical to this project. The budget is limited, and there's no chance of securing additional funds if the bids for the machine come in higher than budgeted. She's developing the evaluation criteria for the bidders' responses and knows all of the following are true except for which one?

- A. Sally will review the project management plan, including the risk register, as inputs to this process.
- B. Sally will base the evaluation criteria on price alone since the budget is a constraint.
- C. Sally will update the contract statement of work with any new information.

D. Sally will use standard contract forms provided by her procurement department to write the contract for this machine.

Answer: B

Explanation:

Evaluation criteria can be based on price alone when there are many vendors who can readily supply the good or services. The question states that only three vendors make the machine, which means evaluation criteria should be based on more than price.

QUESTION NO: 166

Failure costs are also known as which of the following?

- A. Internal costs
- B. Prevention costs
- C. Cost of keeping defects out of the hands of customers
- D. Cost of poor quality

Answer: D

Explanation:

Failure costs are associated with the cost of quality and are also known as cost of poor quality.

QUESTION NO: 167

During the opening rounds of contract negotiation, the other party uses a fait accompli tactic. Which of the following statements is true about fait accompli tactics?

- A. One party claims the issue under discussion was documented and accepted as part of Scope Verification.
- B. One party claims the issue under discussion has already been decided and can't be changed.
- C. One party claims to accept the offer of the other party, provided a contract change request is submitted describing the offer in detail.
- D. One party agrees to accept the offer of the other party but secretly knows they will bring the issue back up at a later time.

Answer: B

Explanation:

Fait accompli is a tactic used during contract negotiations where one party convinces the other that the particular issue is no longer relevant or cannot be changed. Option B is not correct because Scope Verification does not generally occur during contract negotiations since the work of the project has not yet been performed.

QUESTION NO: 168

The most rapid Estimate Costs technique is:

- A. Analogous estimating
- B. Template estimating
- C. Computerized estimating
- D. Square foot estimating

Answer: C

Explanation:

Computerized estimating rapid Estimate Costs technique

QUESTION NO: 169

Management styles associated with production environments, such as assembly lines commonly include:

- A. assumption that workers lack ambition and dislike responsibility
- B. All of the other alternatives apply.
- C. a directing style of leadership.
- D. a lack of confidence in their workers
- E. a Theory X style of leadership

Answer: B

Explanation:

QUESTION NO: 170

The person in the organization that authorizes the commencement of a project is the

_____?

- A. Project Admin
- B. Sponsor
- C. Project Manager
- D. Senior Manager

Answer: B

Explanation:

The project manager executes the project but does not authorize the project. Sponsor authorize the project.

QUESTION NO: 171

Constraints do not include:

- A. Expected staff assignments
- B. Collective bargaining
- C. Organizational structure of the performing organization
- D. Impacts of weather

Answer: D

Explanation:

Impacts of weather

QUESTION NO: 172

Job continuity would be an example of _____ in Maslow's hierarchy of needs.

- A. Self-actualization
- B. Physiological
- C. Safety
- D. Belonging
- E. Esteem

Answer: C

Explanation:

QUESTION NO: 173

The estimated cost to complete (ETC) is _____.

- A. BCWP/ACWP
- B. the forecasted and final cost - cost to date
- C. None of the other alternatives apply
- D. Total estimate - ACWP
- E. $(ACWP - BCWP) / BCWP * 100$

Answer: B

Explanation:

QUESTION NO: 174

Formal written communication is mandated for which of the following?

- A. Both 1) scope changes not part of the original project, and 2) taking exception to a specification.
- B. scope changes not part of the original project
- C. procurement of raw materials
- D. All of the other alternatives apply.
- E. taking exception to a specification

Answer: D

Explanation:

QUESTION NO: 175

Risk mitigation includes all but which of the following:

- A. performing contingent planning
- B. Obtaining insurance against loss
- C. Developing system (policies, procedures, responsibilities)
- D. identification of project risks.
- E. developing planning alternatives

Answer: D

Explanation:

QUESTION NO: 176

Lessons learned are most often based upon project historical records. Lessons learned can be used to:

- A. See how others have solved problems
- B. "Predict trends, highlight problems and identify alternatives"
- C. See what mistakes others have made
- D. All of the other alternatives apply

Answer: D

Explanation:

All of the other alternatives apply

QUESTION NO: 177

In which type of organization(s) is the project manager's role most likely part-time?

- A. Functional
- B. Weak Matrix
- C. Balanced Matrix
- D. Both 1) Functional and 2) Weak Matrix

Answer: D

Explanation:

QUESTION NO: 178

A(n) _____ is defined as a specified accomplishment in a particular instant in time which does not consume time or resources.

- A. Event.
- B. Activity
- C. Correlation
- D. Event constrained within planned effort.
- E. Constant

Answer: A

Explanation:

QUESTION NO: 179

Trend Analysis is best described as:

- A. Examining project performance over time
- B. Calculating Earned Value
- C. Calculating Cost Variance
- D. Analyzing performance of similar projects over time

Answer: A

Explanation:

Trend Analysis is Examining project performance time by time

QUESTION NO: 180

Overlapping activities on a project, such as design and construction, is referred to as:

- A. Process improvement.

- B. Synchronous manufacturing
- C. Fast tracking
- D. Parallel management.
- E. Risk conversion.

