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QUESTION 1

Which of the following shows how often contracts would be closed for the procurements on a project?

- A. During phase gate review
- B. After the project is completed
- C. At the end of the project
- D. At the end of the contract

Correct Answer: D

QUESTION 2

Some of the stakeholders are losing interest in the project because of its length. Which of the following should the project manager implement in this situation?

- A. Remove the stakeholders who are losing interest to ensure successful completion of the project.
- B. Limit communication with the stakeholders to the bare minimum and only report on the progress and not the issues.
- C. Implement a concise and reoccurring communication plan which focuses on the project goal and accomplishments.
- D. Review the project goal with the stakeholder and allow them to make the appropriate changes to keep them interested.

Correct Answer: C

QUESTION 3

Which of the following steps is required to validate a business case?

- A. Feasibility analysis
- B. Assign costs
- C. Schedule milestones
- D. Identify project scope

Correct Answer: A

QUESTION 4

Which of the following steps oversees the productivity of the project team?

- A. Analyze performance information



- B. Review change log
- C. Identify variance
- D. Monitoring work performance

Correct Answer: D

QUESTION 5

A project manager is completing a project schedule network diagram using boxes to represent the project activities that are connected by lines to show their dependencies. Which of the following tools is the project manager using?

- A. AOA
- B. WBS
- C. ADM
- D. PDM

Correct Answer: D

QUESTION 6

A stakeholder wants to add another requirement to the deliverable. Which of the following will the project manager do to determine the change's effect on the project?

- A. Performing an impact analysis
- B. Identifying a change
- C. Coordinating with stakeholders to select the course of action
- D. Filling out a change control

Correct Answer: A

QUESTION 7

The formula for Schedule Performance Index (SPI) is:

- A. $SPI = SV/PV$
- B. $SPI = EV/PV$
- C. $SPI = EV/SV$
- D. $SPI = PV/EV$

Correct Answer: B

**QUESTION 8**

Which of the following should a project manager do for a team member who does not speak the same language?

- A. Hire a translator to assist the team member in communicating.
- B. Communicate with the team member using translation software.
- C. Send the team member to training on the desired language.
- D. Ask for a replacement team member that speaks the same language.

Correct Answer: A

QUESTION 9

While performing a scheduled walkthrough at a construction site, the customer points out a discrepancy. Which of the following is the FIRST step that should be taken before submitting a change control form?

- A. Consult the project sponsor
- B. Identify the change
- C. Perform a feasibility study
- D. Perform impact analysis

Correct Answer: B

QUESTION 10

Which of the following describes an assumption?

- A. Not used on projects, because certainty is needed to proceed with planning
- B. An unqualified estimate that can be firmed up later
- C. Treated as true for the purpose of planning
- D. A limitation that can impact the project that must be considered

Correct Answer: C

QUESTION 11

While working on a project, a workaround is implemented to deal with an unforeseen event. Which of the following should be the NEXT step?

- A. Continue with the project as planned
- B. Update the risk register



- C. Update the project management plan with information about the workaround
- D. Assess the action taken to determine additional impacts to the project

Correct Answer: D

QUESTION 12

Two project resources have been involved in several heated arguments based on approaches to meet project requirements. The first resource is convinced that the requirement is invalid, whereas the second resource believes that the requirement is valid but should be solved a certain way. As a project manager, which of the following is a suitable conflict resolution approach to attempt to remedy the situation?

- A. Attempt 'smoothing' and 'negotiation' techniques
- B. Threaten to report both employees to HR due to bullying
- C. Make an executive decision as the project manager
- D. Escalate the matter to the project sponsor

Correct Answer: A

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