Answer: C

Explanation:

QUESTION NO: 181

All the techniques described below can be used to keep a meeting focused except:

- A. Rephrase unclear ideas presented by group members
- B. Encourage pursuit of interesting new ideas
- C. Summarize discussion periodically
- D. Recall agenda items/purpose of meeting
- E. All are acceptable techniques

Answer: B

Explanation:

QUESTION NO: 182

Resource leveling _____.

- A. Attempts to reduce resource requirements within a constraint on project duration
- B. Smooths out resource requirements by rescheduling activities within their float time.
- C. Allocates resources to activities to find shortest schedule within fixed resource limits.
- D. Smooths out resource requirements by substituting activities with unassigned resources.
- E. 1) Smooths out resource requirements by rescheduling activities within their float time, or 2) Attempts to reduce resource requirements within a constraint on project duration

Answer: E

Explanation:

QUESTION NO: 183

The highest degrees of project risk and uncertainty are associated with the following phase of the project:

- A. Both 1) conceptual, and 2) post project evaluation
- B. cut-over
- C. conceptual
- D. execution
- E. post project evaluation

Answer: C

Explanation:

QUESTION NO: 184

You are a project manager for an engineering company. Your company won the bid to add ramp-metering lights to several on-ramps along a stretch of highway at the south end of the city. You subcontracted a portion of the project to another company. The subcontractor's work involves digging the holes and setting the lamp poles in concrete. The subcontractor's performance is not meeting the contract requirements. Which of the following is not a valid option?

- A. You document the poor performance in written form and send the correspondence to the subcontractor.
- B. You terminate the contract for poor performance and submit a change request through Contract Administration.
- C. You agree to meet with the subcontractor to see whether a satisfactory solution can be reached.
- D. You submit a change request through Contract Administration demanding that the subcontractor comply with the terms of the contract.

Answer: D

Explanation:

The contract change control system describes the processes you'll use to make changes to the contract, not as a means of communication. The changes might include contract term changes, date changes, and termination of a contract.

QUESTION NO: 185

Job descriptions are examples of _____ communications.

- A. horizontal

- B. downward
- C. diagonal
- D. upward
- E. None of the other alternatives apply

Answer: E

Explanation:

QUESTION NO: 186

You are in a meeting with someone who just ate a slice of garlic bread. You are distracted by his pungent breath. Which of the following communication barriers describe these distractions?

- A. None of the other alternatives apply
- B. Selective Perception
- C. Sensory Limitations
- D. Varying Alertness of Perception
- E. Sign Detection

Answer: E

Explanation:

QUESTION NO: 187

Group brainstorming encourages all of the following except:

- A. Analysis of alternatives
- B. Decision making
- C. Team building
- D. Convergent thinking
- E. Uninhibited verbalization

Answer: D

Explanation:

QUESTION NO: 188

In crashing a task, you would focus on:

- A. Accelerate performance by minimizing cost.
- B. As many tasks as possible and accelerate performance by minimizing cost.
- C. Non critical tasks.
- D. Accelerating performance of tasks on critical path.
- E. As many tasks as possible.

Answer: D

Explanation:

QUESTION NO: 189

You have been assigned to a project in which the objectives are to expand three miles of the north-to-south highway through your city by two lanes in each direction. You are in charge of the demolition phase of this project, and you report to the project manager in charge of this project. You have been hired on contract and will be released at the completion of the demolition phase. What type of organizational structure does this represent?

- A. Balanced matrix organization
- B. Functional organization
- C. Projectized organization
- D. Weak matrix organization

Answer: C

Explanation:

Projectized organizations are focused on the project itself. One issue with this type of structure is determining what to do with project team members when they are not actively involved on the project. One alternative is to release them when they are no longer needed.

QUESTION NO: 190

You are a project manager of ABC organization. You are estimating the project in initiation phase. What level of accuracy you can expect?

- A. -75 percent to +75 percent
- B. -25 percent to +25 percent
- C. -50 percent to +50 percent
- D. -50 percent to +100 percent

Answer: D

Explanation:

In the project initiation phase estimation is rough therefore it can fluctuate -50 percent to +100 percent.

QUESTION NO: 191

Root Cause Analysis related to _____.

- A. Process Analysis
- B. Performance Measurements
- C. All of the other alternatives apply
- D. Quality Audits

Answer: A

Explanation:

Root Cause Analysis relates to Process Analysis.

QUESTION NO: 192

Range estimating in determining cost risk probabilities requires _____ .

- A. an amount of financial exposure.
- B. risks and opportunities ranked in order of bottom line importance
- C. All of the other alternatives apply.
- D. contingency requirements for expected level of confidence
- E. probability of cost overrun occurrences

Answer: C

Explanation:

QUESTION NO: 193

When working in a matrix environment, all of the following are true regarding the Manage Project Team process except for which one?

- A. Communication methods and issue logs are used to create performance appraisals, provide feedback, and track issues.
- B. Managing project teams in a matrix environment is often a critical success factor for the project.
- C. Loyalty issues might arise when managing projects in a matrix environment.
- D. It's the project manager's responsibility to make certain this dual reporting relationship is managed effectively.

Answer: A

Explanation:

Communication methods are not a tool and technique of the Manage Project Team process.

QUESTION NO: 194

Who are the audience of project charter?

- A. The senior Project Manager
- B. The project team
- C. stakeholders
- D. The project manager

Answer: C

Explanation:

The project sponsor creates and issues the project charter and the audience are the stakeholders.

QUESTION NO: 195

Communication always makes use of.

- A. words

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